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# Northern Colorado BUSINESS REPORT



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## A-B lists 700 acres for sale

### Former 'buffer' land offered to industrial users

By Kristen Tatti  
ktatti@ncbr.com

FORT COLLINS — With new zoning in place, Anheuser-Busch InBev has finally listed its more

than 700 acres of excess land in north Fort Collins.

Realtec brokers Jim Mokler and Dan Eckles entered into a listing agreement with A-B at the end of May. The duo are develop-

ing a strategic plan for selling the parcels zoned for industrial and employment uses. At \$1.25 per square foot, the listing is valued at around \$43 million.

"It's a prime future develop-

ment site," Eckles said.

He pointed out that the property offers easy access to both the Great Western rail line and Interstate 25, which supports a wide variety of industrial uses and avoids the heavy traffic in bustling development areas such

See A-B, 36



Illustration by Bernie Simon, Northern Colorado Business Report

## Businesses arise from the ashes of attacks, wildfires

By Kate Hawthorne  
khawthorne@ncbr.com

When artists and novelists need symbols of peaceful, small town America, they reach for Northern Colorado. Disneyland's Main Street is modeled after downtown Fort Collins; James Michener used Weld County to tell the story of how agriculture tamed the Wild West in "Centennial."

But even the happiest place on earth was not immune to the aftershocks of the attacks of Sept. 11, 2001. When hijacked airliners flew into the twin towers of the World Trade Center in New York, the Pentagon in Washington, D.C., and an open field in western Pennsylvania, terror came home to these United States. Memories of 9/11 have replaced

the assassination of JFK as a generational milestone.

As we approach 10 years after, the fear and confusion — and the remarkable feeling of national unity — of the last few months of 2001 have subsided. The effects on local business and the economy linger on well past 2002.

### Early days

The Northern Colorado Business Report has always focused locally, and its biweekly publication could not possibly keep pace with the 24/7 coverage of the aftermath of 9/11. A local business story that did earn a spot on the front page of the Sept. 22, 2001, issue: Employees of Hensel Phelps Construction, based in Greeley, were actually at a meeting in

the Pentagon at the time of the attacks. The topic? A planned remodeling contract — which grew to a \$1 billion repair project to be completed this year.

In November 2001, regional economist John Green warned of the return of "stagflation." When OPEC raised oil prices fourfold in 1973, the cost of goods shot up, fueling inflation, while GDP growth stayed negative — stagnated — through 1980.

"The fear of terrorism — and the measures we are currently taking to ensure our safety — will cause a similar structural change in the U.S. economy," he wrote, predicting "increased costs, price increases, lower productivity (and) wage increases, decreased consumer purchasing

See SECURITY, 20

# Federal budget could cut local CDC funding

## Vector-borne disease programs in jeopardy

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

A Northern Colorado facility that combats many major health threats is itself threatened by a massive cut in the federal budget that could eliminate its funding.

The proposed fiscal year 2011 federal budget, now in the hands of Congressional committees, would cut \$26.7 million from the Centers for Disease Control's vector-borne diseases division based in Fort Collins.

"That would completely eliminate the funding for vector-borne diseases," said Assistant Surgeon General Ali Khan, M.D., acting deputy director of the National Center for Emerging and Zoonotic Infectious Diseases, a new center being created from two existing centers within the CDC.

Nestled into the westernmost reaches of Colorado State University's Foothills Campus, the Division of Vector-Borne Diseases is responsible for researching, tracking and treating infectious diseases such as West Nile virus, Lyme disease, yellow fever, plague and dengue hemorrhagic fever. It is part of the Rocky

See CDC, 33



Courtesy CDC

**THREATENED?** – The Centers for Disease Control's Division of Vector-Borne Diseases opened its new, state-of-the-art facility on Colorado State University's Foothills Campus in 2007. The proposed federal budget for 2011 could cut a majority of the DVBD's funding.



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# THE EYE

## Luxurious Greeley estate on the market

Houses go on the market. Land goes on the market. A veritable zip code is on the market in Greeley.

The St. Michael's Reservoir Estate boasts some very impressive stats. The property, listed by **Debbie Calvin** of Keller Williams Realty, covers approximately 83 acres with a private lake. The main house has 15,000 square feet of living space, four bedrooms and nine bathrooms.

The single-family home cost in excess of \$11 million to build, but is available now for a steal at \$6.5 million.

The First-time Homebuyer Tax Credit certainly would have come in handy for any real estate newbies eyeing this property, but deciding where to apply the \$8,000 would be tough.

An addition to the house? Well, there's already a 2,800-square-foot lake house with two bedrooms. Maybe some surround sound in the living room? The house comes with a 22-seat theater room complete with ticket booth, acoustic walls and stadium seating. How about a library, wine cellar, or workout room? Yeah, this house has all of those, too.

This 7-year-old virtual resort may be half price, but it's no fixer-upper. It has just about everything one could dream up:

- Massage room, steam room and stone grotto with a Roman bath;
- A game room and recreation/billiard room;
- A 2,000-square-foot covered deck and patio.

OK, this is a luxury house with all the amenities, but what's the topper? Well, a 19-acre private lake can be pretty boring without a three-story, double-corkscrew waterslide.

Of course, it also has its own website: [www.stmichaelsreservoirstate.com/](http://www.stmichaelsreservoirstate.com/).

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# State utilities prepare to meet coal-conversion

## New state law favors natural gas use, coal producers complain

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

Two investor-owned utilities will be moving away from burning coal toward natural gas, under a new Colorado law passed with strong bipartisan support. And one result could be a sharp upswing in natural gas production in Northern Colorado.

House Bill 1365 was signed by Gov. Ritter in April. It calls for investor-owned Xcel Energy and Black Hills Energy to sub-

mit plans showing how they intend to reduce their coal-fired electric generation capacity by 900 megawatts or by 50 percent, whichever is smaller, by Dec. 31, 2017. The plans are due by Aug. 15 and are scheduled to be reviewed by the state's Air Quality Control Commission by Dec. 15.

Xcel is Colorado's largest utility, serving most of the state including Northern Colorado through its subsidiary, Public Service Co. of Colorado. Rapid City, S.D.-based Black Hills Energy serves most of east-central and southeast Colorado.

The law doesn't specifically mandate a coal-to-natural-gas conversion, but the Colorado Mining Association is criticizing it as a "natural gas giveaway" that will hurt the state's coal industry and drive up electricity rates for consumers.

"The Colorado Mining Association strongly opposed this legislation, which was the product of secret negotiations between the governor's office, Xcel Energy, the natural gas industry and anti-coal interests, among others," said Stuart Sanderson, CMA president.

The bill, which sailed through the legislature in just 16 days, split the normally cordial relations between the CMA and the Colorado Oil and Gas Association, which praised its passage.

"For natural gas production and use, HB 1365 is the most significant and positive piece of legislation in the state legislature in the last decade," said Tisha Schuller, COGA president. "This bill will help to decrease harmful emissions in Colorado communi-

See **NATURAL GAS**, 28

### F O C U S

# Walking the World hikes to adventure



Courtesy Ward Luthi

**VISITING THE VOLCANO** — A group of Walking the World hikers prepare to hike up to the Arenal volcano in Costa Rica. The Central American nation is one of the favorites of Walking the World's founder, Ward Luthi.

## Company founder says people love nature, want challenge

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

FORT COLLINS — After 23 years and who-knows-how-many miles, Ward Luthi is still walking the world.

Luthi, 59, has what many might consider a dream job. Since 1987, he has been

leading walking excursions across the planet with his business, Walking the World.

Luthi says he's part of the adventure travel industry, but his particular adventurers are in the 50-plus demographic. His clients are a little older and wiser than younger thrillseekers, generally have more disposable income, and are looking for something a little more laid back but still adventurous.

Luthi was lucky enough to be in Washington, D.C., in 1985 as part of President Reagan's Commission on Outdoor Recreation.

"Our charge was to look at recreation

for the next 25 years," he said. "We found that the 50-plus people wanted to do more outdoor recreation programs because the cruise ships and shuffleboard wasn't doing it anymore."

Luthi spotted a business opportunity: "I could see there was a huge niche market out there because these were people who had the time and the money."

And with the first wave of baby-boom retirees about to break, the pool of potential clients seemed almost infinite.

Luthi said his first excursions focused on the American West: New Mexico, the

See **WALKING**, 30

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# NCBR breakfast events answer questions everyone's asking

**By Business Report staff**

FORT COLLINS — The first half of 2010 is nearly over. So what has the Northern Colorado economy been doing since January, when local economists made their predictions at the annual Economic Forecast Luncheon?

And what, exactly, should business owners and HR directors be doing now in response to the federal health reform legislation passed in March?

The *Northern Colorado Business Report* is offering two special informational events to address some of the questions surrounding both of these hot-button topics.

First up, on July 14, the Midyear Economic Update will look at what the economic indicators are saying, on the local, state and national level. Are we looking at a double-dip recession? Is the federal stimulus spending spurring economic growth in Northern Colorado? And how long will the recovery remain jobless?

A panel of economic experts headed by Regional Economist John Green will discuss these and other issues, as well as field specific questions from attendees and online submissions.

Then, on July 20, the Health Insurance How-to goes deep into the Patient Protection and Affordable Care

Act to pull out the details business people need to make informed decisions. Lorez Meinhold, director of National Health Care Reform for Colorado, and Joan Henneberry, executive director of the Colorado Department of Health Care Policy and Financing, share the stage with a panel of local experts: Paul Mueller, CPA, of Mueller and Associates; Jessica Hergenreter of Employer Solutions Group and Jim Sampson of Flood and Peterson Insurance. They will dissect the known from the unknown requirements of the federal law, what its effects could be on state programs, and offer concrete steps for businesses large and small to take now to be in compliance.

Both the Economic Update and Insurance How-to will be held at the Hilton Fort Collins, 425 W. Prospect Road, from 7:30 to 9:30 a.m. Light continental breakfast will be served.

Cost to attend either breakfast is \$32, and reservations can be made online at [www.ncbr.com](http://www.ncbr.com), under the Events heading on the lefthand side of the homepage. Purchase a ticket to both events and the price drops to \$29 for each.

For more information about the NCBR info-breakfasts, contact De Dahlgren, Marketing Manager, at 970-221-5400, ext. 202, or by e-mail at [events@ncbr.com](mailto:events@ncbr.com).

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

Fort Collins-based Telvent's employment numbers were not submitted in time for publication of the list of Largest Software Developers in the May 21 issue of the *Business Report*. Telvent would have ranked No. 2 on the list with 127 employees in its local office.

The May 21 Business of the Arts column did not make it clear that all Greeley Blues Jam events on Friday, June 11, are presented free of charge in various venues throughout downtown Greeley, from 1:30 p.m. to 1:30 a.m. A complete lineup is available at [greeleybluesjam.com](http://greeleybluesjam.com).

Because of a computer glitch, Ewing-Levitt Insurance Co. was inadvertently omitted from NCBR's Mercury 100 list of Fastest-Growing Companies. Its three-year revenue growth of 43 percent between 2006 and 2009 would have placed it 27th among companies with revenues over \$2 million.

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

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# Rangeview campus nearly done, 98 percent full

## Crop Production Services Centerra's latest big tenant

By Steve Porter  
sporter@ncbr.com

LOVELAND — Crop Production Services will move about 280 corporate-level employees in mid-June into the Rangeview office park, occupying the last and biggest of four planned office buildings.

CPS will lease the 82,381-square-foot Rangeview Four building in Centerra's north-central portion just south of Centerra Motorplex.

Ron Kuehl, vice president of real estate for Centerra developer McWhinney, said the first Rangeview building broke ground in 2001 and opened for occupancy in 2002.

"This kind of completes the footprint for the (Rangeview) campus," he said.

Kuehl said additional building construction in the vicinity of Rangeview will depend on market demand, but there are no plans for such construction at present.

The three-story, \$18 million Rangeview Four was built by general contractor Delta Construction; Brinkman Partners is completing the tenant finish.

Kent McDaniel, CPS director, said the company will maintain a presence in

**"We're at 98.5 percent occupancy in the (Rangeview) campus."**

Ron Kuehl, vice president of real estate McWhinney

Greeley with 20 to 25 manufacturing jobs. McDaniel said moving into the spacious Rangeview Four opens the possibility of more jobs coming to Centerra.

"We'll probably be adding some positions," he said. "We just don't know at this point."

CPS is the retail subsidiary of Calgary, Alberta-based Agrium, which claims on its website to be the largest agricultural retailer in the U.S. and a leading global producer of industrial products and agricultural fertilizers.

Agrium purchased CPS — formerly known as United Agri Products — in 2008.

### Nearly totally occupied

CPS announced its relocation from Greeley to Centerra last year. It will make the company the latest tenant setting up



Steve Porter, Northern Colorado Business Report

**NEW HOME ON THE RANGEVIEW** — Rangeview Four, the largest of four office buildings in Centerra, will be the new home of Crop Production Services' corporate offices when they move from Greeley in mid-June.

operations in the 3,000-acre multi-use development. The move to Loveland was sweetened by a \$300,000 cash incentive from the Loveland City Council approved in May 2009.

Another Agrium unit — Agrium Shared Services — moved into an 8,000-square-foot space in Rangeview Three in

late 2009.

Kuehl said Rangeview Four will seek LEED Silver certification, as was earned by Rangeview Three. He noted that the Sky Pond office building also earned a LEED Silver certification and Medical Center of the Rockies, owned by Poudre

See RANGEVIEW, 9

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# Dobbie joins Catshot Group as vice president

International firm offers former CEO new opportunities

By Kristen Tatti  
ktatti@ncbr.com

Almost a year after her sudden departure from the Northern Colorado Economic Development Corp., Maury Dobbie has rejoined the private sector with an international consulting group.

Dobbie is the newest member of the Catshot Group, a consulting firm co-founded by former UniverCity Connections director Doug Johnson. Dobbie will serve as vice president at the 10-month-old firm that offices at the Rocky Mountain Airport in Broomfield. Her working relationship with Johnson goes back years, specifically during her three-year tenure as CEO of NCEDC.

Catshot's founders have diverse backgrounds that bring a wide range of expertise to its client companies. Johnson said that Dobbie's experience is in entrepreneurship and organizing private-public partnerships.

"It's very true to the Catshot name," he said. "We're a catalyst for getting things done, and Maury has a track record of that."

Catshot — the firm takes its name from a Navy term for rapidly launching  
**See DOBBIE, 32**



Courtesy richardthephotographer.com

**CAREER CATALYST** — Maury Dobbie, former CEO of the Northern Colorado Economic Development Corp., is the newest addition to the jet-setting crew of consulting firm Catshot Group. She joins Ethan Martin, left, Doug Johnson and Rob Ffield, right.

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# Long dry winter finally gave way to lots of snow

## Late season moisture means brighter water picture for region

BERTHOUD — With planting season in full swing and summer nearly here, officials with the Northern Colorado Water Conservancy District are breathing easier.

The winter of 2009-10 was a long, dry ride fraught with worry about the low condition of high mountain snowpack. That growing concern extended right through March, normally one of Colorado's snowiest months.

And then the snows came to the high country.

"It was slow all the way into March and that's when the alarm bells started to go off," recalled Karen Rademacher, NCWCD's senior water resource engineer. "But April and May were like blockbusters, and now we're within spitting distance of normal."

The water district felt confident

enough in early April to increase a 50 percent initial quota set in October to 80 percent for Colorado-Big Thompson water share owners. A quota of 80 percent means each unit of C-BT water will yield eight-tenths of an acre-foot. An acre-foot equals 325,851 gallons of water, or enough to supply the needs of a family of four for one year.

The 80 percent quota will make available a total of 248,000 acre-feet of C-BT water this year to its owners, which include 33 cities and towns, about 120 ditch and reservoir companies and around 1,800 individual allottees, according to Brian Werner, water district spokesman.

Werner and Rademacher said additional Western Slope snowfall after the 80 percent quota vote by the water district's board of directors on April 9 has painted a much rosier picture than was foreseen mid-winter.

"The numbers are definitely trending up," Werner said. "We're going into the (summer) with the highest storage in 10 years, and the soil moisture is way up."

One example of this year's heavy late season snow can be seen near Gould just across the Continental Divide in Jackson County. On May 24 the Colorado State Parks department reported that the Ranger Lakes, Bockman and North Michigan Reservoir campgrounds would remain closed through the Memorial Day

weekend because of snowy conditions and the Crags Campground will be closed until July 1 because of still-deep snow.

### All the way to Julesburg

Western Slope mountain snowpack becomes C-BT water when it flows into Lake Granby southwest of Rocky Mountain National Park. That water is then channeled to the Front Range through the Adams Tunnel and stored in Horsetooth Reservoir and Carter Lake.

Werner said C-BT water provides between one-quarter and one-third of all the water used in northeastern Colorado, with users stretching all the way to Julesburg.

About two-thirds of C-BT water is consumed by agriculture and the remaining third goes to municipal and industrial users. When it comes to ownership, Werner said those ratios are flipped, with cities owning two-thirds of the total 310,000 C-BT units and ag users owning about one-third.

Rademacher said another reason for the region's water users to celebrate is the fact that most of April and the first part of May were cooler than normal.

"It was cold," she said. "The weather turned cold through much of April and stayed cold through mid-May, so that slowed the runoff."

Runoff above what can be stored in mountain and plains reservoirs eventu-

ally flows on out of the state.

Rademacher said the water district is now less worried about a quick warmup and fast spring runoff than a hot, dry summer. "The snow in the mountains is in the bank," she said. "What we watch now is how much rain we get. The more rain, the less (water) we need to release."

Werner said full local reservoirs mean Colorado water is rushing out of state, with the Poudre River nearing 2,000 cubic-feet-per-second in late May. He said that highlights the need for the district's Northern Integrated Supply Project, which would create a new reservoir at the mouth of Poudre Canyon and another east of Ault to collect water from the South Platte River.

Due to opposition from groups who say the project would harm the Poudre River, a projected release date for a supplemental draft environmental impact statement has been moved from this year to 2011.

"Hopefully in 2011 there will be a decision (by the U.S. Army Corps of Engineers)," Werner said. "We don't know anything that makes us believe we won't get a permit, but sometimes the process goes excruciatingly slow. And we can't speed it up."

*Steve Porter covers agribusiness for the Northern Colorado Business Report. He can be reached at 970-323-3147 or at [sporter@ncbr.com](mailto:sporter@ncbr.com).*



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# World of opportunity for savvy investors

## CIC sets sights on becoming state's next bank empire

Investment groups are navigating the labyrinthine world of regulatory approval to take advantage of opportunities in the tattered world of banking. A Denver-based group with close ties to Greeley closed on the acquisition of Centennial Bank in May.

CIC Bancshares Inc. is a new bank holding company taking a multi-faceted approach to becoming a Colorado

banking powerhouse. Jim Basey, the newly appointed chairman, CEO and president of Centennial Bank, explained that the plan is to grow the bank throughout the state, particularly the Front Range.

Basey and CIC cohorts Kevin Ahern and Richard Bard have personal and professional relationships dating back 20 years or more. Basey attributes the impetus for forming CIC to Ahern, who had been considering such a move for a few years.

Ahern was in banking as a senior executive at Denver's CoBiz Financial from 2000 to 2005. Most recently, he served as president and COO of Braddock Financial Corp., a private

equity and money management firm.

Ahern and Basey know each other professionally through industry ties — Basey most recently worked in banking as the president of Colorado National Bank — and personally through civic pursuits. Basey, a Greeley native, brought Ahern into the investment committee of the UNC Foundation Inc. and when he retired, turned over the reins to him. Ahern still serves on the committee as well as on the Dean's Leadership Council for the Monfort College of Business and the Malcolm Baldrige National Quality Award Foundation.

Ahern approached Basey about jumping into the industry while the

industry was still jumping.

"I wasn't interested in doing that in 2007 and 2008," Basey said, adding that everything was overvalued back then. "I politely said no and continued to stay retired."

Things are obviously different today, and the opportunity to bring what Basey calls "clean capital" into the industry was too good to pass up. Joined by Richard Bard, a former Citigroup executive and Federal Reserve Bank of Kansas City chairman, the group started formulating a business plan in December 2008. In the last year and a half, they raised \$16 million in capital from 59 shareholders, defined their focus and entered the choppy waters of regulatory approval.

"We reviewed various strategies to enter this banking market," Basey said.

### De novo no go

The group needed a charter, so they could either go for a de novo or an acquisition. It became clear early on that the banking regulators are not entirely interested in issuing new charters. Why would they be where there are so many existing banks sapping their resources?

Instead, the group opted to buy a small, relatively healthy existing bank as a launch pad to bigger things. They felt a larger institution had the potential for more problems since the current market makes it near impossible to value a large legacy loan portfolio. Even with small institutions, the group focused on finding something relatively healthy.

"I looked at over 15 banking organizations," Basey said, adding that some weren't so pretty. "They should have paid us instead of us paying them."

The group identified Centennial Bank, based in Centennial, as the perfect target. The \$24 million bank was founded in 1986 and has only one location. Its total loan portfolio is only \$4.6 million. A bulk of its assets are in core deposits — \$16.8 million at the end of the first quarter.

