

Hoteliers fear downtown project impact

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By 2004, once 'dry' town was hopping with craft breweries

By Noah Guillaume

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Napa Valley of Beer. Beer Collins. Brewmuda Triangle. Fort Collins certainly has its fair share of names when it comes to beer — thanks to a fair share of breweries.

Craft brewing is so ingrained in the local economy, it's hard to believe Fort Collins was "dry" up until 1969. Nineteen years after city council finally repealed Prohibition, Anheuser-Busch built a brewery just a few miles northeast of town. One year later two more breweries started up downtown.

According to a 2004 *Business Report* list of breweries and brewpubs, 10 breweries had opened in Northern Colorado since 1988 — seven in Fort Collins alone — and sold 8.2 million barrels of beer. Longing, it would seem, does make the heart grow fonder.

Appealing to hearts and livers alike, breweries large and small were fast becoming a tourist attraction, offering taster trays for those over 21 years old and tours to anyone from the curious to the connoisseur. With four — and counting – breweries within a few miles of each other, a suds-ophile could visit several breweries in one afternoon. This was, and still is, an attractive option for vacationers just passing through, or those looking to hit the next local wonder like Horsetooth Reservoir or the Poudre River.

See **Then...and Now**By Lee Porter
Page 15

Realizing the draw the breweries had become, the Fort Collins Convention and Visitors Bureau rolled out a new campaign — "Foam on the Range: The

Fort Collins Beer Experience" — in 2004 to promote the local quaffs. In a 2004 *Business Report* interview, then CVB President and CEO Rich Harter said, "The beer industry really is a huge part of the Fort Collins experience, and we've never done a nice job of promoting it."

See BREWERY, 14

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# More work flows into Greeley

JBS, Leprino jobs to help lift region out of recession

By Steve Porter

sporter@ncbr.com

GREELEY — Good economic news is flowing into Greeley as two large employers create more than 1,000 jobs over the next few years.

JBS USA and Leprino Foods will add that number of new jobs to the local economy. JBS is bringing 300 to 400 Pilgrim's Pride management positions to its corporate headquarters in Promontory and about 200 truckers and office workers to its JBS Carriers location now being developed in east Greeley.

Meanwhile, construction of the 880,000-square-foot Leprino Foods mozzarella cheese factory — with its first phase set to begin near downtown Greeley — is expected to employ about 200 temporary construction workers and eventually provide 300 to 350 permanent factory and management jobs. The first phase of the project — a powdered milk production facility — is expected to open in 2011.

Pilgrim's Pride workers have been arriving over the last several months following the merger of the poultry processor with JBS in late 2009. Chandler Keys, JBS spokesman, said he couldn't pinpoint when the migration into Greeley would be complete.

See JOBS, 21





Nominations due by July 5, 2010.



Foam on the Range courtesy of Fort Collins Convention and Visitor's Bureau

# Good borders make towns good neighbors

By Kristen Tatti

ktatti@ncbr.com

After years of legal back-and-forth, two annexation disputes in southern Weld County came to an end in June.

Attempts by Longmont and Erie to stop the annexation of properties west of Interstate 25 by Firestone and Frederick, respectively, went all the way to the Colorado Court of Appeals. One case was resolved by the parties before the court ruled, while the other upheld the decision of the Weld County District Court. In both situations, the annexing municipalities prevailed — at least for now.

The Longmont-Firestone dispute dates back to late 2007 when a group of Longmont residents gathered signatures to stop a council-approved annexation and put the matter to the voters. The development in question was a mixeduse project proposed by Lifebridge Community Church on 348 acres north of Colorado Highway 119 near Union Reservoir.

Rather than wade through a political mire, the property owner decided to take the annexation request elsewhere. That's where Firestone came in and the dispute began.

In order to annex the Union and nearby Firelight developments, Firestone

would need a flagpole annexation of rights-of-way along Highway 119 and Weld County Road 26.

"The leadership in Longmont at the time was resistant to that. It became a contentious issue," said Wes LaVanchy, town administrator for Firestone. "Firestone believed this was in fact a good project."