The next tediously long step was to receive regulatory approval to form a bank holding company.

"It was tough," Basey said. "In a way, that's good for us since we've gone through that gauntlet and been approved."

The barrier to entry is likely to keep competition for assets down; however, CIC isn't the only group playing the field. Denver-based Community Bank Partners recently received approval to become a bank holding company and has a similar business strategy.

CBP plans to purchase Palisades National Bank from Greeley-based Bank of Choice Holding Co. Darrell McAllister, president of Bank of Choice, said he expects the deal to close within the next month, after more than a year in limbo.

Growth for Centennial Bank will come from three strategies. The compa-



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See **BANKING**, 32



## Promontory, 2534 developments stall

The ongoing recession has slowed development activity throughout Northern Colorado, including the once-rapidly expanding Centerra in east Loveland.

But other regional developments have stalled even more. The nearby 2534 development – also at the busy intersection of Interstate 25 and U.S. Highway 34 – has seen little development since 2007, when it added the Bonefish restaurant, Starbucks, Culver's and Home State Bank and the first of three buildings in the 2534 Medical Campus. A Homewood Suites by Hilton hotel announced in late 2007 never materialized.

A proposed Boondocks fun park at the southeast corner of the I-25/Highway 34 intersection also remains to be built. The entire 2534 development has been annexed by the town of Johnstown.

John Franklin, Johnstown town planner, said he hasn't heard anything on Boondocks for a while. "I'm sure they're having trouble just like everyone else getting financing at this time," he said.

Franklin said there are no new developments planned for 2534 for 2010 but noted that something "could happen at any minute." He said the development – once one of the region's fastest-growing – is just in a hibernation phase.

"(2534) was growing," he said. "(In the mid-2000s) it had all the earmarks of a multi-state attraction, and I think it still will be."

Meanwhile, another development a few miles to the east – Promontory in west Greeley – has seen almost no commercial development since it got off to a fast start in the early 2000s.

Promontory was once viewed as Greeley's future western commercial and office center, scoring coups when ConAgra, the forerunner of Swift and JBS meatpackers, built a corporate headquarters there. It was joined by State Farm Insurance, which

built a three-building campus and moved out of its overcrowded Evans offices.

But almost no commercial or office development has occurred since 2002, when the last State Farm building was completed. One residential development, built by Denver-based Richmond American Homes, is almost complete, according to Randy Schwartz, a spokesman for Westfield Development, which bought 670 acres in Promontory in 1999.

Schwartz said Westfield still owns about 100 acres of residential-zoned property in the Promontory and noted there are also about 134 acres still awaiting commercial development.

Schwartz said the economy is the main reason why Promontory hasn't more fully developed over the last eight years.

"I think Promontory, when the market returns, is going to be more of a corporate campus development," he said. "I think those who want that kind of environment will be interested in that kind of thing."

Nick Christensen, owner of Chrisland Inc., has about 10 acres of commercial property for sale in Promontory. Christensen said competition from 2534 and Centerra and other developments in the region have slowed Promontory's growth, but he remains optimistic. "I think Promontory will have its day when the time is right," he said. "I think it will probably be Greeley-based companies that would like a western location. It's really only about 5 to 7 minutes from I-25, so it is highly accessible and cost-competitive."

Johnstown's Franklin acknowledges that nearby Centerra is no doubt drawing some development away from 2534, but he has no hard feelings about it.

"We like Centerra," he said. "We think it draws a lot of people to the interchange as a whole. We all benefit from Centerra. There seems to be a lot of synergy."

– Steve Porter

## RANGEVIEW, from 5

Valley Health System and opened in Centerra in 2007, is one of only two hospitals in the nation to earn LEED Gold certification for its construction.

Kuehl said Centerra has added roughly 750,000 square feet of LEED-certified space within the last two years.

"McWhinney is certainly committed to building sustainable properties," he said. "We're trying to integrate that into all of our projects."

In March, McWhinney broke ground on Lake Vista, a 300-unit luxury apartment development just south of Rangeview. Lake Vista is expected to be ready for occupancy in late fall or early winter of this year.

Meanwhile, Abound Solar announced last month that it is expanding its presence in Centerra, occupying an additional 15,000 square feet at 3755 Precision Drive. The company already had a 7,500-square-foot corporate office in Rangeview Two.

Kuehl said of the 240,000 square feet in the four Rangeview buildings, only 3,500 square feet will be left unoccupied after Crop Production Services moves in.

"We're at 98.5 percent occupancy in the campus," he said. "That's a good feeling, especially in these times. Only 18 months ago we had a vacancy of 62 percent in three buildings."

### Bumps along the way

Despite Centerra's recent success in attracting new tenants, starting new

projects and completing its Rangeview campus, the development has had some difficult moments in the last two years.

Plans for Grand Station, a 1 million-square-foot, mixed-use development envisioned for just east of the Promenade Shops at Centerra, were put on hold in late 2008 following the national financial meltdown; ground-breaking is still on hold.

And the Promenade Shops, which includes more than 60 shops and pulls in legions of shoppers, has been under foreclosure since November and is facing a possible auction sale this year. The development on the east side of I-25 is owned by Centerra Lifestyle Center, a partnership between McWhinney and Poag and McEwen, which manages the center. The foreclosure action was brought by lender KeyBank against Poag and McEwen for defaulting on a \$116 million loan.

The action does not directly include McWhinney.

Last July, McWhinney announced it was laying off 13 employees and reorganizing the company due to the ongoing recession.

Despite those bumps, Kuehl said Centerra continues to move forward because of its diversification — with everything from a hospital campus to single-family homes — along with numerous lifestyle amenities.

"If you're on property at Centerra, you can walk out of your home and have access to trails and lakes, medical services, restaurants, shopping — virtually everything is here on site," he said.

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1	<b>RB+B ARCHITECTS INC.</b> 315 E. Mountain Ave., Suite 100 Fort Collins, CO 80524 970-484-0117/970-484-0264	13 24 24	85% 5% 10%	75% 25% 0%	75% 25%	contact@rbbarchitects.com www.rbbarchitects.com	Ken F. Field George A. Brelig David Kress Principals 1953
2	<b>ALLER-LINGLE-MASSEY ARCHITECTS PC</b> 712 Whalers Way, Suite B-100 Fort Collins, CO 80525 970-223-1820/970-223-1833	8 14 13	85% 10% 5%	55% 25% 20%	90% 10%	office@aller-linge-massey.com www.aller-linge-massey.com	David Lingle Michael (Mick) Aller Brad Massey Principals 1986
3	<b>VFR DESIGN INC.</b> 401 W. Mountain Ave., Suite 200 Fort Collins, CO 80521 970-224-1191/970-224-1662	5 14 14	70% 20% 5%	15% 70% 15%	85% N/A	robin.pelkey@vfrdesigninc.com www.vfrdesigninc.com	Frank Vaught Principal 1986
4	<b>ARCHITECTURE PLUS PC</b> 318 E. Oak St. Fort Collins, CO 80524 970-493-1220/970-224-1314	4 7 13	75% 15% 10%	70% 15% 5%	85% 15%	tomk@aplusarch.com www.aplusarch.com	Jim Cox Tom Kalert AIA, Vice president AIA 1970
5	<b>KENNEY &amp; ASSOCIATES INC.</b> 209 E. Fourth St. Loveland, CO 80537 970-663-0548/970-669-2384	3 6 6	90% 5% N/A	N/A 80% 20%	95% 5%	rak@kenneyarch.com www.kenneyarch.com	Roger A. Kenney Principal, owner 1991
6	<b>THE FWA GROUP</b> 3665 JFK Parkway, Bldg. 2, Suite 103 Fort Collins, CO 80525 970-232-3125/704-332-7004	3 5 6	100% N/A N/A	90% 10% 0%	100% N/A	r.larsen@fwagroup.com fwagroup.com	Randall E. Larsen AIA LEED AP Principal 1953
7	<b>THE ARCHITECTS' STUDIO</b> 151 W. Mountain Ave. Fort Collins, CO 80524 970-482-8125/970-482-8450	3 5 5	N/A N/A N/A	N/A 40% 20%	80% N/A	info@the-architects-studio.com www.the-architects-studio.com	Don Bundy Carr Bieker Glenn Konen Jeff Errett Principals 1988
8	<b>JCL ARCHITECTURE INC.</b> 401 S. Mason St. Fort Collins, CO 80524 970-224-5710/970-224-5715	2 8 8	70% 20% 10%	20% 55% 25%	75% 25%	justin@theartofconstruction.com www.theartofconstruction.com	Justin Larson AIA, CEO 2004
9	<b>THORP ASSOCIATES PC ARCHITECTS &amp; PLANNERS</b> 131 Stanley Ave., Suite 100 Estes Park, CO 80517 970-586-9528/970-586-4145	2 5 6	90% 10% N/A	N/A 85% 5%	95% 5%	verlene@thorpassoc.com www.thorpassoc.com	Roger M. Thorp AIA, NCARB, LEED AP, President 1976
10	<b>HILLHOUSE ARCHITECTS INC.</b> 8897 Gander Valley Lane Windsor, CO 80550 970-686-0505/970-686-0505	2 4 4	75% 20% 5%	N/A 70% 20%	25% 75%	Adam@haiArchs.com www.haiArchs.com	Adam Hillhouse President 1977
11	<b>FREEMAN ARCHITECTS PC</b> 2024 Blue Mesa Court Loveland, CO 80538 970-667-3939/970-667-3940	1 4 5	80% 20% 0%	0% 75% 25%	95% 5%	freemanarchts@aol.com www.freeman-architects.com	John Freeman Owner/architect 2003
12	<b>ARCHITECTURE WEST LLC</b> 4710 S. College Ave. Fort Collins, CO 80525 970-207-0424/970-207-9191	1 4 5	80% 20% N/A	N/A 80% 20%	90% 10%	Info@ArchitectureWestLLC.com www.architecturewestllc.com	Stephen J. Steinbicker AIA, Principal Architect LEED AP 1996

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# Take technology to heart, literally

Let digital phone apps support healthy changes to lifestyle

I lied. I promised that this installment would tie my previous columns about the wireless revolution together. But I have something a little more pressing to discuss this time around.

I had a little health scare about a month ago. After suffering with some chest pain for about a week, I found myself lying in the emergency room with all kinds of tubes and wires leading to and from my body. The diagnosis was bleak for a 37-year-old: a very minor heart attack brought on by coronary artery disease. The prognosis, however, was good. No noticeable damage had occurred to my heart and with some lifestyle changes I could reduce my risks for a second event dramatically.



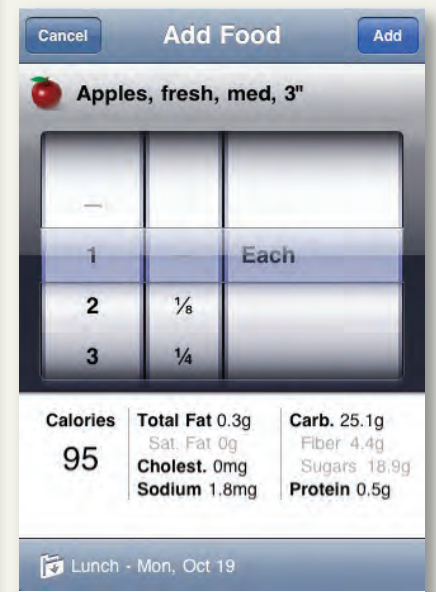
**GEEK CHIC**  
Michael D. Wailes

See **GEEK CHIC**, 24

**APP STAT!**

If technology makes your heart race, but the ol' ticker can't take the strain due one too many cheeseburgers, then check into some smart phone apps to help get your blood pressure and weight under control.

Lose It, shown here, lets you track both calories in – food – and calories out – exercise.



Courtesy <http://itunes.apple.com>

# High unemployment makes hiring tricky



**THE CLEVER BUSINESSMAN**  
Tommy Winston

Save on salaries now, but be ready to interview again when market turns around

As a business owner, you must be careful how you hire when unemployment is high. In normal times you would not be interviewing candidates who are overqualified for your position because they would not be answering your ads. Even though it's tempting to hire someone a few levels above what you normally would hire, it is a bad idea.

Why? As the hiring market returns, employees working under their skill level will be recruited away or will inter-

view on their own and leave as soon as they have secured a position that better uses their skills. Turnover will always cost the employer time, training, performance and, of course, money.

The next caveat is to compensate at a level near the candidate's former or current income. We all would like to hire at the lowest compensation possible, but if the employee believes he or she is underpaid, he or she will continue to interview while working for you. Even though it is tempting to hire a candidate who is not working at a price below market, the best hires are recruited at competitive pay levels.

The best candidates are usually working even though some very qualified individuals have been downsized. The

See **BUSINESSMAN**, 28

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# BRIEFCASE

## Nonprofit notes

**Rehabilitation and Visiting Nurse Association** received \$25,000 from the **Caring for Colorado Foundation** to support the telehealth program. The foundation is helping the people of Colorado become the healthiest in the nation through targeted grants that provide measurable health improvements.

## KUDOS

**Multi-Channel Merchant** nominated Hudson-based **Dogs Unlimited** for an MCM Catalog Award in the Sporting Goods/Hobbies category. Other nominees included **Patagonia**, **Orvis Co.** and **L.L. Bean**, which won the award. Dogs Unlimited provides product images, helpful descriptions and assistance in choosing the best dog-training tools.

For the second year in a row **Advanced Roofing Technologies** in Fort Collins earned the Verisco Gold Medal Quality Award. The Gold Medal Quality Program identifies the **Versico** contractors who have set themselves apart by providing high quality installations on a consistent basis.

The **state of Colorado** recognized **United Way of Larimer County** for its Make A Difference Day Event held in October. More than 4,400 community members volunteered to complete 150 projects. In March, the event was named one of the top 10 Make A Difference Day events in the country by **USA Weekend Magazine**.

An image taken by Greeley-based **Stenbakken Photography** in conjunction with Fort Collins-based advertising agency **Toolbox Creative** earned recognition in the **Advertising & Marketing Review Magazine** in Denver. In the magazine's 18th American Society of Media Photographers Photo Annual, the image, taken for Fort Collins-based **R&R Home Design**, was selected as a top photograph representing the talent of Colorado creatives.

The **Colorado Supreme Court** honored Northern Colorado real estate and business law firm of **Otis, Coan & Peters LLC** for its commitment, since 2008, to providing pro bono legal service. The commitment requires a firm to provide an average of 50 hours per lawyer of service to indigent persons, organizations who serve the community, and/or in providing educational activities and working to make the legal community better.

## DEADLINES

The **Loveland Chamber of Commerce** extended the deadline for Corn Roast Festival Grand Marshal nominations to 5 p.m. June 18. Nominees must be long-standing community members who have made a significant impact on Loveland. Nominations must include a completed nomination form, found at [www.loveland.org](http://www.loveland.org).

Grant applications are now being accepted for the seventeenth annual **Wells Fargo Community Assistance Fund**. Applications, available at all **Wells Fargo** stores throughout the state, are due June 30. Eligible organizations must be certified 501(c)(3) and have an annual budget of \$350,000 or less.

## ANNIVERSARIES

International science, engineering and IT consulting firm **Riverside Technology inc.**, headquartered in Fort Collins, celebrated 25 years in business last month. Riverside provides global services and solutions in information management, water resources management, environmental monitoring and analysis, hydropower planning, modeling and decision support, and geographic information systems.

## PROJECTS

**DaVinci Sign Systems** completed a \$78,000 contract to rebrand four **Denver Public Schools: Denver West High School, Rishel Middle School, Kunsmiller Campus** and **Smiley Campus**. Project signage included banner pole masts with banners, interior banners, digital print appliques with corresponding school logo, twin pole entryway signs, and interior signage.

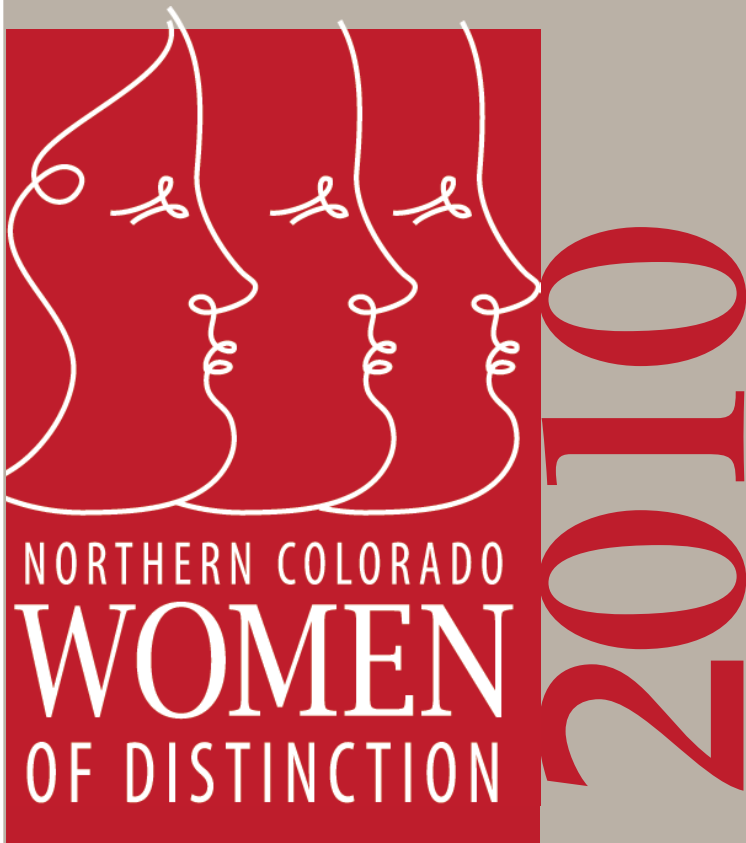
## MISCELLANEOUS

The **Bureau of Land Management** will waive recreation-related fees for visitors on June 5-6, Aug. 14-15, Sept. 25 (National Public Lands Day), and Nov. 11 (Veterans Day) on many of the public lands it manages. This includes areas within the National Landscape Conservation System, which is celebrating its 10th anniversary this year. Details about fee-free days and activities are available at [www.blm.gov/wo/st/en/prog/Recreation/BLM\\_Fee\\_Free\\_Days.html](http://www.blm.gov/wo/st/en/prog/Recreation/BLM_Fee_Free_Days.html).

The **Greeley Farmers' Market** at the Depot is open for the 2010 season, Saturdays through Oct. 30 from 7:30 a.m. to noon, 902 Seventh Ave. Products available during the early part of the season include plants, early produce, meats, breads and pastries and crafts. As the summer progresses, seasonal produce will include sweet corn, peaches, tomatoes and other seasonal items.

**Be Local Northern Colorado** welcomed new and renewing members: **Xplore Design, Ela Family Farms, Wilbur's Total Beverage, Colorado Financial Partners, Meadow Maid Foods, Grant Family Farms, The Sleep Store, OtterBox, The Cupboard, JJ Roth Financial, and Kimball Nelson Photography**. Visit [www.BeLocalNC.org](http://www.BeLocalNC.org) for more information.

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



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## CALL FOR NOMINATIONS

Do you know a woman who's an exceptional business or community leader? Nominate her for the second annual Women of Distinction awards! Nomination forms available at [NCBR.com](http://NCBR.com).

Look for Events under the Department listing on the side. Nominations are due by June 15.

### To become a Women of Distinction sponsor contact:

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Women of Distinction is the premier celebration recognizing female leadership in Northern Colorado. Whether business professionals or community leaders, philanthropists or educators, these women choose to exert their time and considerable talents in ways that strengthen not only their organization's interests but our entire community.

# Call for Nominations

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# CALENDAR

- June 4** - First Friday Art Walk Party, from 6 to 9 p.m., Harper Point Photography, 226 Pine St. in Fort Collins. Contact: Kimi Marin at 970-530-2353 or volunteer\_coordinator@crossroadsafeshouse.org.
- June 4** - Loveland Chamber Media Day, from 9:30 a.m. to 2 p.m., Loveland Chamber of Commerce, 5400 Stone Creek Circle in Loveland. Cost: FREE to Loveland Chamber investors, \$15 for everyone else no matter how many sessions attended. Lunch included. Registration Deadline: Walk-ins welcome. Contact: Nicole Hegg at 970-667-6311 or info@loveland.org.
- June 4** - Fused glass workshop, from 6:30 to 8:30 p.m., Indigo Gallery, 119 W. Oak St. in Fort Collins. Cost: free.
- June 4** - Creating Opportunities in a Recovering Economy, from 9 a.m. to noon, Room 118 Rockwell Hall-West, Laurel in Fort Collins. Cost: \$200, \$175 for CSU Alumni. Registration Deadline: June 3. Contact: Jim Francis at 970-491-6265 or jim.francis@business.colostate.edu.
- June 4 - 17** - Beet Street's Streetmosphere, Downtown Fort Collins. Contact: Kerry Miller at 970-419-8240 or info@beetstreet.org.
- June 5** - Larimer Humane Society's 20th Annual Fire Hydrant 5, starting at 7:30 a.m., Edora Park, in Fort Collins. Cost: \$30, \$35 after June 3, children under 12/free. Contact: LCHS at 970-530-2947 or www.larimerhumane.org.
- June 5** - Fishing Derby, starting at 8 a.m., Lake Estes Marina, 1770 Big Thompson Ave. in Estes Park. Cost: \$4/person on the day of the event. \$3/pre-registration. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 5** - NOAPS Invitational - Visions, starting at 5 p.m., Cultural Arts Council Gallery, 423 W. Elkhorn Ave. in Estes Park. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 5** - JBS Production Worker Hiring Event, from 9 a.m. to 1 p.m., Downtown Greeley, 918 10th St. in Greeley. Contact: Marie Llamas at 970-353-3800, ext. 6713 or mllamas@co.weld.co.us.
- June 5** - 8th Annual Denver Brain Tumor Walk, from 7:30 a.m. to noon, Sloan's Lake Park, 4500 W. 17th Ave. (picnic area) in Denver. Cost: \$0 - \$50. Registration Deadline: no deadline, day of event registration. Contact: Andrina Schwartz at 866-455-3214 or DenverWalk@braintumor.org.
- June 6** - Dinner & Auction at the Anheuser-Busch Tour Center to Benefit Easter Seals, starting at 6 p.m., Anheuser-Busch Tour Center, in. Cost: Varies. Contact: Connie Hanrahan at 970-482-7644 or connie@mantoothcompany.com.
- June 6** - Taking Strides to Save Lives, starting at 6 p.m., Old Town Fort Collins, in Fort Collins. Cost: \$20, \$25/day of. Contact: Suicide Resource Center at 970-635-9301 or www.SuicideResourceCenter.org.
- June 7** - Anheuser-Busch Golf Tournament for Easter Seals, starting at 7:30 p.m., Fort Collins Country Club. Contact: Connie Hanrahan at 970-482-7644 or connie@mantoothcompany.com.
- June 7 - 6** - 2010 Cornerstone Farm Summer Horsemanship Camp, from 9 a.m. to 2 p.m., Triple Creek Ranch, 4255 Nelson Road in Longmont. Cost: \$350/person for one week camp. Contact: Jennifer Shannon at 303-828-9040 or 303-420-8794 or jennikay@friei.com.
- June 7** - Walking Tour of Historic Downtown Estes Park, from 9 a.m. to noon, Bond Park, downtown Estes Park in Estes Park. Cost: \$5/members of the Estes Park Museum Friends & Foundation Inc., \$10/nonmembers. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 7** - Medical Careers Information Session, from 2 to 5 p.m., Cafe Meeting Room F, 1024 S. Lemay Ave. in Fort Collins. Contact: RSVP at 970-495-7836.
- June 7** - Infant Swimming Resource, The Fort Collins Club, 1307 Prospect Road in Fort Collins. Contact: Jenni Matheson at 808-393-6319 or info@ISRswimschool.com.
- June 7** - Entity Selection and Registration, from 8 to 10 a.m., Loveland SBDC, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$25. Contact: Loveland SBDC at 970-667-4106.
- June 8** - Garbage Garage Education Center Classes, Larimer County Landfill, South Taft Hill Road in Fort Collins. Contact: Larimer County Landfill at 970-498-5775.
- June 8** - Northern Colorado Worksite Wellness Workshop, from 8 a.m. to 3:30 p.m., Embassy Suites Hotel, 4705 Clydesdale Parkway in Loveland. Cost: \$30/person.
- June 8** - China 2010: Advanced Business Strategy, from 8:30 a.m. to 12:30 p.m., USA, 1625 Broadway, Suite 680 in Denver. Contact: Justn Szymik at 0-130-359-25757 or wtcdenver@att.net.
- June 9** - Greeley Chamber of Commerce Business Before Hours, from 7 to 8:30 a.m., Greeley Guest House, 5401 W. Ninth St. in Greeley. Contact: Kim Barbour at 970-352-3566 or kim@greeleychamber.com.
- June 9** - Beet Street's Science Cafe, from 5:30 to 7 p.m., Avogadro's Number, 605 S. Mason St. in Fort Collins. Contact: Kerry Miller at 970-419-8240 or info@beetstreet.org.
- June 9 - 13** - 2010 Rocky Mountain Senior Games. Registration Deadline: May 24. Contact: RMSG at 970-350-9433 or rmsg@greeleygov.com.
- June 9** - STIR Loveland Young Professionals - Educational Event, from 7:30 to 9 a.m., Loveland Chamber of Commerce, 5400 Stone Creek Circle in Loveland. Cost: FREE to STIR members, \$10 for other young professionals. Registration Deadline: Walk-ins welcome. Contact: Nicole Hegg at 970-667-6311 or info@loveland.org.
- June 10** - Cash is King, Cash Flow Basics, from 10 a.m. to noon, Loveland SBDC, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$25. Contact: Loveland SBDC at 970-667-4106.
- June 10** - Selling Your Uniqueness, from 8:30 a.m. to 11 a.m., SBDC office, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$40/pre-paid, \$50/day of. Contact: SBDC at 970-498-9295 or sbdc@friei.com.
- June 10 - 11** - Wool Market Seminars, Dependent on Class, in Estes Park. Cost: \$25/adults, \$10/college students with ID, \$10/children through high school. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 11** - Greeley Blues Jam, starting at 6 p.m., Downtown Greeley. Cost: free/ June 11, \$20/before March 31, \$25/untill June 12, \$30/at the gate.
- June 11** - Turning Point's Annual Golf Tournament, starting at 8 a.m., Pelican Lakes Golf and Country Club, in Windsor. Cost: \$140/individual, \$500/foursome. Contact: Turning Point at 970-567-0885 or www.turningpnt.org.
- June 11** - Loveland Tee Off for Kids, starting at 1 p.m., Mariana Butte Golf Course, 701 Clubhouse Drive in Loveland. Contact: Marilyn Hilgenberg at 970-962-2443.
- June 11** - 2010 Drive fore! the Point Charity Golf Tournament, Pelican Lakes Golf & Country Club, in Windsor. Cost: \$140/individual, \$500/foursome. Contact: Turning Point at 970-567-0885 or www.turningpnt.org/news-events.html.
- June 11** - Greeley Chamber Friday Afternoon Connections, from 4 to 5:30 p.m., Cables Pub & Grill, 1923 59th Ave., No. 105 in Greeley. Contact: Kim Barbour at 970-352-3566 or kim@greeleychamber.com.
- June 11** - IMC Breakfast: Leveraging Scenario Planning, from 7 to 9 a.m., Denver Athletic Club, 1325 Glenarm Place in Denver. Cost: \$25/members, \$30/guests. Registration Deadline: June 9, 9 a.m. Contact: Patricia B. Sikora, Ph.D. at 303 499-5723 or patsik@aol.com.
- June 12 - 13** - Showcase of Retirement Communities, from noon to 5 p.m., Cheyenne Place, 945 Tenderfoot Hill Road in Colorado Springs. Cost: Free. Contact: Brittany Bermensolo at 719-465-3565 or Brittany@ShowcaseofRetirementCommunities.
- June 12** - Estes Park Marathon - Kid's Fun Run & Festival, starting at 1 p.m., Bond Park, In the center of downtown Estes Park in Estes Park. Cost: \$10/child. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 12** - Rocky Mountain Brewfest, from noon to 5 p.m., Estes Park Brewery, 470 Prospect Village Drive in Estes Park. Cost: \$30. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 12 - 13** - Wool Market, starting at 9 a.m., Fairgrounds at Stanley Park, 1209 Manford Ave. in Estes Park. Cost: Free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 12** - Nelsen's Old Town Car Show, from 11 a.m. to 5 p.m., Old Town Fort Collins, in. Cost: free.
- June 13** - Estes Park Marathon, Half Marathon, 10K/5K Race, starting at 7 a.m., Estes Park Middle School, 1500 Brodie Ave. in Estes Park. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 13** - Cowboy Sing-Along, starting at 7 p.m., Bond Park, Downtown Estes Park in Estes Park. Cost: Free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 13** - Music in the Mountains, starting at 7:30 p.m., Rocky Ridge Music Center, 465 Longs Peak Road in Estes Park. Cost: Adults \$15/Seniors 65 and over, \$12 students, \$12/12- to 18-years-old, children under 12 free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 14** - Riverside Rhythms, starting at 3 p.m., Riverside Plaza, East Riverside Drive a half-block south of Elkhorn Ave. in Estes Park. Cost: Free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 14** - NoCoNet presents What You Can Do to Prepare for the Job Fair, from 8 to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. Contact: NoCoNet at noconet-info@yahoo.com.
- June 14** - Annual Colorado BioScience Bogey, Fox Hollow Golf Course, 13410 Morrison Road in Lakewood. Contact: Kathryn Bailey at 303-592-4073 or Kbailey@cobioscience.com.
- June 15** - The Village on Stanford Ribbon Cutting and Open House, from 4 to 7:30 a.m., The Village on Stanford, 2613 Stanford Road in Fort Collins. Cost: \$0. Contact: Josh Johnson at 419-3218 or josh@atrainmarketing.com.
- June 15** - Relationship Selling, from 8:30 to 11 a.m., SBDC office, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$40/pre-paid, \$50/day of. Contact: SBDC at 970-498-9295 or sbdc@friei.com.
- June 15** - Cultivating Colorado Leaders Networking Event, from 6 to 8 p.m., Security Insurance Group Offices, 8219 W. 20th St., No. A in Greeley. Cost: \$0. Contact: Eugena Bellamy at 970-443-9361 or Eugena@itsjustsosimple.com.
- June 16** - Wednesday Nights at Performance Park, starting at 7 p.m., Performance Park Amphitheater, 417 W. Elkhorn Ave. in Estes Park. Cost: Free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 17** - Community Character Breakfast, from 6:45 to 8 a.m., The Moot House Restaurant, 2626 S. College Ave in Fort Collins. Cost: free, donations accepted. Registration Deadline: 12 p.m. on Wednesday, June 16. Contact: Meghan Coleman at 970-266-2671 or mcoleman@characterfortcollins.org.
- June 17** - Community Character Lunch, from 11:30 a.m. to 1 p.m., Cache Bank & Trust, 100 S. College Ave in Fort Collins. Cost: free, lunch sponsored by Wendy's. Registration Deadline: 12 p.m. on Wednesday, June 16. Contact: Meghan Coleman at 970-266-2671 or mcoleman@characterfortcollins.org.
- June 17** - Greeley Weld Chamber of Commerce Business After Hours, from 5 to 7 p.m., Sears Real Estate, 2021 Clubhouse Drive in Greeley. Cost: \$10. Contact: Kim Barbour at 970-352-3566 or kim@greeleychamber.com.
- June 17** - Greeley Chamber Business After Hours, from 5 to 7 p.m., Sears Real Estate, 2021 Clubhouse Drive in Greeley. Contact: Kim Barbour at 970-352-3566 or kim@greeleychamber.com.
- June 18** - Friday Fest, from 6 to 9 p.m., Ninth Street Plaza, between Eighth & Ninth avenues, in Greeley. Cost: FREE. Contact: Bianca Fisher at 970-356-6775 or bianca@greeleydowntown.com.



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# ON THE JOB

## NONPROFIT

Colorado Coaches for Charity awarded **Sean Tynan** of Tynan's family-owned and operated dealership, the 2010 Community MVP Award for his commitment and lasting support. Colorado State University Football Coach **Steve Fairchild** presented the award at the annual dinner/auction.

Habitat for Humanity of Colorado named Loveland Habitat for Humanity Executive Director **Gwen Stephenson** Executive Director of the Year, and she has been awarded the Annual Leadership Award. Stephenson received her award during the Camp Colorado Retreat attended by Habitat affiliates from four western states and their more than 260 team members.

## FINANCE

**Sabrina Nowling** joined Cornerstone Mortgage Co. as public relations project manager for the company's expansion into Colorado. Nowling will be responsible for all public relations and marketing for Colorado as Cornerstone opens new offices across the state. **Cody Hart** joined Cornerstone as a home loan consultant. **Tom Howell** joined Cornerstone as a loan officer and product support administrator.

## ACADEMICS

**Jose J. Valdes, Jr.** joined the Institute of Business and Medical Careers as the new dean of education at the main campus in Fort Collins. **Bridgette M. Johnson** joined IBMC as the new student retention coordinator.

**Pat Burns**, vice president for Information Technology at Colorado State University, has also been named dean of libraries - a position he has held as interim since May 2008. Burns, who joined Colorado State University as an assistant professor of mechanical engineering in 1978, will retain his responsibilities as vice president.

## LAW

The Weld County Bar Association presented its professionalism award to **Brett Payton, Esq.**, an associate at Otis, Coan & Peters LLC. Payton's practice focuses on real estate and business litigation. The WCBA named **Michael C. Payne, Esq.**, also an associate at Otis, Coan & Peters LLC, Mediator of the Year. This award honors attorneys for their work and dedication to the small claims court mediation program.

## REAL ESTATE

Judy Nelson joined The

Group Inc. Real Estate's Horsetooth Road office in Fort Collins as a broker associate/partner. Nelson has sold real estate in Colorado since 1985.

**JJ Hannah** of Keller Williams Realty received the 2010 Green Realtor of the Year award from the Fort Collins Board of Realtors. The FCBR created a new sustainability committee, chaired by James Mitchell of The Group Inc. This was the first year of the award. **Bonnie Lindsay** joined the Rob Kittle team at the Keller Williams Harmony office. **Ruth McMillen**, previously with Keller Williams in Longmont, joined the Fort Collins office.

## MARKETING/MEDIA

**Kurt Sorensen** joined Clay Pot Creative in Fort Collins as director of client services. As a 10-year veteran of the marketing industry, Sorensen will oversee account management and client relations for the agency.

## CONSTRUCTION

McCauley Constructors Inc., based in Windsor, welcomed superintendents **Jerry Grandt**, **Lindsey Crisanti** and **Scott Ready** to the team. Project Coordinator **Tonya Deter** brings over five years' office management and field experience, including coordination and site liaison for several multi-million dollar construction projects.

## ENGINEERING

The American Council of Engineering Cos. of Colorado named **William Hoffmann Jr.**, vice president/senior principal engineer for Fort Collins-based CTL|Thompson, its 2010-11 board president. **Eric Young**, EMC Engineers Inc., will serve as vice president; and **Michael Ellsberry**, Huitt-Zollars Inc., will serve as secretary/treasurer. ACEC/CO also added board directors **Diana Horner**, **Jane Boand** and **Brian Zick**.

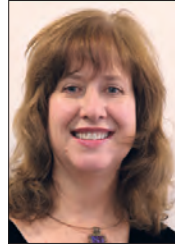
## MISCELLANEOUS

Premier Employment Screening Services named **Amy Artzer** director of client services. A 1995 graduate of Colorado State University, Artzer spent six years in Boulder managing all advertising for Ski Magazine, Skiing Magazine and Warren Miller Entertainment. She relocated to Fort Collins in September 2008 and has worked for The Feet and Professional Document Management.

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



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**The Staff of Big Country 97.9**  
 Left to Right: Karl, Sue, Scott, Jennifer, Sadie, Rob & Hobbs  
 Photo courtesy of Harper Point Photography, Fort Collins, CO

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# TIME OUT



**COMMUNITY TIES** – 1. Rocky Scott, left, director of business development-intellectual property at Woodward Governor Co.; former Colorado House Rep. Bob McCluskey; Tanus Roeder, corporate and special event coordinator for Chipper's Lanes, and Joe Scherger, senior vice president of lending at Home State Bank, applaud giving at the May 13 Community Foundation of Northern Colorado annual Celebration of Philanthropy. 2. Matt Tracer, left, broker with Wharton Real Estate, and Lou Cartier, of Cartier Outreach Associates, get in some networking at the April 14 Greeley Chamber of Commerce Business Before Hours hosted by Aims Community College. 3. Weld County District Judge Thomas Quammen, left; Weld District Judge Dinsmore Tuttle; Weld District Judge Daniel Maus; and paralegal Judy Boker, right, check out the Weld County Bar Associations inaugural Law Day Breakfast event on April 30. 4. Colorado State University President Tony Frank, left, and Chancellor Joe Blake, wade through the crowd at the April 30 visit of Vice President Joe Biden to Weld County's UQM Technologies Inc.

*photos by Business Report staff, Greeley Chamber, Mantooth Co.*

E-mail your event photos to Editor Kate Hawthorne, [khawthorne@ncbr.com](mailto:khawthorne@ncbr.com). Include complete identification of individuals.



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# DAILY IN REVIEW

## I-25/Hwy 392 interchange repairs receive funding

*Editor's note: Daily in Review is a partial digest of stories reported in the Business Report Daily online service between May 17 and 28. 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.*

DENVER — Northern Colorado's most dilapidated highway interchange is set for reconstruction with funding from

the Colorado Transportation Commission.

The commission approved \$20 million for the Interstate 25/Colorado Highway 392 interchange through the federal Hiring Incentives to Restore Employment Act. The entire reconstruction project will cost \$28.5 million, with \$2.5 million coming from the state's FASTER — Funding Advancements for Surface Transportation and Economic Recovery — program and the rest from

the cities of Fort Collins and Windsor.

The project will realign the ramps and frontage road and replace the bridge, originally constructed in 1965 and now considered functionally obsolete. The new interchange will feature two lanes of traffic in each direction as well as bicycle and pedestrian access. Design and funding for the interchange has been in the works for five years. Construction will start in March 2011.

### Kodak puts three buildings up for sale

WINDSOR — Eastman Kodak Co. decided to list for sale three of its buildings on the Windsor campus.

In all, the offering includes 725,000 square feet in facilities on the northern end of the property, and 320 acres of vacant land. The price has not been disclosed.

Kodak is consolidating its operations into two buildings — known as C-15 and C-29 — totaling 825,000 square feet. The facilities house color photographic paper and thermal media manufacturing. According to the listing from broker CB Richard Ellis, Kodak is also offering an opportunity to enter into a four-year leaseback on the C-15 facility.

In 2009, Kodak implemented a company-wide restructuring program that cut at least 300 employees from the site. Today, the company employs 360 in Windsor.

### Post office named after W.D. Farr

WASHINGTON, D.C. — Weld County water and banking pioneer W.D. Farr will soon have his name on a Greeley post office, thanks to a bill that cleared the Senate on May 25, the day before the 100th anniversary of Farr's birth.

The post office at 930 39th Ave. will be named after Farr, who made many contributions to the region before his death in 2007 at the age of 97.

### Stonehouse to become Beach House

FORT COLLINS — Stonehouse Grille in Fort Collins will close on July 11 and begin a three-week transformation from a Scottish sports pub into a beach bar and restaurant.

Stonehouse owners Scott Kintz and Kit Sutherland have struck a deal with Steve Lauer, a major franchiser for Subway and Qdoba shops in Northern Colorado, and business partner Ron Ritter to fill the 10,000-square-foot space at 125 S. College Ave. with The Beach House.

Kintz and Sutherland will continue to own the building, and operations at Stone Ridge Grille, Kintz's eatery at the Mariana Butte Golf Course in Loveland, will remain unchanged.

### OtterBox breaks ground on headquarters

FORT COLLINS — OtterBox finally got to hold a groundbreaking ceremony for the company's new building after several years of searching for the right location.

OtterBox purchased the building at 209 S. Meldrum St. in Fort Collins — next door to the Fort Collins Area Chamber of Commerce — late last year for \$1.55 million. Everitt-MacMillan Commercial's Stu MacMillan represented OtterBox in its real estate transactions.

The company is slated to move into the new building in early March following extensive renovations and expansion. The company plans to use about 10,000 square feet of the existing 13,000-square-foot building and expand the facility to 43,000 square feet.



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## New consortium brings wind experts

RMWC dream team of renewable energy development gurus

By **Joshua Zaffos**  
[news@ncbr.com](mailto:news@ncbr.com)

You may not need a weatherman to know which way the wind blows, but if you're thinking about building a wind farm, you'll probably need a team of consultants to sort out the finer details.

Every wind-energy development must consider site design and the spacing, height and orientation of wind turbines and towers; power potential, purchase contracts and transmission connections; noise mitigation and bird collisions, among various other environmental concerns; and myriad regulatory and financial challenges, any of which can delay or derail an enterprise. The list is as dizzying as watching turbine blades spin on a gusty afternoon.

Nationally, wind energy produces just 2 percent of the country's electricity, with a government goal to reach 6 percent by 2020. But a study by the federal government's Battelle Pacific Northwest Laboratory says wind energy could provide up to 20 percent of U.S. electricity. Wind and other renewables aren't yet hitting such lofty projections, partly because they are relatively young industries and potential developers may bring more expectations than expertise to a project.

"There's a lot of interest in wind energy out there, but there's also a lot of constraints," according to Brad Cochran, senior associate with the Fort Collins-based wind-engineering firm CPP.