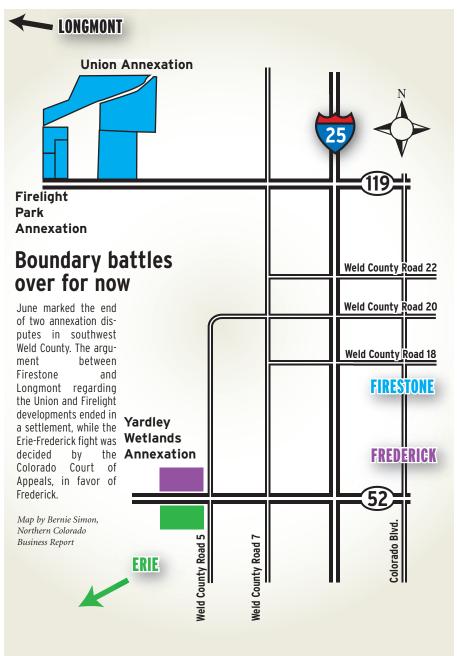
Longmont attempted to block the annexation to maintain its community as a standalone municipality with open space borders. It took its argument to Weld County District Court in early 2008 as Firestone was rushing to annex the Firelight parcel. The court found in June 2009 that Firestone was not exceeding its jurisdiction nor abusing its discretion in seeking the annexations.

Longmont appealed the decision. The case was dismissed on June 21 after the municipalities reached a settlement that stipulates that Longmont will recognize Firestone's annexation of the Union and Firelight developments while Firestone will recognize Longmont's right to annex portions of land around Union Reservoir to maintain as open space.

#### Develop at different pace

With the dispute settled, the developments can move forward, albeit at a different pace.

See BORDERS, 23





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# EYE

## Building has case of deja-brew

This is not a case of The Eye having double-vision from one-too-many. More like persistence of vision from just-one-more.

The former home of **Fort Collins Brewery** at 1900 E. Lincoln Ave. will continue brewing along as the home to **Funkwerks**, a new craft brewery specializing in saison-style beers, a refreshing type of Belgian ale.

Funkwerks signed a three-year lease on the location and even purchased a few leftover pieces of equipment such as refrigerators in a separate transaction.

Funkwerks' relocation from another site will delay its planned summer opening by a few months. Cofounders **Brad Lincoln** and **Gordon Schuck** are shooting for a taproom opening sometime in October with limited capacity of two organic beers: a house saison and Saison Wit.

Also delaying the opening is the co-founders' pursuit of organic certification. The two had already planned on using organic ingredients in their beer and found full certification wouldn't be much harder to reach.

"It's not much more effort to get beer certified," Lincoln said. "It's mostly about documenting organic procedures."

As for setting up shop in a town with what many consider heavy competition, Lincoln credits those breweries for blazing the path for other craft brewers to come along and be successful. In fact, with all the help and advice Funkwerks has received, Lincoln can't think of one brewery in the area that hasn't supported them in some way.

Also helpful? Taking over the digs of a brewery that expanded from 10,000 square feet to 30,000 square feet. That just has to be good juju.

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## Fort Collins readies smart-grid RFP

#### GE helps city identify biggest challenges to deployment projects

By Kristen Tatti

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FORT COLLINS — Interest in Northern Colorado's clean energy sector continues to grow, spurring a recent trip to Fort Collins by a group of executives from General Electric Co.

On June 10, GE participated in a workshop of sorts with local businesses and government and utilities representatives. The company, which has a breadth of expertise in smart-grid technology, is also keenly aware of an upcoming request for proposals to deploy advanced smart meters in Fort Collins.

The RFP will be for a \$31.4 million deployment of advanced smart meters to all of the city's electric customers — 65,000 meters in total. The project was made possible by a \$15.7 million U.S. Department of Energy grant awarded in October that required a matching contribution. The city matched the funds by issuing bonds sold on June 28.

"The meeting on June 10 was an initial discovery session designed to help the city determine how to build upon FortZED and the Clean Water Cluster to execute their long-term sustainability vision and support the area's economic growth," said Robert VanBrackle, smart-grid global growth and strategy leader for GE's Digital Energy busi-

ness. "We spent the day identifying the city's toughest challenges."

Three areas were identified as critical to supporting economic growth and new jobs: water, energy and communications. VanBrackle said that the level of GE's involvement in those areas was not discussed.

"A number of folks from GE have been interested in Fort Collins," said city CFO Mike Freeman, adding that there have been several meetings over the last few months. GE has a SmartCities initiative that focuses on working with municipalities to improve their energy infrastructure with smart-grid technologies. The company is working with Portland, Ore., and Miami on such projects

The smart meter deployment is of

See SMART GRID, 17

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## Hoteliers fear downtown project's impact

# Public funding for property wouldn't be fair, say owners

By Steve Porter

sporter@ncbr.com

FORT COLLINS —Steve and Missy Levinger had no previous hotel experience when they purchased the Armstrong Hotel six years ago.

But the longtime Fort Collins residents poured themselves into fixing up the historic structure on the south end of downtown Fort Collins.