CPP has been in the field of wind-energy resources for half a century – its president emeritus, Jack Cermak, who began his career at Colorado State University, is known as "the father of wind engineering." So the company

### Rocky Mountain Wind Consortium

The seven Northern Colorado engineering, construction and energy companies who work together under the RMWC umbrella are:

- **CPP (Cermak Peterka Petersen)**, Fort Collins  
America's first wind engineering company, specializing in wind-tunnel testing of structures.
- **ESC Engineering**, Fort Collins  
Employee-owned firm that offers design, planning and field services in electrical engineering and related management of utilities.
- **Hensel Phelps Construction Co.**, Greeley  
National construction company that builds renewable power facilities.
- **Lamp Rynearson & Associates**, Fort Collins office  
Civil and structural engineering firm with services in surveying and 3D modeling of wind energy facilities.
- **Reliable Power Consultants**, Fort Collins  
Colorado-based business, focuses on all aspects of power transmission and distribution.
- **Terracon**, Fort Collins office  
Consulting firm providing geotechnical engineering, environmental due diligence, and construction materials engineering.
- **Wolfe, Van Ackern & Cuypers LLP**, Fort Collins  
Law firm with experience with electrical utilities, including planning, financing, acquisition and construction.

SOURCE: ROCKY MOUNTAIN WIND CONSORTIUM

Business Report file photo

and its staff know a few things about the physical and logistical challenges of developing wind industry. In early 2009, when Cochran began meeting with representatives from other local companies with interests in the wind industry, the group decided to pool their services to facilitate wind development for clients.

The alliance, now working as the Rocky Mountain Wind Consortium, brings together seven companies that each specialize in differ-

ent elements of renewable-energy development — surveying, engineering, construction, permitting, financing, legal, and more — to guide wind developers from conception to completion. Consider it the dream team of wind-energy consulting.

**Multiplying abilities**

"Nobody else (in the wind-energy industry)

See RMWC, 25

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RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	NO. PES NO. EIS TOTAL EMPLOYEES 2010	REVENUES 2009 REVENUES 2008	TYPE OF ENGINEERING	NOTABLE PROJECTS	HEADQUARTERS E-MAIL WEB SITE	PERSON IN CHARGE TITLE YEAR FOUNDED
1	1	<b>AYRES ASSOCIATES</b> 3665 JFK Parkway, Bldg. 2, Suite 200 Fort Collins, CO 80525 970-223-5556/970-223-5578	19 7 44	\$7,700,000 \$9,000,000	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	2	<b>K L &amp; A INC.</b> 421 E. Fourth St. Loveland, CO 80537 970-667-2426/970-667-2493	14 12 34	\$9,100,000 \$23,300,000	Structural.	National Renewable Energy Laboratories Research Support Facilities Building, TAXI 2, Denver School for Science and Technology	Golden drutledge@klaa.com www.klaa.com	M. Douglas Rutledge COO 1994
3	3	<b>THE ENGINEERING CO.</b> 2310 E. Prospect Road, Suite B Fort Collins, CO 80525 970-484-7477/970-484-7488	14 0 24	\$3,300,000 \$3,732,000	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-engrs.com www.tec-engrs.com	Brian Zick President 1985
4	4	<b>ESC ENGINEERING</b> 3540 JFK Parkway Fort Collins, CO 80525 970-224-9100/970-224-9137	13 7 78	\$12,050,000 \$11,840,000	Electrical power, planning, controls, automation and integration, GIS/GPS for utilities, municipals, and industry.	12.6 MW & 10MW solar generation facilities in Florida & Ohio, 69kV transmission line for Powder River Energy, Fort Collins Library at Front Range Village	Fort Collins esc@thinkESC.com www.thinkESC.com	Kevin P. Hartig President 1978
5	10	<b>ANDERSON CONSULTING ENGINEERS INC.</b> 375 E. Horsetooth Road, Bldg. 5 Fort Collins, CO 80525-3155 970-226-0120/970-226-0121	11 2 23	\$3,556,460 \$3,156,000	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 President 1998
6	5	<b>STANTEC CONSULTING SERVICES, INC.</b> 2950 E. Harmony Road, Suite 290 Fort Collins, CO 80528 970-482-5922/970-482-6368	10 N/A 9,300	\$1,520,000,000 (CAD) \$1,352,000,000 (CAD)	Professional design and consulting services in planning, engineering, architecture, surveying and project management.	Gregory Hill & Kershaw pump station rehabilitation, Westminster, Steamboat Water supply assessment, Steamboat Springs.	Edmonton, Alberta, Canada ken.matthews@stantec.com www.stantec.com	Ken Matthews Tracy Anderson Bret Cummock Principal 1954
7	NR	<b>NATURAL RESOURCES CONSULTING ENGINEERS</b> 131 Lincoln Ave., Suite 300 Fort Collins, CO 80524 970-224-1851/970-224-1885	10 15 N/A	N/A N/A	Environmental.	ACOMA Wastewater Design, Wind River Irrigation Project	Fort Collins office@nrce.com www.nrce.com	Woldezion Mesghinna President 1989
8	NR	<b>INTERSTATES CONSTRUCTION SERVICES INC.</b> 2636 Midpoint Drive Fort Collins, CO 80525 970-221-1776/970-221-3652	9 N/A 39	\$9,482,000 \$8,000,000	Electrical, controls.	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
9	6	<b>TERRACON CONSULTANTS INC.</b> 301 N. Howes St. Fort Collins, CO 80521 970-484-0359/970-484-0454	8 4 30	N/A N/A	Geotechnical, environmental, construction materials testing, natural resources management.	Colorado State University - Academic Village, Indoor Practice Facility, Rockwell Hall, Poudre Valley Health Systems - Medical Center of the Rockies, Medical Office Building I and II	Lenexa, Kan. djjobe@terracon.com www.terracon.com	Douglas J. Jobe Vice president/Division manager 1965
10	8	<b>CTL THOMPSON INC.</b> 351 Linden St., Suite 140 Fort Collins, CO 80524 970-206-9455/970-206-9441	8 3 30	\$3,311,000 \$3,190,000	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.ctlthompson.com	R.B. "Chip" Leadbetter Fort Collins division manager 1977
11	NR	<b>AE ASSOCIATES INC.</b> 5587 W. 19th St. Greeley, CO 80634 970-330-5587/970-330-3040	7 N/A N/A	N/A N/A	Mechanical engineering.	Majestic Star Casino, Pittsburgh; Ameristar Casino, Kansas City; Ameristar Casino, Black Hawk; Water Valley Good Samaritan Senior Resort, Windsor	Greeley contact@aassociates.net www.aassociates.net	Greg Martino President 1976
12	13	<b>EXPONENTIAL ENGINEERING CO.</b> 328 Airpark Drive Fort Collins, CO 80524 970-207-9648/970-207-9657	7 6 24	\$3,110,000 \$3,100,000	Consulting, electrical engineering.	Xcel Energy, Hayden Plant; Ponderosa Substation, Durango; Bosque Power Co., Texas	Fort Collins support@exponentialengineering.com www.exponentialengineering.com	Thomas A. Ghidossi President 1993

N/A-Not Available  
NR-Not Previously Ranked  
Area surveyed includes Weld and Larimer counties and Brighton.  
① All monetary figures in Canadian dollars

Based upon responses to Business Report survey researched by Noelle Maestas & Eric Kidd  
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# Largest Engineering Firms

With local operations, ranked by no. of registered engineers



RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	NO. PES NO. EIS TOTAL EMPLOYEES 2010	REVENUES 2009 REVENUES 2008	TYPE OF ENGINEERING	NOTABLE PROJECTS	HEADQUARTERS E-MAIL WEB SITE	PERSON IN CHARGE TITLE YEAR FOUNDED
13	7	TST INC. 748 Whalers Way Fort Collins, CO 80525 970-226-0557/970-226-0204	7 10 21	\$2,800,000 \$4,600,000	Civil engineering & surveying firm for municipal & private clients.	N/A	N/A dtaranto@tstinc.com www.tstinc.com	Donald N. Taranto President 1977
14	9	NORTHERN ENGINEERING SERVICES 200 S. College Ave., Suite 100 Fort Collins, CO 80524 970-221-4158/970-221-4159	5 N/A 20	N/A \$4,000,000	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 Curtis President Vice president 1987
15	11	LANDMARK ENGINEERING LTD. 3521 W. Eisenhower Blvd. Loveland, CO 80537 970-667-6286/970-667-6298	5 N/A 17	\$2,800,000 \$3,200,000	Civil & 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 merrittk@landmarkltd.com www.landmarkltd.com	Kenneth Merritt Jeff Olhausen CEO, President Senior vice president 1969
16	15	BASELINE CORP. 710 11th Ave., No. 105 Greeley, CO 80631 970-353-7600/970-353-7601	5 3 15	\$1,800,000 \$2,400,000	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 1998
17	18	COLORADO CIVIL GROUP INC. 1413 W. 29th St. Loveland, CO 80538 970-278-0029/N/A	5 0 5	\$874,000 \$825,000	Civil.	Town of Firestone Engineer	Loveland mjacobson@ccginc.us www.ccginc.us	David B. Lindsay PE 2007
18	19	AQUA ENGINEERING INC. 4803 Innovation Drive Fort Collins, CO 80525 970-229-9668/970-226-3855	4 5 20	N/A N/A	Agricultural, landscape irrigation; irrigation pumping system mechanical; water feature mechanical; water rights.	Northern Colorado Water Conservation District headquarters, Jack Wells pump station, Loveland Youth Sports Complex	Fort Collins beccard@aquaeagr.com www.aquaeengineering.com	Robert Beccard President 1975
19	NR	BEAUDIN GANZE CONSULTING ENGINEERS INC. 251 Linden St., Suite 200 Fort Collins, CO 80524 970-221-5691/970-221-5697	4 2 60	\$7,600,000 \$9,000,000	M/E/P design, technology and lighting design, commissioning (new & existing buildings), energy & LEED consulting, property assessments, retro-commissioning.	Health care, educational (K-12 + higher ED), government, commissioning, high-end residential, hospitality, mixed-use	Vail info@bgce.com www.bgce.com	Ray Engen Principal 1992
20	NR	SMITH GEOTECHNICAL 1225 Red Cedar Circle, Suite H Fort Collins, CO 80524 970-490-2620/970-490-2851	4 2 10	\$1,200,000 \$1,000,000	Civil, geotechnical, materials testing, structural.	Peterson Reservoir RCC Dam, South Fort Collins WWTP Upgrade, Dixon Electrical Substation, Countyline Electrical Substation, Platte Valley Reservoir	Fort Collins dsmith@smithgeotech.com www.smithgeotech.com	Duane H. Smith PE, President 1987
21	24	ABRAHAMSON ENGINEERING INC. 3101 Kintzley Court, Unit D Laporte, CO 80535 970-221-2569/970-221-2671	4 2 6	\$467,000 \$639,000	Mechanical engineering, buildings, HVAC, plumbing design.	CSU Summit Hall, Northern Colorado Water Conservancy District campus, South High School and Triumph High School in Cheyenne	Fort Collins rogera@abrahamsoneng.com abrahamsoneng.com	Roger D. Abrahamson President 1981
22	17	LAMP, RYNEARSON & ASSOCIATES 4715 Innovation Drive Fort Collins, CO 80525 970-226-0342/970-226-0879	4 1 10	\$550,000 \$950,000	Civil Engineering, surveying, land development, transportation, aviation, construction administration.	Heritage Market, Eaton; Grace Pointe Senior Living Center, Greeley; The Grove Student Housing, Evans	Omaha, Neb. Tom.Marnik@lra-inc.com www.LRA-inc.com	Tom E. Marnik Vice president, Principal 1959
23	21	INTERWEST CONSULTING GROUP 1218 W. Ash St., Unit C Windsor, CO 80550 970-674-3300/970-674-3303	4 1 10	N/A N/A	Site civil and transportation engineering.	Harmony/Shields, College/Harmony, College/Wilcox, Eastman Park Drive RAB, Fort Collins Police Facility, YMCA of the Rockies, PFA Stations 4 and 8, Buffalo Creek Park.	Boulder ralmire@interwestgrp.com www.interwestgrp.com	Terry Rodriguez President 2002
24	NR	J-U-B ENGINEERS INC. 3538 JFK Parkway, Suite 1 Fort Collins, CO 80525-2670 970-377-3602/970-377-3935	4 1 7	N/A N/A	Civil.	N/A	N/A jtemple@jub.com www.jub.com	Jeff Temple Area manager 1955

N/A-Not Available  
NR-Not Previously Ranked  
Area surveyed includes Weld and Larimer counties and Brighton.

Based upon responses to Business Report survey researched by Noelle Maestas & Eric Kidd  
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**January** – Local economy still robust, despite national recession, but slowing. Banks optimistic; health care worries about high costs; CRE concerned about vacancies; tech hopes for a turnaround. Northern Colorado grew 3 times faster in 2001 than in 1991.

Iran, Iraq and North Korea labeled “axis of evil” by President Bush.

Agilent cuts 900 jobs statewide, LSI lays off 121.

Hank Brown leaves UNC.

Brill Media, parent of K99 and TRI 102 radio, files Chapter 11.



Sunflowers make comeback as cash crop.

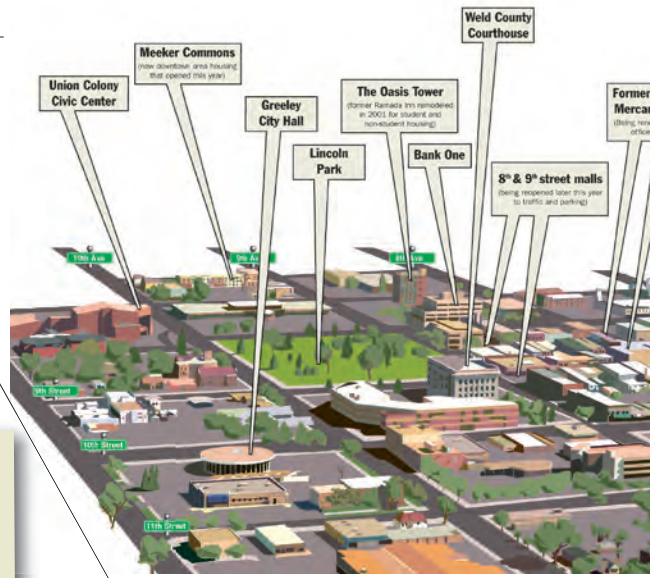


John Green reports negative growth in the region for four of the five months from September to January.

Jay Hardy leaves DDA for Larimer County Fairgrounds.

ARC Science completes Omniglobe, first spherical display system.

**May** – FRII introduces MailArmory to combat growing spam epidemic.



A slim majority of downtown Greeley property owners vote for improvement district; renovation of plazas begins.

**2002** January February March April May June

SOURCE: NCBR ARCHIVES; BUSINESS REPORT RESEARCH

**February** – NCBR moves into current location with 23 staffers.

Interest rates now 2 percent, 40-year lows.

Local HPers oppose proposed merger with Compaq by 2-to-1 margin. It goes through anyway.

NCBR holds second annual I-25 Summit. Protesters condemn event as promoting subsidized development; attendees object to environmentalists on discussion panels.

**April** – Timnath considers annexations to boost land area 15-fold.

Wade Troxell kicks off the Northern Colorado Energy Efficiency Initiative to address peak energy demand.

Cytomation merges with DAKO A/S of Copenhagen.

HC Berger Brewing plans expansion to Windsor.

Ehrlich Motors moves out of downtown Greeley.

Atrix officially launches Eligard to treat prostate cancer.

ConAgra sells beef, pork and lamb processing business for \$1.4 billion to private investor group, which renames the new company Swift & Co.

Erin Hottenstein leaves NCBR to teach English in China.



Bob Baun becomes editor of NCBR.

Great Colorado Marketplace opens next to Johnson's Corner.

Horsetooth Reservoir project using drought repair and modernize all four dams.

**June** – Fort Collins proposes ban on smoking in all public places, including bars and restaurants.



Jerry McMorris tops Larimer County farm subsidy recipients.

Mason Street North project OK'd by Fort Collins Planning and Zoning.



JJ Johnston takes over as CEO at NCEDC.

Jax Outdoors converts old Country General Store in Laporte to Jax Farm and Ranch.

**SECURITY, from 1**

power, tighter credit, negative real growth and recession.”

He left out the collapse of the stock market after the two biggest corporate bankruptcies in U.S. history prior to Lehman Bros.' 2008 swan dive: Enron in December 2001 and WorldCom in July 2002, both propelled by accounting fraud.

The new millennium was not off to a cracking good start.

One component of stagflation was the Federal Reserve's raising of interest rates to fight inflation, which only depressed wages and consumer purchasing power. This time around, the response was to slash interest rates to historic lows.

“People who borrow love it; people who deposit hate it,” Greeley banker Bill Farr told NCBR in 2002.

The national recession deepened anyway, undoubtedly precipitated by 9/11.

**Local effects**

Economic growth in Northern Colorado had not been this slow since 1996. Unemployment jumped from 4 percent in October 2001 to 5.7 percent in January 2002, and the value of construction tanked. Bankruptcies continued to climb.

One of the higher profile reorganizations in the region, Steele's Market, was literally squashed by the terrorist attacks. Its former locations on Harmony Road and Drake Road stood empty, as interest in retail development was not expected to pick up again until 2003. In fact, all commercial real estate was hurt by 9/11, as well as by the down stock market —

and overbuilding in the 1990s.

With Congress distracted from health insurance reform, small businesses saw premiums rise more than 40 percent.

The region's restaurants feel the double whammy of tech layoffs that started well before 9/11 and the general economic malaise, although sales are stronger in Larimer County than in the rest of the state. With hastily instituted airport security measures adding three to four hours of inconvenience to flights and “all of Colorado burning” with wildfires, in Gov. Bill Owens' words, travel agents — already threatened by online competitors — were in a world of pain in 2002.

As if airplanes crashing into buildings weren't enough, random mailings of anthrax to elected officials and media outlets in the weeks following 9/11 took the terror up a notch or two. (The FBI finally closed that case in 2010.)

**Biohazards**

This is where Northern Colorado turns the situation in its favor. In February 2002, Colorado State University leveraged its reputation in the biosciences to apply for funding for the Rocky Mountain Regional Biocontainment Laboratory on its Foothills Campus. Security had to be beefed up big-time, eventually high enough to permit three Level 3 containment pods. Demand for 15-foot concrete planters soared.

As Congress mandated more secure drinking water treatment facilities by the end of 2003, Stewart Environmental Consultants began offering seminars, with Carroll Security Services, on safeguarding water supplies and the infrastructure that holds and delivers them.

Scientists at the National Institute of

Standards and Technology lab in Boulder were part of the team examining pieces of steel from the twin towers to learn more about why they came down the way they came down.

Security firm Anlance Protection took the top spot on NCBR's 2002 Mercury 100 list with 233 percent growth in one year. However, few of those who inquired about training for a career in personal and property protection after 9/11 followed through in 2002.

**Cybersecurity**

A career in cybersecurity, however, was just the ticket for some of the highly educated, woefully underemployed engineers laid off after the tech bust.

In the days following 9/11, rumors abounded that the terrorists had communicated through secret codes embedded in websites. They actually used verbal networks of off-the-grid relatives, but the rumors were enough for the USA Patriot Act to open up personal and business online information to warrant-less searches by law enforcement. Local ISPs told NCBR they would still require a court order before giving up customer data.

Politics aside, reports of computer intrusions doubled between 2000 and 2002. Combined with the rising popularity of online banking and wireless computing, a whole new industry of protecting and managing online information opens up.

Now defunct Privacy Networks was founded in 2002 by technology veteran Todd Massey with an e-mail security and spam-filtering program. At the same time, FRII introduced MailArmory to help customers combat the growing spam epidemic.

One year after 9/11, companies of all sizes in Northern Colorado were adapt-

ing to the new world order as the economy slowly recovered. Kodak added security guards, required employees to wear ID badges at all times and restricted parking and access to certain areas. Aversion to business flying renewed interest in virtual meetings, and new software from CoCreate — now part of Massachusetts-based PTC — allowed remote design teams to collaborate in real time.

**War clouds gather**

Indefatigable developer Mickey Willis floated the idea of cashing in on the billions of federal Homeland Security dollars to relocate the railroad tracks out of downtown Fort Collins. “If people knew the stuff that's carried on rails, it wouldn't be allowed to go through towns,” he told NCBR.

The Transportation Security Administration said that money was for airports, and there's no alternate location available anyway.

In his Publisher's Notebook, Chris Wood predicted the Bush administration would launch an all-out attack on Iraq. The market backed him up, as Warrior Solutions of Boulder introduced software designed for battlefield use on the Palm Pilot, which at the time controlled three-quarters of the PDA market.

John Green looked for 5 percent growth in the region in 2003 barring “military action and additional acts of terrorism.”

Again, Northern Colorado has turned events to its advantage. Even in 2002, ethanol from corn was touted as an alternative to oil — and war. That has helped set the stage for the New Energy Economy now leading the state out of the Great Recession.

**High & Dry**  
100-year drought hits home  
Cities put water restrictions in place as hot, dry summer continues.

**September** – Sod growers, golf courses cut jobs because of drought.

Arthur Anderson surrenders CPA licenses in the wake of Enron and WorldCom scandals.

UQM consolidates operations in Frederick.

Colorado No. 2 in the nation for amount of milk produced per cow.

Thunder Mountain plans \$10 million showroom, service center at I-25 and Crossroads Blvd.

Water prices creep back toward \$13,000 per acre foot.

**Oct. 10** – Nasdaq closes at all-time low of 1,114. Dot-com bust has wiped out \$5 trillion in market value since March 2000.

Treasures of the Czars exhibit opens in remodeled Montgomery Ward store in Topeka.

PVREA plans 5 percent rate increase, the first since 1986.

Lithia Motors buys former Mann 4 Theater on Mason Street, empty since 1998, for \$1.8 million.

Job perks shrink as unemployment rises to around 5 percent.

Best Western Regency Hotel still on market for about \$5.9 million.

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**July** – Colorado Do Not Call list goes into effect July 1.

Greeley-based Movie Shield takes naughty bits out of home video, for just \$239.99.

**August**

CSURF wins \$400,000 in royalty dispute with CryoLife of Atlanta.

**September**

United Way Fort Collins, Loveland United Ways unite.

**October**

Nasdaq closes at all-time low of 1,114.

**November**

McWhinney in "serious discussions" with national developer to bring in regional shopping mall.

Fort Collins transportation tax defeated by seven votes.

Larimer County Fairgrounds now The Ranch.

**December**

Prime Retail sells Loveland outlet mall to TSG of Canada.

July
August
September
October
November
December

Health insurance premiums more than doubled over past five years. No one protests NCBR's health-care summit.

Fort Collins seizes HC Berger Brewing for unpaid taxes.

DakoCytomation plans IPO.

Chip Steiner returns to Fort Collins DDA.

Local bankers tighten up loan-to-value ratios on home equity loans and lines of credit.

WorldCom files largest U.S. bankruptcy to date after internal auditors unearth \$3.8 billion in fraudulent accounting.

Corporate Reform Bill signed; Junius Peak warns against Congress micro-managing U.S. financial markets.

Kim Lock joins NCBR.

August – Municipalities no longer renting out excess water supplies to farmers; grasshoppers plague drought-stricken fields.

September – Leroy Leavitt applies for charter for New West Bank in Greeley.

October – Larimer County No. 1 for wildfire danger, says Colorado State Forest Service.

NCMC closer to agreement with Banner to continue 7-year-old contract. PVHS discusses new hospital with Regional West Medical Center of Scottsbluff, Neb.

November – Marilyn Musgrave defeats Stan Matsunaka for Fourth Congressional seat vacated by Bob Schaffer, who promised not to run for a fourth term.

December – Giddings Machine Co. to leave Fort Collins for Windsor after a century on Pine Street.

Department of Homeland Security created.

Joel Dyer plans Fort Collins Weekly.

CSU hosts state drought conference.

**Top 10 uses for HP's Greeley facility**

10. ConAgra Center for Red Meat Safety
9. National Memorial for the HP Way
8. HP Center for Laid-Off Workers
7. Enron/WorldCom Federal Penitentiary
6. Denver Broncos Summer Camp
5. Museum of the American Stock Market
4. World's Longest Super Wal-Mart
3. American Museum of Defunct Technology Startups
2. National Association of Over-Paid Corporate Executives
1. Carly Fiorina Center for Employee Relations

Greeley HP Building still on market for \$18 million.

Al Yates announces retirement from CSU.

# Trained chefs bring spice of life to region

## Farms, talent in NoCo kitchens create 21st-century cuisine

A funny thing happened in Fort Collins at the turn of the 21st century. The population trigger — 100,000 — that caused corporate fast-food chains to storm the market also acted as a magnet for their antithesis: independent chefs trained at top culinary schools with some serious experience.

In 2002, Tom Stoner and his partner Martin Dickey were looking for a place to try out a concept: a restaurant that served only soups and salads. What few people knew was that Chef Tom had trained at the Culinary Institute of America in Hyde Park, N.Y., and had been executive chef at the Mauna Lani Resort on the Big Island in Hawaii.

Even though the modest concept they had cooked up — eight soups, prepared fresh every day — was not fine dining, it could still reflect top-flight training. Spoons, Soups and Salads in Old Town was a hit.

Spoons was also becoming part of a growing organic/locavore movement when Florian Wehrli arrived in Windsor. Swiss-born Wehrli did his culinary apprenticeship with renowned Chef Georges Wenger, winning the Best Apprentice of Switzerland in 1997. By

2000 he had already been noticed in New York City and become the hot new chef in Las Vegas. He was 25.

Then he and his wife had their first child.

"We didn't want to raise a family in Las Vegas," he said. "When the opportunity came up for me to have my own restaurant in Windsor, I took it."

Unlike Stoner, Wehrli forged ahead with full-service fine dining. With the help of three partners, he opened Chimney Park Bistro in 2004.

### Keep it fresh, local

Although their concepts seemed wildly different, Stoner and Wehrli shared a sensibility that was to gather momentum: keep it fresh and local.

Actively nurturing connections between local growers and restaurants is key to creating great food. Northern Colorado's cornucopia made constructing a distinctive cuisine from local cheeses, bison, lamb, chickens, mushrooms and vegetables galore entirely possible.

"There is nothing better than the tomato you pick this morning," Wehrli said. "From the very beginning I called on local farmers and explained what I needed for my menu."

While Stoner and Wehrli were starting their restaurants from scratch, down the road in Hudson, Amy Martin Regalado was taking over the kitchen in her family's restaurant — after graduat-



**THEN...AND NOW**  
Jane Albritton



ing with distinction from the Culinary Institute of America in 2005.

"I literally grew up in the Pepper Pod," she said. "My crib was in the office. No one thought I would come back."

Still, she did. Why would she want to work for somebody else when she could make her dreams of owning a restaurant immediately come true?

### Restaurant business

Having the chance to be an owner is the dream of many a chef. But as Stoner pointed out, managing the business side of a restaurant is not the same as managing its kitchen. Chefs Chris Dill and Patrick Laguens can both cook up a storm, but could not make their full-service concepts work in the Old Town space outgrown by the thriving Fiona's Delicatessen and Catering in 2006.

See THEN AND NOW, 25



## What's up next

June 18	2003	Health Care Competition
July 2	2004	Brewing
July 16	2005	Icons/10 Years
July 30	2006	Education/Tech Transfer
Aug. 13	2007	New Energy Economy
Aug. 27	2008	Meltdown
Sept. 10	2009	New Frontier
Sept. 24	2010	Recovery
Oct. 8		Where we go from here

Previously published anniversary stories:

NoCo on the Net	1995-96
Labor and Employment	1997
Commercial Growth	1998
Tech Bust	1999
Ag Challenges	2000
Transportation	2001

Read these stories and view the timeline at [www.ncbr.com](http://www.ncbr.com).

If you have any suggestions for other topics, or if your company or organization is celebrating an anniversary this year, let us know at [www.ncbr.com](http://www.ncbr.com), or e-mail editor Kate Hawthorne at [khawthorne@ncbr.com](mailto:khawthorne@ncbr.com). We look forward to hearing from you!

# Largest Surveyors

## Ranked by number of licensed surveyors.



RANK	COMPANY NAME ADDRESS CITY, STATE ZIP CODE	PHONE FAX CORPORATE WEBSITE	LICENSED SURVEYORS EMPLOYEES-LOCAL	PERSON IN CHARGE TITLE YEAR FOUNDED
1	<b>King Surveyors Inc.</b> 650 E. Garden Drive Windsor, CO 80550	970-686-5011 970-686-5821 www.kingsurveyors.com	4 15	Bob Wesnitzer - President Larry Pepek - Vice president 1985
2	<b>Northern Engineering Services</b> 200 S. College Ave., Suite 100 Fort Collins, CO 80524	970-221-4158 970-221-4159 www.northernengineering.com	2 20	George Schock - President Bud Curtis - Vice president 1987
3	<b>Stewart &amp; Associates</b> 103 S. Meldrum St. Fort Collins, CO 80521	970-482-9331 970-482-9382 N/A	2 7	Jerry Robinson - Vice president Jay Robinson - President 1958
4	<b>Ayres Associates</b> 3665 JFK Parkway, Bldg. 2, Suite 200 Fort Collins, CO 80525	970-223-5556 970-223-5578 www.ayresassociates.com	1 44	Jim Schall - Vice president 1967
5	<b>Landmark Engineering Ltd.</b> 3521 W. Eisenhower Blvd. Loveland, CO 80537	970-667-6286 970-667-6298 www.landmarkltd.com	1 17	Kenneth Merritt - CEO, President Jeff Olhausen - Senior vice president 1969
6	<b>Baseline Corp.</b> 710 11th Ave., No. 105 Greeley, CO 80631	970-353-7600 970-353-7601 www.baselinecorp.com	1 15	John McLain, PE 1998
7	<b>Lamp, Ryneason &amp; Associates</b> 4715 Innovation Drive Fort Collins, CO 80525	970-226-0342 970-226-0879 www.LRA-Inc.com	1 10	Tom Marnik - Vice president, Principal 1959
8	<b>TAIT &amp; Associates Inc.</b> 6163 E. County Road 16 Loveland, CO 80537	970-613-1447 970-613-1897 www.tait.com	1 6	Tracy Letzring - PE, LEED AP, CDP, VP 1964
9	<b>Abrahamson Engineering Inc.</b> 3101 Kintzley Court, Unit D Laporte, CO 80535	970-221-2569 970-221-2671 abrahamsoneng.com	N/A 6	Roger Abrahamson - President 1981
10	<b>Borstad Consulting Services LLC</b> 4730 S. College Ave., Suite 101 Fort Collins, CO 80525	970-227-6480 970-223-3249 N/A	N/A 2	Ted Borstad - Owner 2003

N/A - Not Available  
Ranked first by no. of licensed surveyors, then employees.

Based upon responses to Business Report survey researched by Eric Kidd  
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# CONSTRUCTION & ENGINEERING

# Alliance employee/owners commit to long term

## Shift in ownership latest chapter in construction story

By Luanne Kadlub  
news@ncbr.com

What happens when a business goes from sole ownership to employee ownership? Perhaps more importantly, why would an owner want the headache of other people in the company telling him how to run the company? If the company is Alliance Construction Solutions, headquartered in Loveland with satellite offices in Cheyenne and Denver, then it works.



JOYNER

Alliance is a general contractor and construction management firm whose services include development, construction, design/build, design/assist and estimating. Among its current projects are three buildings at Cheyenne Medical Center, an MRI facility in Rock Springs, Renaissance Uptown Lofts in Denver, and a waste treatment plant in Roxborough.



Courtesy Alliance Construction Solutions

**HARD WORK PAYS OFF** — Alliance Construction Solutions, headquartered in Loveland, shifted from sole ownership to employee ownership on the belief that employees work harder to make the business a success when they have a stake in it. Recent projects for Alliance include the Colorado State University PET CT Suite, left, and the Mad Greens restaurant on south College Avenue in Fort Collins.

The company has been through several incarnations since Ed Baldwin founded Baldwin Construction in Fort Collins in 1982. Ten years later Clayton Schwerin came on board. After he completed a buyout in 1994, the company was renamed Alliance Construction Solutions and moved to Loveland.

Five years later, Bill Joyner, fresh off a 17-year stint as a superintendent with Hensel Phelps Construction Co., bought

a 10 percent interest in the company. And then Schwerin stepped down as president at the end of 2009.

On Jan. 1, Joyner had the title of president/CEO. One of the first things he did was open company ownership to all 32 Alliance employees. About half took him up on the offer, at a minimum buy-in of \$5,000, and bought as much as 30 percent and as little as 0.5 percent, while Joyner retains 45 percent. Ownership in

the privately held company is still restricted to employees but is now by invitation only.

Why split the pie into so many pieces? Joyner says it just makes sense as a business and for the employee-owners. When employees make an investment — financial and long-term — in a company, they work their hardest to make the business a success.

See ALLIANCE, 31

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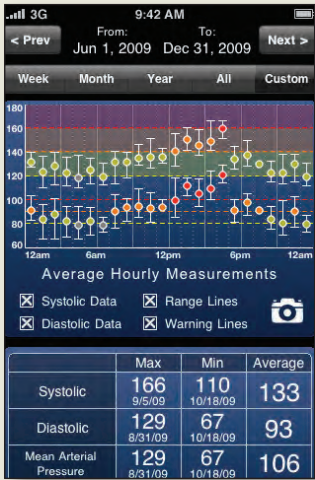
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**STATUS REPORT** – The Heart Wise app lets you e-mail your blood pressure, heart rate and body weight directly to your doctor.

Courtesy www.itunes.apple.com

## GEEK CHIC, from 11

I can't believe that my first love, cheeseburgers, would end up literally breaking my heart. As I was lying there, I got to wondering if, aside from the aforementioned heavenly inspired ground beef product, technology hadn't had a hand in my predicament. After all, when you stop and think about it, a lot of breakthroughs in technology have seemed to allow the sedentary to be, well, more sedentary. Cheeseburgers and I might "just be friends" now, but no way am I going to let my love for technology ebb as well. So I set out to find a way to incorporate some technology into my new "heart healthy" life.

### There's an app for healthy eating

My doctors told me that I needed to get my blood pressure under control and remove the built-in personal floatation device around my mid-section. There are a couple ways of doing that, with diet and exercise topping the list. So I turned to my trusty iPod for some help. I was pleasantly surprised to find a plethora of apps designed for just such a purpose.

The first, LoseIt, is the centerpiece of my rehabilitation. This cool little app is really just a calorie counter. But in addition to counting calories, LoseIt will track nutritional values and calories burned through exercise. Did you know that riding a luge sled for 30 minutes burns over 300 calories (even though the average Olympic luge run lasts about 3 minutes)? That's just one of the many exercises in the built-in library.



**GOTTA BE THE SHOES** – Or maybe the shoes connected to the Nike+ app that turns your iPhone or iPod into a pedometer. You can then log your progress on the Nike website or just tweet it to all your friends.

Courtesy www.apple.com/ipod/nike

LoseIt asks you how much weight you want to lose and then, based on your current age, gender and weight, calculates how many calories you can eat each day. It has some nice graphing features that help you to see how well you are doing, to help provide some motivation. LoseIt also has an accompanying Web interface that lets you download reports and compete with friends who use it too.

I have another calorie counter on my iPod, but I don't use it every day. I keep Eat This Not That around more for scare tactics than anything else. This app, based on the widely popular books of the same name, grades popular restaurant and supermarket foods on caloric and nutritional content. Just reading the content of some of my favorites is enough to cause a heart attack.

The second app that I use every day is HeartWise, a record-keeping utility that tracks blood pressure, resting heart rate and body weight. Like LoseIt, HeartWise has excellent graphing support and exports reports directly from the app. My doctor likes this feature because I can just e-mail him my progress.

HeartWise also allows you to add notes to your readings. If you are stressed out due to some external influence like your boss screaming at you, you can just make a note of it. That way you can use it against him when you are bucking for a raise or some extra vacation time.

### There's an app for exercise, too

If eating right is half of the get-healthy equation, then exercise is the remaining 200 percent—and let's face it, exercise pretty much blows. With that being said, how do you make exercise fun? Nike+ is how.

Here's how it works: You put a specially designed sensor in the bed of a Nike+ running shoe, and then you run. OK. It is a little bit more involved than that.

The sensor sends signals to your Nike+ enabled iPod or iPhone, or a Nike+ watch, which acts like a pedometer. You can then upload your walking/running data to your profile on the Nike+ website, creating a virtual log of your exercising. You can even push notifications to your Twitter and/or Facebook account, the better to alienate your overweight, out-of-shape friends, who know that running, like jumping jacks, rapidly approaches impossible once you hit 30 years old.

**"I set out to find a way to incorporate some technology into my new 'heart healthy' life."**

It's tough to successfully incorporate running into an exercise routine, more so if you aren't in shape to begin with. That brings me to one more app that is helping me make strides with a running program, pun fully intended. Using a walk-to-jog-to-run progression, three times a week, Couch to 5K is exactly what its name implies — taking you straight from the couch to being able to run a 5K within a 9-week period. The idea is to slowly build up strength and endurance so your body will be able to run longer distances.

Although you can use Couch to 5K as a standalone app, I prefer to "stack" it with Nike+, which seamlessly integrate to give you the ultimate in a training package.

Make no doubt about it, advancements in technology can definitely allow the out-of-shape keyboard jockey to continue to deteriorate. That certainly was the case for me. But it doesn't need to be that way. The few tools I've discussed here are just a sampling of what is available. Whether you are looking for training aids, motivational tools, or logging utilities, there is something out there to help you reach your fitness/lifestyles goals.

Next time, as promised, I will return to our conversation about the wireless revolution and what glorious things we can expect with the proliferation of 4G networks.

Until then: Reputo, lego, diligo.

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

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## RMWC, from 17

is doing this in this fashion," said Tom Marnik, principal with civil-engineering firm Lamp Rynearson & Associates, and one of the consortium leaders. "We're taking our marketing abilities and multiplying them by seven and beyond that."

The consortium doesn't represent a formal corporation or LLP, and clients that approach one company aren't, by any means, required to use the services of other member firms. If several companies are consulting on a project, one business serves as the point contact and the others work as subcontractors, Marnik explained, which keeps things simple for clients.

But since wind developers vary from international energy providers to local farmers' cooperatives with prime land for turbines, the consortium allows clients to either tap into a few select specialists for particular phases or form a start-to-finish consulting partnership.

"There's no typical development of wind energy," Marnik said. "It's just so diverse out there."

As an industry built around wide, open, sparsely populated spaces, there is a general challenge to connect mostly isolated wind-farm sites with potential power buyers and cities. In between the two are all those political and geographical barriers. Issues can arise over zoning, water-quality permits, wetlands delineation, road construction and right-of-way acquisition, substation and transmission access, and all sorts of subsequent mitigation measures.

And considering that every element of planning and development impacts project efficiency and output, which

**"There's no typical development of wind energy."**

Tom Marnik, principal  
Lamp Rynearson & Associates

ultimately translates to cents on the kilowatt-hour and whether a project can attract investors and turn a profit, it's a lot of ground to cover without a guide.

So whether a developer needs all the help he can get, or some assistance on certain tasks, the Rocky Mountain Wind Consortium hopes clients will turn to its network of firms.

"It gives us an opportunity to provide our clients with more of a one-stop shop," Cochran said.

Of course, as the network helps its member companies drum up business for themselves, it's also possible that the cooperative experiment can promote Northern Colorado's growth as a center for renewable-energy development. Colorado is presently sixth among states in terms of installed wind-energy and ranks 11th among states for wind-power potential, and the region already has a progressive reputation when it comes to renewable energy, Marnik said. But if the wind consortium facilitates wind-energy projects with the strength of multiple powerhouse companies, it could provide a significant competitive advantage for Northern Colorado.

## THEN AND NOW, from 21

Dill's downhome Southern cooking at Suzette's — which closed in 2007 — and Laguens' stylish urban fare at Plank — RIP 2009 — both ran into a problem identified by Chef Ted Schneider, owner of the current inhabitant of the space, Moe's Original Bar-B-Que.

"Unless you own your own place, you can't do fine dining," he said. "The rent will kill you. I wanted to own my own restaurant, but when the time came for me to invest my own money, barbecue seemed like a good fit with Fort Collins."

Owning his own building is exactly what Jason Shaeffer set out to do. When he learned in 2007 that Wehrli's partners were selling Chimney Park and Wehrli was not buying, he quickly gave up celebrity chef status at the Hotel Del Coronado in San Diego. He bought the place lock, stock and name (later adjusting it to Chimney Park Restaurant and Bar). He could never have afforded such a property in sunny California.

Shaeffer's menu also features seasonal items produced within the region, and has helped Chimney Park survive the literal blow of the 2008 tornado and the more insidious economic blow of 2009 by attracting loyal fans.

"We have our own regulars now," he said.

### Cautiously optimistic

At this moment in 2010, it is possible to feel cautiously optimistic that the local restaurant scene will not collapse under the weight of corporate same-ness. Local restaurateurs are as important as local farmers to regional dining. Jacki and Jay Witlin have been serving

**"Unless you own your own place, you can't do fine dining."**

Ted Schneider, chef  
Moe's Original Bar-B-Que

up good meals and music in Fort Collins for 30 years now, while local chef/entrepreneur Matt Schump has made his nearby Canyon Chop House a favorite in just five years.

The chefs left standing in the last decade have made Northern Colorado a better place to eat. Even those who came and left have helped nudge dining in a better direction. The irrepressible Chef Florian — also walloped by the tornado of 2008, then hired by the Embassy Suites in Loveland — is now executive chef in Peoria, Ill., at the top Embassy Suites in the JQ Hammons collection.

So here's to the 21st-century chefs of Northern Colorado. May their knives always be sharp, their produce fresh and fine, their customers prosperous and their wait staff as excellent as the meals they serve.

*Jane Albritton, who has written for the Business Report since 1997, has covered the region's hospitality and tourism industries since 2004.*

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the digestive system without incident. For that 1 percent with celiac disease — roughly 3 million people — gluten triggers an autoimmune reaction: “Alert! This substance is toxic!” For the gluten-intolerant, having gluten-free alternatives that also taste good makes dining out so much nicer.