Now, after an extensive renovation of the three-story building that dates from 1923, including the recent addition of a basement bar, the Levingers are facing the possibility of a big new hotel being built downtown in the next few years — a possibility that could drain away business from the 43-room Armstrong.

"It would definitely be detrimental to our hotel — not terrible, but detrimental," said Steve Levinger. "The city of Fort Collins is the entire city and they can't put everything in one project and close their eyes to the others. It's just not fair."

The Fort Collins Downtown Development Authority has been trying to bring a full-service conference hotel downtown for decades but has so far not been able to attract the kind of investment needed to finance it.

The last effort failed in 2008 when lending markets went south. But interest in the project remained, and the DDA hired RRC Associates — a Boulder-based consulting firm — to analyze the feasibility of building a downtown hotel under three scenarios: an upscale branded hotel, a select-service facility, and a small upscale boutique hotel.

The report, recently presented to the DDA's board of directors, concluded that the upscale branded hotel was preferred because another select-service hotel would simply duplicate services already offered and a small boutique hotel would provide

a modest economic addition to the community at best.

"Based on our local interviews, it is clear that many people within the community, even some in the lodging sector, would like to see a distinctive hotel in Old Town that is unique to Fort Collins," the report said. "An upscale branded hotel with conference facilities best satisfies the collective desires of the marketplace."

The report also concluded that the development of a hotel in Old Town would not deliver an adequate return on its investment to make it feasible under a purely private development scenario and would likely require a public partnership.

#### Overbuilt market

The report indicated that the Fort Collins hotel market has been overbuilt in recent years, especially with select-service hotels such as those on East Harmony Road. Occupancy rates have hovered below 50 percent and have fared even worse lately as businesses cut back travel and conference activity in the wake of the recession

If the DDA and the city find a way to partner on a big downtown hotel — which is projected to add millions in economic benefits and up to 200 new jobs — owners of existing properties fear the project could siphon away business in an alreadytight market.

"They're just stealing business from existing hotels," said Ned Sickle, general manager of The Hilton Fort Collins, 425 W. Prospect Road. "They would essentially be moving jobs from one part of Fort Collins to another."

Sickle said such a project should develop without public money.

"If a developer wants to put in an Embassy Suites in Loveland on their own nickel, that's OK," he said. "But it bothers me that the city would consider subsidizing something downtown that would take jobs away from some other part of town."

But Josh Birks, the city's economic development adviser, said a public-private partnership has always been anticipated because of the expense and the economic benefits such a project could bring to the



Steve Porter, Northern Colorado Business Report

**COMPETITION COMING?** — Steve and Missy Levinger, owners of the Armstrong Hotel in downtown Fort Collins for the last six years, may get some competition from a new hotel being eyed by the Fort Collins Downtown Development Authority.

city

"I think, from our past experience working with a particular hotel developer on the Remington (Street) site in 2008, that we've always contemplated there would be some kind of public-private partnership for a downtown hotel," Birks said. "But the nature of that partnership needs to be analyzed further."

Birks said public incentives could include tax increment financing through the DDA and city assistance with offsite improvements such as additional parking and streetscape upgrades.

See HOTELS, 13





# Big technology firms all quiet on jobs front

#### No news good news for some companies as hiring ramps up

#### By Kristen Tatti

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Northern Colorado's large technology employers have been largely silent on the jobs front during the past year, and that has meant different things for different companies.

Agilent Technologies completed a company-wide restructuring late in 2009. The company originally announced in March 2009 its plans to cut 2,700 positions worldwide, a majority from the Electronic Measurement and Semiconductor Board Test segments. Combined with an earlier restructuring, the total cuts amounted to 3,800 trimmed largely by the end of its fiscal year 2009.

At the time, few details were available about the impact on the company's Loveland site. Historically, the site has been heavily involved in the segments slated for slashing. When the cuts were made public, the Loveland facility employed about 500 of the 1,500 Agilent employees around the state.

Today, there are only 275 employees left in Loveland following both the restructuring and the sale of the Network Services Division to JDS Uniphase Corp., which included 55 Loveland employees. Statewide, employment dropped to just over 350, according to a company spokeswoman.

Agilent wasn't alone in letting workers go. There have been a number of tech layoffs in the past year, according to NoCoNet President Lauren Kuczka.

NoCoNet was founded almost 10 years ago to provide a forum for tech workers displaced by the mass layoffs in the industry. Today, the group still counts about half of its membership as

software and hardware engineers and other information technology-related experts. The other 50 percent is made up of other unemployed or underemployed professionals.

"We've had a couple of silent layoffs," Kuczka said, adding that the group sees an influx of attendees at its once-weekly meetings following such an event.