“When corporate rolled out the gluten-free menu campaign in May, we didn’t see a big response because our fans already knew we would provide those options,” said Tim Downey, general manager. “We have a smart dining clientele here, and so we are running ahead of the curve.”

For example, instead of substituting veggies for bread, the Fort Collins Melting Pot orders bread from **Deby’s Gluten Free Bakery and Café** in Denver.

“The Melting Pot cheese is normally floured,” Downey said. “In a typical blend, we shred the cheeses and then add flour as a binding agent. By using cornstarch instead of flour, we can make any of our cheeses gluten-free. We even have a gluten-free beer — Red Bridge made with sorghum — for the recipes that call for beer.”

He added that all the deserts, with the exception of the cheesecake, have their gluten-free equivalents.

“There is one thing that I think it’s important to mention,” Downey said. “While we store all of our ingredients correctly and take care with our serving, we probably can’t declare ourselves absolutely gluten-free. Still, we have wonderful food for our customers who are gluten-intolerant. Because of our local connection, we have been moving this direction for some time. Now corporate is catching up.”



**Eating healthy on food stamps**

This summer, holders of the **Colorado Quest Card** (or EBT, Electronic Benefit Transfer, formerly known as food stamps) will be able to shop at several of Colorado’s farmers’ markets, including the **Larimer County Farmer’s Market** (Saturday mornings at 200 W. Oak St., Fort Collins) and Greeley’s **Farmer’s Market at the Depot** (Saturdays and Wednesday at 902 Seventh Ave.) Advocates of healthy eating will say, “Huzzah! Finally, cash-strapped families have an alternative to fatty fast food.”

Not so fast, foodies. As bloggers on *Wise Bread* — www.wisebread.com — point out, if you’re poor and hungry, you buy the cheapest calories you can find. So while it is good news that families with low or no incomes will be able to buy fresh produce with food stamps, turning raw ingredients into meals requires a kitchen and time to cook. Furthermore, consider this. Take a dollar to the grocery and see how many energy-producing calories that buck will buy: 1,000 calories of cookies and just 250 of carrots; 900 in a soda, 170 in orange juice.

But still: Huzzah for the farmers who swipe the card! It is a very good start.



**Menu mania**

Perhaps one of the ironies of the economic downturn is that instead of being grateful there were any restaurants left standing, diners got pickier. Any hard-earned dollar was going to buy them exactly what they wanted, or else.

It appears that picky eaters will receive some help in their quest for healthy dining from Section 2572 of the **Patient Protection and Affordable Care Act** (aka the health-care reform bill).

Section 2572 states that the nutritional value and calorie count for menu items in chain operations with 20 or more locations must be clearly available for diners to see. That piece of the act prompted local entrepreneur Betsy Craig to launch **MenuTrinfo**, a company that offers four services: calorie counts for each menu item, nutritional information (basic and in-depth), menu engineering and reverse ingredient lookup.

Section 2572 has also stirred up much online chatter about whether providing calorie counts, sodium counts, ingredient lists and the like amounts to too much information. It will just confuse diners. Really?

Of course, it is possible to overdo any service, but entrepreneurs like Craig are betting that heart patients on low-sodium diets, the gluten-intolerant and those with deadly allergic reactions to things like peanuts (among others) will greet the information with a great relief. Restaurant regulars can easily get acquainted with a menu and then eat with gusto, knowing that a trip to the ER is an unlikely dessert.



**A downer of a year**

The fourth quarter of 2009 seems so long ago, and as far as restaurant sales in Colorado went, good riddance. For the state, sales were down 1.2 percent from the same period last year. That dip

was even worse than for the country in general.

The biggest loser was Weld County, down 8.1 percent from the previous year. Larimer Co. was down only 1.5 percent. Only El Paso and Pueblo counties showed a slight increase of 4.2 percent and 3.7 percent, respectively.

Indeed, the last quarter of 2009 may have represented a low point for restaurants in Northern Colorado. So far in 2010, restaurateurs are seeing some glimmers of recovery or at least of holding steady. Tim Downey at The Melting Pot confirmed that his first five months have been strong, and he is hearing the same report from other restaurants as well. Finding the bottom has its benefits.



**Where have all the haggis gone?**

On July 11, **The Stonehouse Grille** will be no more. On Aug. 1, the space at 125 S. College Ave. in Fort Collins will reopen as **The Beach House**.

Those who have developed a fondness for eating authentic haggis, scotch eggs, bridies and shepherd’s pie while watching cricket and soccer on big screen TVs are advised to not put off those pleasures. The restaurant’s final hours on the final day of the FIFA World Cup promise to be an excellent occasion to “tak a cup o’ kindness yet, for auld lang syne.”

Operations at the related **Stone Ridge Grill** at Loveland’s Mariana Butte Golf Course will continue unchanged.

*Jane Albritton’s monthly column features restaurant and hospitality industry news. She can be contacted at jane@tigerworks.com.*

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**CLOSING AHEAD OF GOAL** – Arapahoe Generating Station, a coal-fired power plant in Denver owned by Xcel Energy, is set to close by 2015 as part of Xcel's 2007 resource plan. A new state law requires Xcel and Black Hills Energy to reduce their reliance on coal by 50 percent by 2017.

**NATURAL GAS, from 3**

ties, since natural gas burns 50 percent cleaner and would have a substantial effect on the Colorado economy with high-paying jobs and new severance tax revenue.”

Northern Colorado is one area expected to benefit economically from

HB 1365. The Julesburg-Wattenburg geologic formation in Larimer and Weld counties is one of the state's biggest sources of natural gas. Weld County, which has by far the largest number of active oil and gas wells in the state, funds about 40 percent of its budget from energy severance taxes.

See **NATURAL GAS, 29**

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**NORTHERN COLORADO WOMEN OF DISTINCTION**

**BUSINESSMAN, from 11**

out-of-work candidates are normally more desperate and willing to say anything in the interview to get the job offer. Employed candidates are not under pressure to make a job change and will generally be more honest during the interviewing sessions. This may sound like simple logic, however, we tend not to think about this when qualifying a candidate for a hire.

Posting a job to your website, newspaper, or trade publication, or giving it to contingency recruitment companies, will generate a tremendous number of resumes and telephone calls. It will be difficult to reply to everyone applying for your position, and this can create hostility as everyone believes they should be contacted when they answer a job posting.

In a market with many unemployed it may be better to network with current employees to locate qualified candidates. Reach out will also create some goodwill with your employees. Please keep in mind you will receive referrals that are not qualified and you will have to handle the rejections carefully to maintain that goodwill. This will definitely cut down on the number of candidate resumes you receive.

**Pre-qualified candidates**

If you engage a recruitment firm, make it clear that you want to interview only those candidates who meet your qualifications. If a recruitment firm identifies candidates who are not qualified, you must tell them or they will be wasting your time. If you do use a local recruitment firm, ask them to interview all candidates first before they identify the candidate to you. This will help you interview only the best qualified candi-

dates and force the recruitment firm to really know what they are sending you and why.

Most Human Resource departments will receive many unsolicited resumes during times of high unemployment. This can be a great asset if handled properly. If you have a candidate tracking software program, your Human Resource department can organize these resumes into a searchable database. When normal hiring conditions return you can use the resumes in your database for current open positions and avoid hiring fees to find them. These resume reservoirs come in handy and save much hiring expense in the future.

The last suggestion may be the best. Outplacement firms are paid to assist a candidate in getting a job, either by the candidate or his or her former employer. You can call these firms and tell them what you are looking for and they should be able to provide candidates that meet your criteria at no cost to you. They should be more than glad to do it, as they will be very pleased to assist one of their paying clients get an interview that may lead to a hire. It enhances their sales pitch to new clients and is a win-win for all.

Yes, hiring when unemployment is high can offer some enticing possibilities that can create havoc when the market returns to normal levels of available candidates. Hire correctly now and you keep those employees as the market returns. File away the glut of resumes now to save you hiring fees in the future and have your own reservoir of candidates to interview.

*Tommy Winston is CEO of Winston Ventures LLC in Wellington, which consolidates industries through acquisition, recruits and hires, and helps the unemployed return to rewarding careers.*

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**“There’s absolutely no guarantee this gas will be produced in Colorado.”**

Stuart Sanderson, president  
Colorado Mining Association

**NATURAL GAS, from 28**

**Law gives flexibility**

Rep. Judy Solano, D-Adams County, was one of the main sponsors of the bill. Solano said it will help the state’s investor-owned utilities meet expected strict carbon dioxide emissions standards being crafted at the federal level.

“It gives flexibility to the utilities,” Solano said. “We have these coal-fired power plants that are over 50 years old. We can replace them with coal, but that’s going to be very expensive to meet stringent federal clean air requirements. I think this gives the Public Utilities Commission and utilities and the Department of Public Health and Environment a plan on how we can deal with these looming federal mandates.”

Solano said she rejects criticism from the coal industry, which currently provides most of the fuel for electricity production in the state. “Coal is saying the sky is falling,” she said. “But the majority of what’s mined in Colorado leaves the state anyway.”

Coal-fired units could convert to “other low-emitting resources” such as solar or wind, but Solano acknowledges natural gas is the most logical choice at present.

“We have an abundance of natural gas in our state that is much cleaner-burning, and it makes financial sense when talking about building a new coal-fired plant,” she said.

Currently, it costs about one-fourth as much to produce electricity from coal as it does from natural gas. Utilities have also been reluctant to switch over to natural gas because of its price instability compared to coal.

However, new natural gas drilling techniques are opening up new areas of production, and a strong ongoing demand for natural gas by the state’s two major utilities could help lock in lower prices on long-term contracts.

But mining association president Sanderson said the new law does not insure more Colorado natural gas production. “There’s absolutely no guarantee the gas will be produced in Colorado,” he said. “All the governor has done is benefit one out-of-state industry at the expense of the resident mining industry in this state.”

Tom Henley, Xcel spokesman, said the utility’s Front Range coal-fired plants will likely soon be targeted by the EPA to clean up their emissions. He said having a plan in place could help avoid a more expensive, piecemeal approach.

“We have the opportunity to deal with this in a broader fashion,” he said.

Henley said Xcel will be specifically looking at its 505-megawatt Pawnee plant in Fort Morgan, 717-megawatt

Cherokee plant in Denver and 226-megawatt Valmont plant in Boulder as it develops a plan to meet the new law’s objectives.

Henley said Xcel and Black Hills will each decide how to reduce their reliance on coal. “The bottom line is we need to determine what option will work best,” he said.

**Strong governor support**

Tom Plant, director of the Governor’s Energy Office, said GEO supports a switchover from coal to natural gas for electricity production.

“We believe it’s essential to clean up the emissions, and natural gas is a much-cleaner emissions source,” he said. “Natural gas is a great Colorado resource, and increasing the use of natural gas in Colorado has been a part of the

New Energy Economy since the beginning. It’s always been a priority of the governor.”

Plant said HB 1365 should help bring down costs for utilities. “One of the aspects of the new law is the ability to obtain long-term contracts for natural gas,” he said.

Plant said the assertion that converting from coal to cleaner-emissions natural gas will automatically cost electricity customers more is a “red herring.”

“The rate increases in the last few years in Xcel’s territory have been primarily from coal and the cost of the construction of a huge new coal plant,” he said.

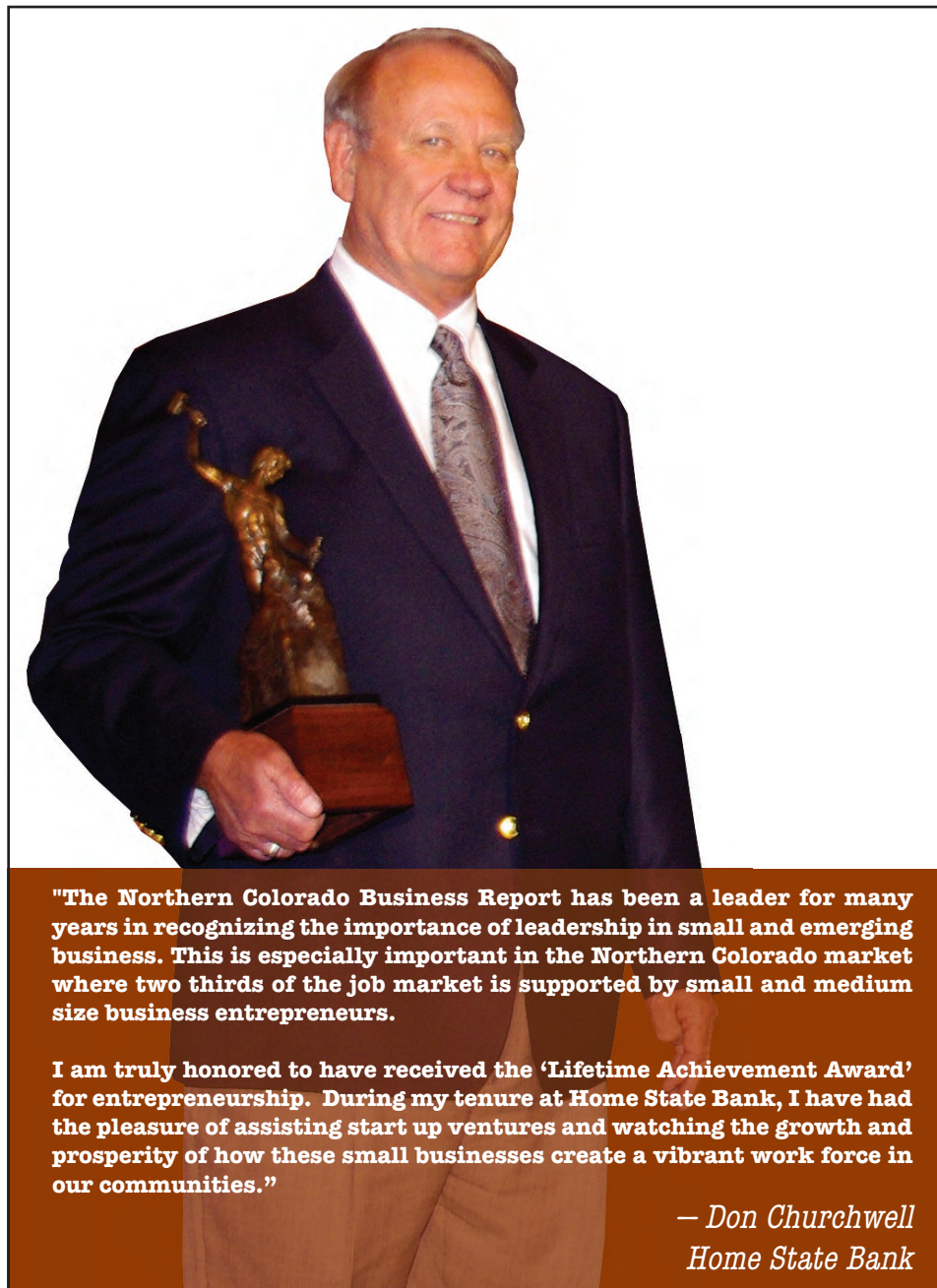
Xcel last year completed Comanche 3 near Pueblo, its first new coal-fired plant in 30 years. Xcel spokesman Henley said the Minneapolis-based utility chose to

build the \$1.3 billion plant in 2004 because of the cost advantage of burning coal versus natural gas.

Bill sponsor Solano said the state’s smaller, member-owned utilities were specifically excluded from the new law. “They’ve resisted in the past all efforts to do this,” she said. “If they want to be involved, they should let us know. The right decision right now is to start with the investor-owned utilities and then move on little by little.”

Solano said the writing is on the wall that change is coming, and the state needs to be proactive about what that change will look like and how it will be carried out.

“I think (the new state law) says we’re taking charge of how we do this,” she said. “If we don’t have a plan, (the federal government will) provide one for us.”



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Courtesy Ward Luthi

**WOWED BY THE WATERFALL** – A group of Walking the World hikers take in the beauty of La Paz Waterfall Gardens in Costa Rica's central highlands. Costa Rica is one of many international destinations offered by the Fort Collins-based adventure travel company.

### WALKING, from 3

Grand Canyon in Arizona, and one of his personal favorites, the Canyonlands near Moab, Utah.

“Once we started gaining revenue we started adding Europe, which is still the major destination for adventure travel,” he said.



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### People need challenge

Luthi said those early excursions were a little sketchy. “Most people didn't want to camp,” he said. “They wanted a bed and a shower and a drink every night.”

But Luthi had another idea. “My philosophy is we do best when we sit around a campfire at night and talk after exploring all day,” he said.

That philosophy of roughing it a little bit and really being part of the culture and environment has infused his excursions over the last two decades.

“Intuitively, I think people want to go outside,” he said. “I think we've lost some of our relationship with our bodies, about what they can do, and about getting out and exploring nature. We make it possible for (clients) to have an adventure they might otherwise never have alone.”

Luthi said he subscribes to the Outward Bound philosophy of “graded levels of physical stress,” in which participants are encouraged to go just a little further than they might on their own.

“We try to challenge people,” he said. “It's not just walk two miles and go have a beer. We're not there to be hard-core, but I think it's the thing that challenges you that you remember.”

Luthi said he remembers one particular excursion through the Canyonlands. He was leading the group toward a stone arch, but the path was not flat or easy. But with some gentle encouragement, they made it, and that made all the difference, he said.

“Once they reached that arch, that whole mental wall collapsed and then they're open to almost anything,” he said. “They say, ‘I wish my kids could see me now,’ and they realize they don't have to sit on the sidelines and be bystanders. It's really heartwarming when you see it.”

### Adventure, health and friendship

Walking the World excursions now include trips to Costa Rica, to Tuscany in Italy, Spain, Kenya, France, Nepal, Croatia and to Maine for the fall colors.

Most of the Baby Boomers now retiring came of age in the 1960s and have a greater spirit of adventure than earlier generations. With 78 million or the 100



LUTHI

million Americans over the age of 50 born between 1946 and 1964, Luthi sees a vast potential market.

He said today's world walkers are more conscious of staying active for better health. “People are aware that they need to stay active and keep moving,” he said. “But people aren't necessarily motivated by health; they're motivated by adventure.”

Luthi said he usually leads only about four of the 20 annual Walking the World tours, which can range in price from \$1,495 to \$4,695 depending on the length of the trip and distance from the United States.

Local guides are key to the success of the company, he said, but so is getting off the bus to see the real culture of a place.

“To me, I didn't want to do a bus tour but to be on our feet,” Luthi said. “If you get to know the people, you get to know the country. If you just stay on the bus, you've shortchanged yourself.”

Luthi said the possibility of making lifelong friendships is also part of the fun.

“Once the makeup is gone, you're a self-contained group and you have to rely on each other,” he said. “If you have to help me get over a cliff, we start to learn who we are. We get to know each other the way that people who work 20 years together don't.”

## ALLIANCE, from 23

### Economic sense

It also makes sense in the current economic climate. While it's important that employees have opportunities to grow in their jobs, what's even more important is knowing that you have a job. Employee-owners, he said, know they have their own destinies in their hands, that it's up to each of them to ensure the company succeeds. And so they work harder and they work smarter.

Scott Neuenschwander, who earned both his undergraduate and MBA at Colorado State University, is a superintendent with Alliance and one of the younger new owners.

"Being with Alliance for six years, I have a lot of trust in the leadership of the company," he said. "And seeing how far this company has come in six years, and the people we have in this organization, it was a good opportunity to make an investment for now and into the future. I look at myself as being a long-term employee. What better way then to invest in the company?"

But becoming a savvy business owner takes time, and Joyner is spending that time grooming the new owners. Meetings every other month cover everything from how to read financials to determining how much risk the company should take on. Involving employee/owners in decision-making helps build leadership.

"I turn 50 this year," Joyner said. "I won't be with the company forever. My personal goal is that when I'm in my mid to late 50s, I'm out of the business."

And, he added, when that time comes, transition to new management will be seamless.

"I think the bigger picture is this: We can provide all of our employees with a decent living, not necessarily to make any of us rich, but great if it does," Joyner said. "But that's not our purpose. We have to make a profit to stay in business. 'Profit' is not a dirty word."

To protect the company, Alliance has a buy-out provision that allows the company to purchase a departing owner's percentage at current value. If the value is more than \$250,000 the company has five years to make the purchase; if it's over \$100,000, the company has two years.

### Only major change

In the six months that Joyner has been president/CEO of Alliance, the ownership structure is the only major change he's made. "We haven't changed the direction of the company, the day-to-day building of buildings and construction services," he said.

What has changed is how the jobs are acquired and the amount of backlog. Design-build projects that involve a team approach with multiple contractors and an architect have been put on the back burner and replaced with hard-bid work.

The stalled construction scene has reduced the company's backlog of projects to \$65 million from a previous high of \$120 million, according to Joyner.

"We're starting to see architects designing more than they were six months ago, but it takes another year to get to us before we see it pick up and translate into actual construction jobs. We usually lag the economy by 12 to 18 months," he added.

To make up for the slack in the private market, Alliance has gone after municipal projects. But that is not with-

out its risks, Joyner said. "My biggest concern is, over the next 18 months, will public projects continue or will the pressures on tax dollars start shutting down federal and state-funded projects?"