#### Positive signs

Despite surges of the unemployed from the likes of Agilent and Kodak, which shut down two product lines and let 300 employees go, there have been some positive signs. NoCoNet held a members job fair on June 21 that Kuczka feels was high energy.

"I think our job fair was fun," Kuczka

The 45 exhibitor tables included non-profit groups soliciting potential volunteers. More than half, though, were potential employers and recruiters looking to fill positions. Employers included Abound Solar, Advanced Energy Industries, Integware, ITX, JBS and State Farm Insurance.

"Most of the people were hiring now," Kuczka said, which is good news for the 165 or so attendees of the fair.

In general, NoCoNet has seen weekly attendance numbers dropping — a positive indicator for a group of its kind. It has had one to seven "alumni" — people being hired — every week.

"It's unusual for us, at least for the last few years," Kuczka explained.

She added that while any job is good, many of the positions are temporary, such as 2010 U.S. Census workers, or as contract workers for technology firms. The term 1099 — which refers to the tax form for a contract worker — has become a verb, as in "he/she has been 1099'd."

"The future is not full-time, permanent employment," Kuczka said. "It's contract work. You're a freelancer now."

See TECH FIRMS, 26

#### CORRECTIONS

The illustration on the front page of the June 18 issue of the *Business Report* first appeared in the Sept. 24, 1999, issue. Created by artist David Badders, it shows Poudre Valley Health Systems CEO Rulon Stacy, right, arm-wrestling with former Banner Health Colorado CEO Scott Bosch, who was reassigned to Phoenix in 2004.

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

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The Northern Colorado Business Report (ISSN 1094-8198) is published biweekly, with an extra issue in December, by The Northern Colorado Business Report Inc., a Colorado corporation, 141 S. College Ave., Fort Collins, CO 80524. Periodical postage paid at Fort Collins and additional offices.

Subscriptions are \$49.97. International subscriptions are \$175.00.

POSTMASTER: Send change-of-address notices to:
The Northern Colorado Business Report,
Post Office Box 1399, Fort Collins, CO 80522.
970-221-5400 • 800-440-3506 • Fax: 970-221-5432
E-mail: editor@ncbr.com • www.ncbr.com

## Region shows strong residential growth through May

#### Tax credits helped stimulate market, at least for a while

#### By Steve Porter

sporter@ncbr.com

There's little doubt that the federal First-Time Homebuyers Tax Credit — along with record-low interest rates and a generally improving economy — lifted the Northern Colorado residential housing industry out of the doldrums through May.

The tax credit, which expired April 30 but continued to apply to home sales that closed by June 30, gave first-time buyers \$8,000 to help them purchase a house. That probably moved buyers into the housing market who would have waited a little longer without it, said Eric Kronwall, a realtor with Re/Max Alliance.

"I think the No. 1 factor that drives real estate is jobs," Kronwall said. "If they were concerned about their jobs, \$8,000 probably wasn't enough to go out and buy a house. But I think people who were planning to buy anyway went out and took advantage of it."

A request by the National Association of Realtors to extend the June 30 closing deadline for buyers in the lending pipeline was shot down in late June when Congress rejected a bill that would have also extended national unemployment benefits.

Nationally, the April 30 demise of the tax credit hit the residential housing industry hard. Housing starts for single-family homes fell by 17 percent in May and sales of new single-family homes plunged by a record 33 percent for the month, according to the U.S. Commerce Department.

#### Region escapes brunt

But Northern Colorado has so far escaped most of that impact. The number of new single-family housing permits was up strongly through May in the region, with Loveland/Berthoud up 183 percent. Home sales were also up significantly in Fort Collins and Loveland/Berthoud, although Greeley/Evans reported only a slight 2.6 percent increase through May.

Other factors have been working in favor of the region's housing industry. Record-low mortgage rates have encouraged buyers to enter the market, with the average rate for 30-year, fixed-rate loans dropping to 4.75 percent in late June. The rates are the lowest since Freddie Mac began tracking them in 1971.

Home prices in the Fort Collins/Loveland area increased about 2.5 percent in April over the same month in 2009, while prices in Greeley were up about 4 percent, according to the CoreLogic Home Price Index. The increases in both areas were calculated after distressed sales were subtracted from the totals.

In addition, foreclosure activity across the state and Northern Colorado dropped to an 18-month low in May, which some analysts said showed that homeowners



Steve Porter, Northern Colorado Business Report

**FASTER PACE** — New homes in Fort Collins, Loveland and Greeley went up at a faster pace in the first five months of 2010 than the same period last year. Above, workers construct a new home in the Sidehill development in east Fort Collins.

may be getting more leeway from lenders to repay or restructure their loans.