In the meantime, Alliance is creating a niche for itself in the affordable housing sector. Joyner said the transition from hospitality projects to transitional housing was a natural. "We had a big resume in hospitality projects, and that same knowledge and style of construction, which is not being built today, fits with transitional housing. It's the same, unitized construction."

An added benefit is that employees like that they're helping people by building these projects. "It provides a sense of pride to do something that helps society as a whole. As president of this organization, it's been fun to see," Joyner said.

And it's always good to keep the owners happy.



Courtesy Alliance Construction Solutions

**SUITE SUCCESS** – The Westbridge Medical Suites located across the street from Poudre Valley Hospital in Fort Collins is another recently completed project by Alliance Construction Solutions.

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## DOBBIE, from 6

planes from carriers — was founded in August, and while the group has refined its focus, its core business goals remain the same. Co-founder Ethan Martin explained that Catshot gives its clients access to resources they couldn't otherwise tap.

Martin's expertise is in private equity, strategic planning and raising capital. At a high level, Catshot works with companies and boards on development of strategic plans, especially to leverage opportunities presented by the current down market.

### Three overarching sectors

Martin said Catshot's focus is now on three overarching sectors: energy, corporate security and transaction services.

"We see companies being increasingly challenged with the world environment they are operating in," Martin said.

Much of the company's work falls under the umbrella of homeland security, explained co-founder Rob Ffield. Ffield recently retired as a U.S. Navy Captain, served twice as a Top Gun instructor, and led the Blue Angels flight demonstration squadron. Most recently, he served as executive officer to the commander of NORAD and at the Pentagon on the staff of the Joint Chiefs.

But it isn't his expertise alone that is propelling the firm into this sector.

"We have the full spectrum of all-hazards experts," Ffield said, from ballistics to natural disaster and infectious disease to supply chain disruption and recovery. "We've had a lot of interest from oil and gas, and also the insurance industry."

Johnson added that large agricultural

**"These guys think big, and they have the connections to do so."**

Maury Dobbie, vice president  
Catshot Group

producers, which house a variety of chemicals that could be used for drugs or weapons, have needed assistance with conducting risk assessments.

Martin said he couldn't name any Catshot clients, citing confidentiality agreements, but the company does not typically work with startup companies, instead targeting firms with \$10 million-plus in revenue. Catshot recently helped a smart-grid-related firm that wanted access to the Department of Defense. Through that engagement, Catshot ended up working with the company to focus its strategy and develop a growth plan.

"We are not the best firm for everybody," Martin added.

### Part of a plan

For Dobbie, joining Catshot was part of a plan.

"I really just sat down and wrote out where I wanted to go next after NCEDC," she said.

On that list was a return to the private sector and finding an alliance with like-minded people. Dobbie feels that her experience as a business owner as well as her knowledge about the nature and motivations of people, in general, will serve her well at Catshot especially in finding ways for everybody to win.

She added that the ability to do good work for the community — at the regional, state, national and international level — was a big draw for her. She said that there are a number of projects in the Catshot pipeline that will "put Northern Colorado on the map."

"When I wrote down what I didn't want to do, it was to start another company," she said.

Dobbie has started six ventures in her business career. While working as CEO of NCEDC, she retained her ownership interest in production firm Media Tech Productions. She declined to discuss the status of her current involvement with any of her previous companies, explaining that it is currently in flux. Now, she's focused on finding ways to leverage the know-how of those associated with Catshot.

"These guys think big, and they have the connections to do so," she said. "We're surrounded by the best in these technical fields we're working in."

## BANKING, from 8

ny is already looking for cheap space to grow organically with additional branches, right now in the Denver metro area. Secondly, Basey said CIC will watch for market opportunities to buy branches, banks or assets from other institutions. Such opportunities are likely to be plentiful as some banks are required to raise additional capital to compensate for troubled assets. Lastly, CIC will also keep an eye on regulator-assisted sales.

Basey said that CIC will grow based on the talent available and on where its shareholder base is located. The company does have shareholders in Northern Colorado, but the area isn't a big focus now.

"We don't have anything on the drawing board absolutely," Basey said of expansion into the region. He added that CIC is always looking for opportunities, which translates into banks in some kind of trouble.

"There's a ton of them out there," he said.

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

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## CDC, from 2

Mountain Regional Center for Excellence for biodefense and emerging infectious disease research, a consortium that includes 11 universities and laboratories. The center employs about 250 researchers, technicians and other staff.

The total budget for DVBD in 2009 was \$39 million, which also included funds from programs outside the federal budget. About half of the CDC's vector-borne disease budget is distributed to states to maintain data systems for tracking disease outbreaks, according to Khan.

The division has been located on the Foothills Campus since 1967 but got a major boost in 2007 with a new \$80 million, 160,378-square-foot facility that took three years to build. The facility includes Biosafety Level 2 and 3 laboratories, an animal facility, an insectary and office space. Shell space on the fourth floor was slated for laboratory finishing to house about 50 scientists.

According to a CDC budget request report, the project was fully funded in 2007 and was to be completed in the first quarter of this year. A CDC spokeswoman was not able to confirm the status of the project in time for publication of this story.

### Critical programs in jeopardy

Despite its state-of-the-art digs, ongoing operations at the site could be in serious jeopardy with federal budget cuts looming.

Khan noted that the budget is far from final and there are some potential bright spots. One line item could increase the overall budget for infectious

disease by \$19 million to \$20 million, backfilling some of the cut.

However, he points out that other programs facing budget cuts will be vying for the same funds. If the budget proceeds as is, the CDC will have to work in conjunction with the states to prioritize what will be funded, Khan added.

"Without a doubt, Vector-Borne Diseases is important to us and to U.S. health and safety," he said. "It's so important, we will prioritize some money to support these programs."

Khan listed many accomplishments and critical programs under the vector-borne disease program. The national arbovirus surveillance system, known as ArboNet, integrates human, equine, avian and insect monitoring reports from state health departments. The West Nile Virus program has seen marked success, including the development of the world's first licensed DNA vaccine to protect horses from WNV.

Unfortunately, if the proposed cuts are approved not everything could be covered by the potential funding increases. Khan worries that the dengue fever program's satellite center in Puerto Rico could become a casualty, and the animal facility in Fort Collins could close, if the appropriate level of staffing cannot be maintained.

"It's just a 'wait-and-see' situation now to see what Congress decides," Khan said.

### Holding pattern

Many others in the community with an interest in the fate of the DVBD center are in the same holding pattern, in particular CSU.

"This is a very longstanding, collaborative effort we've had with them," said Bill Farland, vice president for research.

"We value the opportunity to interact with the lab."

The DVBD touches on the core areas of the university's focus, both research and education. Many staffers at DVBD serve as adjunct and affiliate faculty of CSU.

"The division also provides work experience for our students," Farland said, adding that last year more than 30 students worked at the facility.

For the broader community, research from DVBD is progressing to the point that spin-off companies are a possibility. Fort Collins-based Inviragen, which recently landed \$15 million in venture capital to move its dengue fever vaccine into human clinical trials, licensed its technology from the DVBD.

"We are very concerned with any cuts to the division of vector-borne diseases," said Inviragen CEO Dan Stinchcomb, adding that the work done there is essential to Inviragen as well as public health. "The collaboration with DVBD has been very productive and very essential to moving the dengue vaccine from the lab to clinical trials."

Khan pointed out that while dengue has traditionally plagued developing tropical locales, a May outbreak in Florida could indicate its reach is spreading. Stinchcomb explained that there is concern that a number of vector-borne diseases are seeing expanded ranges as disease transmitting mosquitoes adapt to new climates.

In addition to its work with the DVBD on dengue, Inviragen also licensed technology for a West Nile vaccine and is collaborating on research on chikungunya virus, a disease similar to dengue. Overall, Stinchcomb feels that with the trend of threats from vector-borne diseases on the rise, any cut to the

DVBD program is shortsighted in terms of U.S. and global health.

### Support for funding

With all of the connections to the Northern Colorado community, legislators have been vocal about maintaining DVBD funding. U.S. Sens. Michael Bennet and Mark Udall co-signed a letter to the chair and ranking member of the Senate Appropriations Subcommittee on Labor, Health and Human Services and Education.

"We are concerned that the \$26.7 million budget cut proposed in the President's Fiscal Year 2011 budget request would severely compromise the CDC's mission for the division, including its ability to protect public health against some of the world's most destructive diseases," the letter stated.

Fourth District Rep. Betsy Markey fired off a similar letter to the House subcommittee. She pointed out that the loss of a dedicated budget will result in the loss of programs such as West Nile surveillance and dengue research.

The local impact is obviously of concern, but the public health risk has an even broader group concerned. The American Society for Microbiology submitted testimony on the 2011 budget for the CDC, in general, focused largely on what the cuts to the vector-borne diseases program could mean for the overall health of the country:

"This funding reduction will essentially destroy the infrastructure developed in the past decade in response to the importation of West Nile virus in 1999 and its subsequent spread across the United States, and will leave the country vulnerable to similar importation of other vector-borne diseases."

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# COMMENTARY

EDITORIAL

## The center can, and should, hold against extremes

William Butler Yeats thought the end of Western Civilization was at hand in 1920 when he wrote:

Things fall apart; the centre cannot hold; Mere anarchy is loosed upon the world ...

Or maybe it always feels like this as a new century tries to get itself oriented.

The War to End All Wars had just ended; its sequel was a couple decades away. Technological and scientific advances were sweeping the globe — the telephone, the incandescent light bulb, the electric car.

Traditional societal relationships were also being swept away. The 19th Amendment to the U.S. Constitution gave women the right to vote while the 18th Amendment gave organized crime a foothold in polite society during the cocktail hour, with a jazz soundtrack provided by musicians fleeing the Jim Crow South.

Teddy Roosevelt's Progressive Party split the Republican vote in 1912, keeping William Taft out of the White House for a few years, but ultimately pushed the party farther to the right. The conservatives were steering the ship of state through the 1920s, until it foundered on the Great Depression.

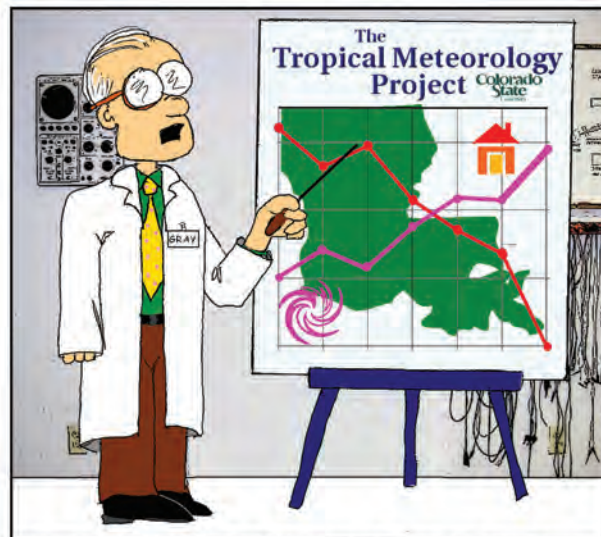
Three or four generations of voters later, the party that spawned the Progressive Era has now given us the Tea Party. Where Bull Moosers wanted Roosevelt to continue using his Presidential muscle to bust trusts, such as railroads and oil companies and monopolies we'd call "too big to fail" today, Tea Partiers attack the growing role of federal government.

The Contract From America, released before Memorial Day, outlines a 10-point Tea Party platform organizers hope will attract independent voters — the same ones who swept Barack Obama into the White House in 2008 — to its principles of free markets, limited government and individual liberty.

Anti-incumbent sentiment was clearly on the rise at the state party conventions. Republicans gave Tea Party-endorsed Weld County DA Ken Buck the top spot in the Senate race and state Rep. Cory Gardner got the nod for the Fourth Congressional seat, while Evergreen businessman Dan "Who?" Maes shook former Rep. Scott McInnis' complacency over his gubernatorial bid. Even Democrats sent Sen. Michael Bennet a wakeup call with Andrew Romanoff's slim victory.

Perhaps the two-party system needs another fundamental shift, this time toward the center where the vast majority of us stand, to hold fast against ill-considered extremes. Certainly the frankly mystifying effort to recall Fort Collins City Councilwoman Lisa Poppaw echoes Yeats' alternative:

The best lack all conviction, while the worst; Are full of passionate intensity.



"SO AS YOU CAN SEE, IN ADDITION TO HURRICANE FREQUENCY, WE CAN SIMULTANEOUSLY TRACK REAL ESTATE VALUES FOR LOUISIANA COASTAL PROPERTIES."

## Legislature declined to answer NCLA call to put business first

During difficult economic times, it is imperative that public policy considerations maintain or enhance the vitality and viability of Colorado businesses — the heart of our economy, the foundation of a sound government, and the engine for future job growth.

By placing business vitality first in public policy decisions, jobs can be created, thereby creating revenue for government services, K-12 and higher education, and an energy solution.

Sadly, however, the weight of the multibillion dollar budget shortfall outweighed legislative interest in keeping business vital.

Opportunities for economic development were traded for increases in taxes and fees. Business interests were unnecessarily pitted against education interests.

In the first four weeks of the 120-day session, a package of proposals to increase taxes on business by nearly \$150 million was unilaterally pushed through with little engagement with the affected communities. Short-term urgencies precluded an honest assessment of long-term consequences.

During the debate, the Northern Colorado Legislative Alliance, along with the Colorado Springs and Grand Junction chambers, organized a first-of-its-kind rally of business leaders from across Colorado on the steps of the state Capitol. It served to highlight that public policy matters in the economy.

Unfortunately, the rally did little to stop the momentum the majority party built behind the tax increases. It did afford the business community two important victories: We secured important modifications to the tax increases to reduce their overall effect, and it co-

lesced the Colorado business community.

The resulting business coalition worked together in the remaining 90 days to defeat other legislative proposals detrimental to the Colorado economy. Onerous measures were defeated which would have changed the priority of economic development, upset the important balance between employer and employee in the worker's compensation, and undermined fairness in employer tort liability.

### Education, business together

Ironically, while the session began by pitting education against business, at the end of the session that business and education came together to make a significant difference in K-12 and higher education.

The NCLA strongly supported two measures that improve Colorado's education system. Senate Bill 191 reforms the teacher tenure system with important accountability for teachers and principals. SB 3, on the other hand, authorizes institutions of higher education to retain flexibility in tuition rates so they can manage their finances in a more institution-specific way.

The passage of SBs 191 and 3 were important for Colorado and to the NCLA. Perhaps what was as important was the way in which both measures came to pass. Setting aside partisan rancor and political expediency.

Their passage demonstrates that the best public policy is built and challenges are faced when all interests work together to solve the problem rather than a one-side debate.

Business vitality may have taken a back seat during 2010, but the NCLA, working with legislative leadership, will strive to assure all interests work collaboratively in the 2011 legislative session so all feel invested in the solutions to the state's difficulties.

*Sandra Hagen Solin is the owner of Capitol Solutions, a comprehensive public affairs firm serving business clients, including the NCLA.*



### GUEST COLUMN

Sandra Hagen Solin

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# LETTERS TO THE EDITOR

## No beaches have ever been closed by an ethanol spill

While you watch the images of crude oil spewing into the Gulf waters, washing up on our shores and closing our fishing industries, think of what you really know about the benefits of our American ethanol industry.

Ethanol burns 50 percent cleaner than gasoline, is cleaner for our air and water, and is a renewable source of fuel that can be reproduced in America every year. We don't fight wars over ethanol or send U.S. soldiers overseas to protect ethanol reserves, and ethanol contributes zero dollars to the governments of Iran, Venezuela and other hostile foreign nations.

A lot of people like to talk about ethanol being subsidized, but ethanol's tax incentive pales in comparison to the oil industry, which may be the most subsidized industry in U.S. history. We incentivize the oil industry with royalty relief and R&D subsidies totaling \$6.5 billion per year. This does not include the \$50 billion we spend per year on protecting the oil shipping routes from the Middle East, and countless more billions for U.S. soldiers protecting those Middle East oil reserves.

But the largest cost of all is the U.S. annual transfer of wealth for our dependence on foreign oil; nearly half a trillion dollars per year. This is the largest transfer of wealth in U.S. history.

Ethanol is an American-made renewable source of fuel which is cleaner for our environment, boosts our economy by creating and supporting over 400,000 U.S. jobs while keeping our money here at home. Ethanol is a critical piece in our struggle to be energy independent; the more ethanol we produce in America means the less oil we have to import.

Dan Sanders Jr.  
Front Range Energy  
Windsor

## Stonehouse to become Beach House

(Business Report Daily, May 26, 2010)

I think this is a terrible idea. My daughter and I love eating at Stonehouse. We can eat Mexican food anywhere, but try finding Shepards pie, or Cock and Leek soup. Where will we go to celebrate Robert Burns' birthday next January?

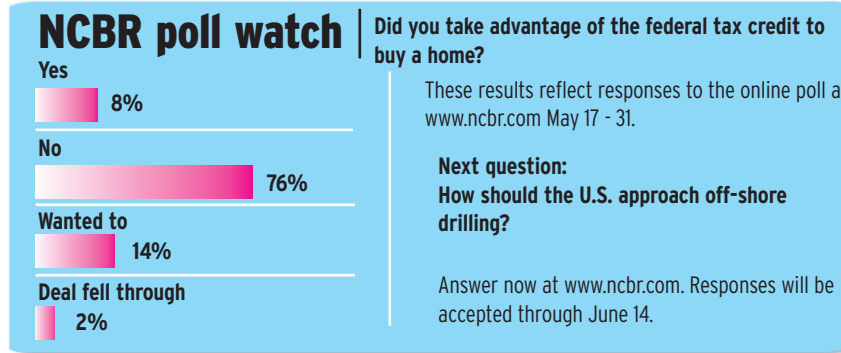
Mark Taylor  
Fort Collins

I think people should be encouraging new activity in Old Town. Not everybody has the same taste when it comes to food and environment. Sounds like an environment that most Americans enjoy while on vacation and it's right here in Fort Collins. I love to have new options when eating out. I will definitely try this out.

Sue Windsor

We've all seen the Drunken Monkey, and Surfside, and Bondi, and Maya Cove, and the list goes on ... My hope is that the food is good. I do love Caribbean cooking and Hawaiian cuisine. I'd definitely not go there for Mexican food, as there are some great authentic places around town for that.

Travis Fort Collins



## Kodak puts three buildings up for sale

(Business Report Daily, May 25, 2010)

Let's watch and see what they sell for. This will be a good bellwether indicator for the area.

Richard Berthoud

## New iConji language for the symbol-minded

(NCBR, May 21, 2010)

CongratulationtotheiConjipeopleonre-inventingBliss.

Jay Las Vegas

Awesome idea that has a chance to work. The software should be free for mobile platforms, though.

Jan Tokyo

## NoCo unemployment dropped in April

(Business Report Daily, May 21, 2010)

(Colorado Department of Labor and Unemployment Director Donald) Mares' statement that the rise in unemployment could be due "to thousands of formerly discouraged job seekers who had abandoned their job search, and now renewing their efforts" is absurd. The unemployment number is for people collecting benefits. If they are not collecting benefits, run out of benefits, they are counted as employed, even if they still don't have a job. That is because no entity ever checks to see if they ever got a job; it is assumed.

Bob Parker

## Horse business hearing set for May 24

(Business Report Daily, May 11, 2010)

The last thing we, as a county need, is more regulation. The county, and the state, have many more issues to address without involving horse-related issues. Whomever these individuals are that are pushing for governmental regulation of the horse industry have to be liberals ding bats that also forced the elimination of horse slaughter in the U.S. This brilliant move has resulted in horses being transferred to other unregulated countries that are far more harmful for the individual animals than previously. Please dismiss this entire issue.

Jerry Zahourek  
Estes Park

Jerry, it's too bad this article didn't educate you about what is actually happening here. The proposed regulations are to replace a totally unworkable and burdensome set of regulations that require a long and expensive special review for every horse-boarding operation, even small ones. The county has worked with a group of horse folks for over a year to come up with a workable approach that has received almost unan-

imous approval from the horse industry.

Steve Johnson  
Larimer County Commissioner  
Fort Collins

## POLL COMMENTS

### Did you take advantage of the federal tax credit to buy a home?

The federal tax credit incentive's purpose was to artificially inflate the price of homes during some difficult economic times. The alternative would have been to allow the free market to determine the price of homes. The more government interventions we experience the longer it will take for the free market to reach its equilibrium. The national and Colorado housing markets are not going to recover as long as artificial means to price establishment are present.

John C. Crews  
Loveland

## BLOG COMMENTS

Editor's note: Yes, we have blogs, and they are generating some interesting conversations. Check out the complete threads at www.ncbr.com.

### Make money, happiness, both or neither

(Leaders on the Loose, Robert Anderson)

As a consultant, all you can do is provide information. It is up to the business owner to follow advice or not. We cannot care more than the business owner does.

Bob Cuomo  
Fort Collins

### Can you build a great sales team on salary?

(Everybody Sells, Lee Porter)

Lee, great article. Hits right on the concern of top performers. Since many are not "team" oriented, they wish to be recognized for the difference they make. If a company is unable or unwilling to compensate them accordingly, they will leave. This stresses the importance of hiring the right person for the right job. Interestingly, a top sales person for one company may not be a top producer for another company. Assessing for job fit is critical for companies to ensure the sales person can "win."

Jeannette Seibly  
Highlands Ranch

### Be careful who you dis ...

(Everybody Sells, Lee Porter)

People are very busy, and old sales "always be closing" techniques just won't work.

People want "meaningful engagement" online and offline ... even better if you can get them to come to you as a resource.

Jay Jacoby  
Fort Collins

## New Position Opening

**Colorado State University Extension  
Coordinator for  
Economic Development Office**

The Coordinator position is a half-time, 12-month administrative professional appointment with benefits. The Coordinator reports directly to the Economic Development Director. The Coordinator position requires some in-state travel & may involve occasional evening &/or weekend events. The position will be based in Fort Collins, Colorado & will start after 7/1/10.

The Economic Development Coordinator is an integral part of the CSU Engagement & Extension team & participates in the development, decision-making, & marketing of CSU's economic development programs & partnerships. The Coordinator will complete other administrative & professional duties as assigned by the Economic Development Director.

Completed Bachelor's degree required. For a full list of responsibilities, required qualifications, & the application process, see <http://www.ext.colostate.edu/coop/jobsmenu.html>. Application materials, including transcript(s) showing degree(s) conferred, must be RECEIVED no later than Noon Mountain Time 06/16/10 for full consideration. Colorado State University conducts background checks on all final candidates. CSU is an EO/AA employer.

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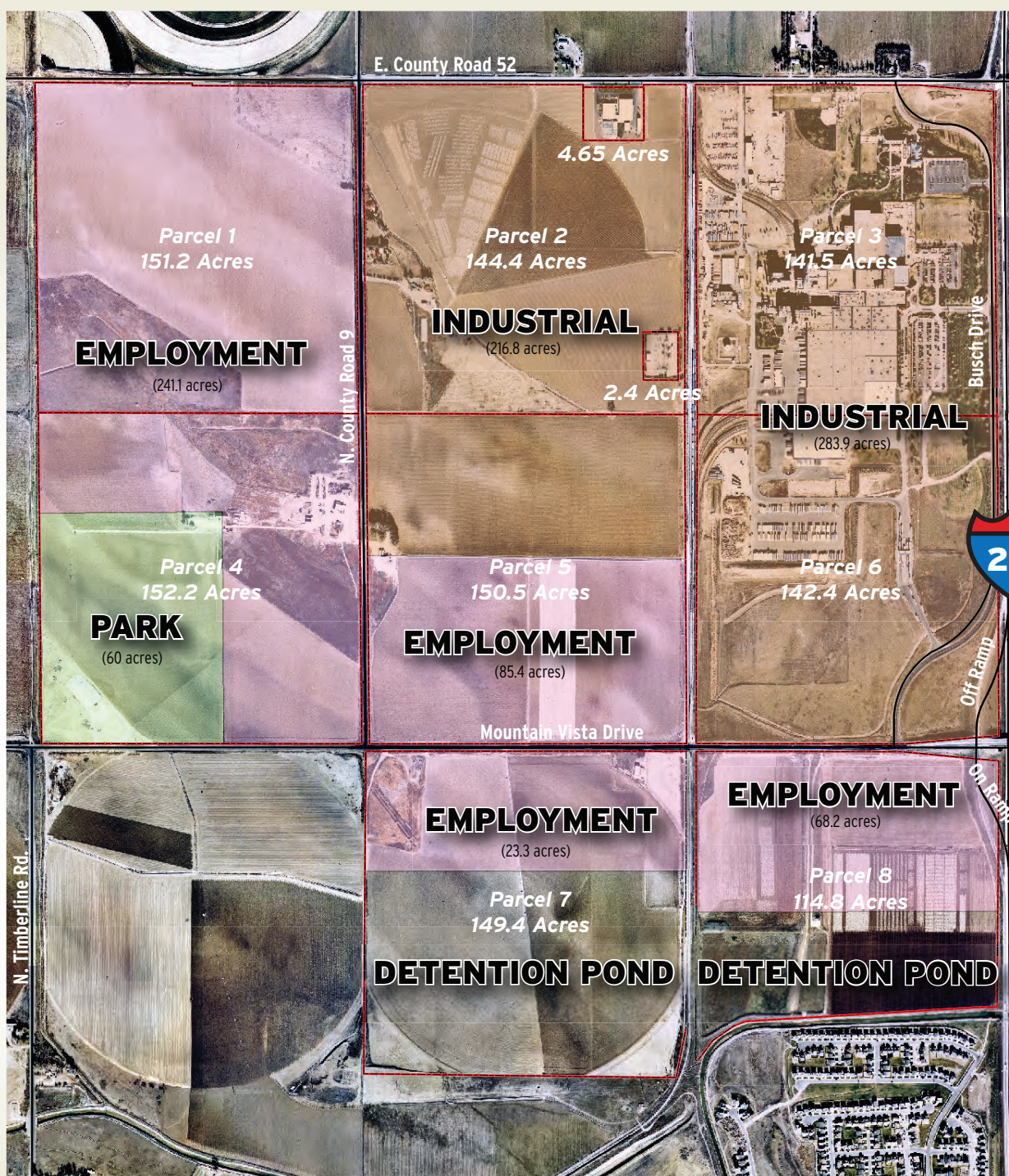
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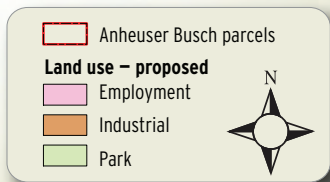
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SOURCE: REALTEC COMMERCIAL REAL ESTATE SERVICES INC.

## Land for sale

After more than 20 years of maintaining a massive buffer, Anheuser-Busch InBev will sell more than 700 acres around its north Fort Collins brewery. The land, available for industrial and employment uses, will be listed for about \$1.25 per square foot.



## A-B, from 1

as the Harmony Road corridor.

The importance of rail service is underscored by large manufacturers such as Vestas Wind Systems and Owens-Illinois, which chose the Great Western Industrial Park in Windsor over Fort Collins.

“The key is that Anheuser-Busch wasn’t ready to sell this property until now,” Eckles said. The brokers have been working with the company on the listing for about a year. They even discussed a sale about two years ago, but then “the numbers wouldn’t work,” according to Mokler.

When the brewery originally purchased the land in the early 1980s, the excess land created a buffer from development. A-B was concerned about potential future conflicts arising if residential and other non-industrial users built close to its plant. Since the acquisition of A-B by Belgium’s InBev in 2008, the corporation has focused on shedding non-core assets, such as Sea World and Busch Gardens, as well as vacant land holdings in Europe.

Even before the acquisition, A-B was

working with the city of Fort Collins toward the possibility of development around its brewery. Years of planning, which culminated in the adoption of an update to the Mountain Vista Subarea Plan last September, addressed zoning, stormwater mitigation and other development issues.

Not all of the planning is complete, though. Utility issues specific to sewer access still have to be worked out and the opportunity for adding rail spurs must be factored in to an overall plan.

“There are a lot of moving parts,” Mokler said. “The city is a big part of this.”

He and Eckles will be working closely with the city to have the property as near to development ready as possible — “on step six-of-10 rather than one-of-10.”

The sewer issue, in particular, could involve discussions with the city. Mokler explained that there are two main options for sewer service to the parcels: through the Boxelder Sanitation District or by tapping the city system.

Mike Freeman, CFO for Fort Collins, said that while it wouldn’t be impossible for development on the property to tie into the city system, there is no current commitment to do so. The city does pro-

vide sewer service to the brewery but the surrounding area falls into the Boxelder Sanitation District.

### Economic boon to city

From an economic development standpoint, the listing of the property could be a boon for Fort Collins. Freeman said that the city is not currently in contact with any potential users, but in the last 18 months his office has fielded inquiries from major employers looking for rail-served property.

“It helps us to present a viable development option for them,” he said. “It’s a very strategic piece of property from a long-term employment perspective.”

The rail potential for the A-B property is huge, according to Dennis Olin, president of Littleton-based Railroad Specialties Inc. Olin has been in the railroad industry for nearly 50 years, most of those in Colorado. In the last 10 years, he has seen an increased interest in rail, which he attributes to the steep increase in diesel fuel prices. Clients who haven’t used their rail spurs for 20 years are looking to revive their access.

“Prior to the bottom falling out of the economy, rail-served property was at a premium,” he said.

Olin explained that railroad firms used to have sufficient right-of-way to expand lines and add spurs. However, urban land has been snapped up for other uses, and municipalities sometime balk at having the rails within city limits. For that reason, companies such as Burlington Northern Santa Fe and Union Pacific get pretty excited when land comes available, and see the A-B parcels as a unique opportunity.

“The Denver-area has basically run out of land,” Olin said.

He added that since the listed properties aren’t directly parallel to the line and could be accessed through spurs, it reduces the likelihood of a user blocking or slowing other rail traffic.

“A situation such as this one has even more value to the railroads,” he explained.

Olin will meet with Mokler and Eckles to evaluate the property’s rail potential, even though he’s already familiar with the site. He helped build the track when A-B located there in the 1980s, and he calls the availability of vacant land there an “absolutely rare opportunity.”

### Part of Great Western Railway

Interestingly, the rail line at the A-B site is part of the Great Western Railway, operated by The Broe Group affiliate OmniTrax. The line offers connections to the main lines for both UP and BNSF.

The Great Western Railway serves the A-B brewery, shipping beer out as well as bringing bottles in from the Windsor O-I plant. The two companies are among the largest users of the line, each shipping about 4,000 containers annually.

Broe is not only a potential collaborator on the site, it is also a competitor and potentially a client.

“We’re very familiar with the property and are certainly happy to serve any company that needs rail there,” said Broe Vice President Rich Montgomery.

Broe still has more than 1,000 acres available at its Great Western Industrial Park, with parcels divisible into anything from two to 200 contiguous acres. The park is currently home to Front Range Energy, Vestas and O-I. Broe Montgomery said that he has seen an uptick in interest for available land recently.

Montgomery couldn’t comment on whether Broe would be interested in acquiring any of the A-B land, but the company has shown interest in property along its rail line in the recent past.

In August, an affiliate company of Broe purchased an industrial building at 3620 Weicker Drive — just west of I-25 and north of Colorado Highway 14 — for \$8.9 million.

“A big reason for doing that was an effort to develop our relationship with New Belgium (Brewing Co.) and other tenants in the buildings,” he said. “It’s our goal to help them become a rail user.”

New Belgium is in the process of expanding into another 30,000 square feet at the Weicker Drive facility, adding to its initial 130,000 square feet of ambient and cold storage. Montgomery also announced that 30,000 square feet, including three rail docks, has recently become available.

“It’s one of the very few, if not only, available rail-served warehouse buildings in Northern Colorado,” Montgomery said.

Whether as collaborator, competitor, customer or some combination of the three, it’s clear that in Northern Colorado rail will soon become the tie that binds.

# MID-YEAR ECONOMIC UPDATE

**July 14, 2010**  
**7:30 a.m. – 9:30 a.m.**  
Hilton – Fort Collins

**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:**  
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# HEALTH INSURANCE HOW-TO

**July 20, 2010**  
**7:30 a.m. – 9:30 a.m.**  
Hilton – Fort Collins

**Content:** Industry experts addressing what recent health care reform means for large and small businesses and what businesses need to do to be in compliance

**Format:** Panel of speakers and keynote address

Keynotes:

- Lorez Meinhold**  
Director, National Health Care Reform for Colorado
- Joan Henneberry**  
Executive Director, Colorado Department of Health Care Policy and Financing

**The panel will represent these areas of expertise:**

- Human Resources** – benefits administration
- Tax accounting** – tax credits
- Health insurance** – options
- Health care** – what changes and what doesn't
- Legislative offices** – legislative specifics and implementation

**Who needs to be at this**

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- Human resource managers
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# Home construction has broad economic impact

## Housing should be ready for primary employees relocating

I've been consulting for the Greeley Economic Stimulus Committee for the past several months. I also make presentations to groups interested in stimulating the Greeley area economy by stimulating cash flow to construction industry subcontractors and related retail and other businesses.

My specific responsibility has been to determine the economic impact on the Greeley and Weld County economy of building new homes priced under \$300,000.

The Stimulus Committee is targeting such construction because new homes in this price range are selling, with only a 60- to 90-day supply currently available. That means the new residents coming to fill Weld County's new jobs who want to buy a new home will find the supply limited. The problem is the Northern Colorado housing market is overbuilt in the upper price ranges, over \$300,000, a condition supported by a robust economy, but not by the current



### ON THE ECONOMY

John W. Green, Ph.D.  
Regional Economist

recession-recovering economy.

Greeley and Weld County will be adding more than 1,000 jobs soon, approximately 40 percent at salaries above \$50,000. Leprino Foods will soon begin a five-year, three-phase construction and plant operation project; JBS USA is moving Pilgrim's Pride corporate operations to Greeley from Texas and bringing transportation operations in-house; and the Vestas plant in Windsor continues to receive new orders for wind-power blades. Assuming secondary job impacts, that's over 2,000 new jobs in Weld County in the next five years.

These are all primary jobs, increasing the manufacturing base of Northern Colorado. These are the jobs every community wants to have, jobs producing product for export outside the region. The products flow out; the money flows in to pay for the primary jobs and stimulate secondary jobs.

Since many of the employees accepting these new positions will be new residents, new housing inventory must be planned to meet their demand, primarily in the lower-priced end of the market where supply is already tight.

So, what's the impact of building a single-family home priced under \$300,000? Let's look at a house marketed at \$285,000, including all construction costs, normal profits and approximately \$28,000 in development fees.

There are at least 35 separate businesses involved in acquiring and developing the land and building and marketing the home, and at least 120 site visits. Thus, construction of each home involves a lot

of economic activity and generates the impression of a robust economy.

### Determining economic impact

There are five major steps involved in determining this economic impact. The first step was to get a construction budget, which was provided by the Clarkson Group. Then each expenditure was assigned a six-digit North American Industrial Classification System code. The NAICS codes were aggregated into the two- and three-digit input-output model sector codes. The expenditures were then entered into the model for Weld County, and the more than 30 expenditures from the budget were aggregated into 11 IMPLAN sectors.

Leakages outside Weld County were minimal: 67 percent of building material expenditures and 74 percent of electronic and appliance expenditures. The reality was that local subcontractors were used, greatly increasing the local economic impact. So, after leakages, 91 percent of expenditures remained to circulate within Weld County.

The output multiplier for this scenario was 1.23, which means that construction of a \$285,000 house creates about \$350,000 of output in Weld County. Construction of the home creates about \$90,000 of labor income which, using a multiplier of 1.21, creates about \$110,000 of labor income in Weld County. It takes about 2.5 man-years of labor to construct this home, 1.88 man-years of direct labor and the rest secondary labor impacts.

In addition to \$28,000 in develop-

ment fees, Colorado, Weld County and the city of Greeley recover total taxes of more than \$11,000 from the economic activity associated with constructing this home. The share of taxes flowing to each governmental entity was difficult to quantify, but we estimate the city probably recovered just over \$3,000.

Once the home is constructed, property taxes must also be paid; on this home we estimated about \$1,400 per year. Of this amount, approximately 18 percent flows to the city; most goes to the school district. The present value of this tax amount over five years at 5 percent interest is nearly \$7,500.

The goal of the committee was to stimulate the construction industry. Waiver of part of the development fees is an obvious starting point, so discussions with various groups have revolved around how this might be accomplished without endangering future development infrastructure, providing the right incentives to home-buyers, and covering current local government operating costs.

If construction of 400 homes was authorized with equitable incentives, there would be \$96 million of direct expenditures in Weld County, \$120 million would be added to Gross Regional Product, \$42 million of labor income would be generated, 992 jobs would be created, and numerous subcontracting businesses would be saved from bankruptcy. A worthy goal indeed.

*John W. Green is a regional economist who compiles the Business Report's Index of Leading Economic Indicators. He can be reached at [jwgreen@friu.com](mailto:jwgreen@friu.com).*

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# ECONOMIC INDICATORS



Population	2009	2010	2015	2020	2035	Last update
Colorado	5,024,748*	5,218,144	5,737,305	6,287,021	7,819,775	4/10
Larimer County	298,382*	306,176	338,548	373,471	480,691	4/10
Weld County	254,759*	267,938	311,230	363,048	555,661	4/10

General	Latest month	Prev. listing	Change prev. mo.	Last year	Change prev. year	Last update
Employment	268,568	264,031	1.72%	277,482	-3.21%	4/10
Unemployment	21,652	23,778	-8.94%	15,700	37.91%	4/10
Colo. Unemp. Rate	7.80%	8.40%	N/A	7.30%	N/A	4/10
Lmr. Unemp. Rate	6.40%	7.10%	N/A	6.10%	N/A	4/10
Weld Unemp. Rate	9.00%	9.90%	N/A	8.10%	N/A	4/10

Motor vehicle reg.	55,281	60,916	-9.25%	54,836	0.81%	4/10
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Vectra Small Business						
Colorado index	93.6	90.8	3.08%	75.1	24.63%	4/10
U.S. index	104.9	95.8	9.50%	57.8	81.49%	4/10

Bankruptcies						
Larimer County						
Chapter 7	171	215	-20.47%	92	85.87%	4/10
Chapter 13	15	9	66.67%	7	114.29%	4/10
Weld County						
Chapter 7	183	226	-19.03%	127	44.09%	4/10
Chapter 13	44	53	-16.98%	21	109.52%	4/10

Consumer Price (Colorado, Wyoming, Montana and Utah) Index (1982-84 = 100)						
Food & beverages	222.187	220.703	0.67%	223.231	-0.47%	3/09
Housing	225.132	226.203	-0.47%	229.441	-1.88%	3/09
Transportation	194.778	192.346	1.26%	172.777	12.73%	3/09
Medical Care	395.648	396.206	-0.14%	381.324	3.76%	3/09

REAL ESTATE						
Total construction (000s)						
Larimer County	\$71,173	\$20,528	246.71%	\$27,664	157.28%	4/10
Weld County	\$19,354	\$21,345	-9.33%	\$130,188	-85.13%	4/10

Building permits						
Larimer County	66	53	24.53%	66	0.00%	4/10
Weld County	91	92	-1.09%	74	22.97%	4/10

Apartment vacancies						
F.C.-Loveland	6.30%	5.60%	N/A	4.30%	N/A	12/09
Greeley	7.1%	7.1%	N/A	8.10%	N/A	12/09

Apartment rent						
F.C.-Loveland	\$854	\$846	0.91%	\$810	5.47%	12/09
Greeley	\$637	\$629	1.28%	\$629	1.25%	12/09

Office vacancy rates						
Fort Collins	18.05%	16.79%	N/A	Date	N/A	9/09
Loveland	9.73%	10.52%	N/A	8.46%	N/A	9/09
Greeley	19.89%	18.25%	N/A	17.25%	N/A	9/09

Retail vacancy rates						
Fort Collins	9.49%	10.42%	N/A	7.35%	N/A	9/09
Loveland	7.20%	7.94%	N/A	8.87%	N/A	9/09
Greeley	15.65%	6.41%	N/A	13.80%	N/A	9/09

Industrial vacancy rates						
Fort Collins	6.34%	6.41%	N/A	6.06%	N/A	9/09
Loveland	7.54%	7.84%	N/A	7.33%	N/A	9/09
Greeley	10.06%	9.57%	N/A	9.27%	N/A	9/09

SALES						
Restaurant retail (000s)						
Larimer County	\$128,246	\$119,881	6.98%	\$97,883	31.02%	9/09
Weld County	\$57,487	\$57,299	0.33%	\$34,303	67.59%	9/09
Gross sales (000s)						
Larimer County	\$591,577	\$717,597	-17.56%	\$670,397	-11.76%	10/09
Weld County	\$542,710	\$661,252	-17.93%	\$626,675	-13.40%	10/09

Note: Unless otherwise indicated, all statistics are for Larimer and Weld counties combined.

\* Courtesy U.S. Census Bureau; projected population numbers from the Colorado Division of Local Government

Sources: U.S. Census Bureau; Colorado Division of Local Government (County population projections); Larimer County Workforces Center (Employment stats); Fort Collins-Loveland Municipal Airport; Larimer, Weld County Depts. of Motor Vehicles (Motor vehicle registrations); Vectra Bank Colorado (Colorado & U.S. Small Business Indices); F.W. Dodge Data (Construction statistics); SKLD Information Services LLC (Bankruptcy, foreclosure); LexisNexis (Patents); The Home Builders Association of Northern Colorado (Building permits); Colorado Division of Housing (Apartment vacancies & rates); Realtec Commercial Real Estate Services Inc. (Office, retail, industrial vacancy rates); Colorado Department of Revenue (Restaurant sales, gross sales figures, new sales tax accounts); U.S. Depts. of Labor, Bureau of Labor Statistics (Consumer Price Index).



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