The number of foreclosure filings in Larimer County in May was 129 compared to 172 in May 2009 and 175 in Weld County compared to 288 one year earlier, according to the Colorado Department of Local Affairs' Division of Housing. Through May, Larimer County posted 734 foreclosure filings compared to 880 for the same period in 2009. Weld County dropped from 1,358 in 2009 to 1,212 this year.

But those figures may change for the worse if Congress continues to reject a call for extending federal jobless benefits for those who have exhausted their state benefits. Hundreds of thousands of people were about to lose their benefits in late June as Congressional Republicans focused on deficit spending. U.S. Labor Secretary Hilda Solis warned of a fallback into recession if household income is cut before the job market revives.

#### Local scene mostly upbeat

Meanwhile, the Northern Colorado residential housing market news has been mostly upbeat. John Covert, director for Metrostudy, which tracks national and regional housing activity, said in a May 18 presentation to The Group Inc. Real Estate that the numbers of home closings, home starts and job losses in 2010 were all trending in a positive direction.

See RESIDENTIAL, 26

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## FDIC releases small-dollar loan template

Even as payday lenders in Colorado prepare for new rules governing their business, federal regulators are trying to encourage banks to step into the market. According to the Federal Deposit Insurance Corp. independent analyses put payday or small-dollar loan volume at more than \$40 billion a year.

Following a two-year pilot project, the FDIC recently released a template

for small-dollar loan programs. A total of 28 banks — none in Colorado — completed the study, extending 34,400 small-dollar loans with a principal balance totaling \$40.2 million. The banks were spread across 27 states and had assets



**BANKING**Kristen Tatti

ranging from \$28 million to \$10 billion.

The goal was twofold: to demonstrate the feasibility of alternatives to payday loans and to address increasingly scrutinized fee-based overdraft programs, now worth more than \$38 billion a year.

"Bankers in the pilot have found that using safe and affordable small-dollar loans to build long-term banking relationships is good for customers and the bottom line," said FDIC Chairwoman Sheila Bair, in a prepared statement. "What's more, small-dollar loans may

help banks better adhere to existing regulatory guidance on monitoring excessive overdraft usage and offering consumers other options, such as affordable small-dollar loans."

Banks in the study provided loans of up to \$2,500, with low or no fees for at least 90 days at annual percentage rates of less than 36 percent, with relatively streamlined underwriting processes.

While the FDIC is encouraging other banks to adopt similar programs built around the cleverly titled Safe,
Affordable and Feasible Small-Dollar Loan Template, the programs are not without their risks. At the end of the fourth quarter, delinquencies for small-dollar loans were running at 9 percent for those less than \$1,000 and 9.4 percent for those of more than \$1,000. General unsecured "loans to individuals" had a delinquency ratio of 2.5 percent. The charge-off ratios for small-dollar loans were in line with other loans to individuals.

The banks that participated in the program overwhelmingly described the small-dollar programs as tools for building relationships rather than a potential cash cow like the payday loan industry.

#### Cash cow drying up

The cash cow, at least in Colorado, could soon be running a bit dry. Payday lenders here not only need to watch for increased competition should local institutions pick up on the small-dollar loan template, but they are also facing new

rules that will dramatically change their business. After some softening, the state legislature passed House Bill 1351, putting into place new limits on payday lending.

The industry has been in the sights of the Legislature for the past several years. In 2000, state lawmakers initially enacted a measure to exclude payday lenders from the statewide usury cap of 45 percent APR. There have been several more attempts — successful and not — to bring additional reform to the industry since.

The Colorado Attorney General's office, charged with regulating the industry, has been gathering data on payday lending for the last 10 years. At the end of 2009, there were 487 licensed payday lenders, according to a recent AG report. The 10 largest companies, based on the number of locations, accounted for 64 percent of the locations actively making payday loans.

Based on data gathered through examinations since 2001, the "average" payday borrower is 37 years old and has been at her (more women than men take out payday loans) current job for about 3.5 years.

In 2009, the average amount financed was \$366.96, up consistently since 2002 when the average was around \$275. The average finance charge in 2009 was \$60.68 and the average term was 17.58 days. When taking into account the averages for finance charges, amounts financed and terms, the average APR for a payday loan in Colorado was 343.31 percent. In 2009, more than 96 percent of payday loans were contracted with

finance-charge terms at the maximum limit permitted by law.

The AG report also found that larger loans have been on the rise. In 2009, loans of \$400 or more accounted for 52.75 percent of all loans; loans made at the state-mandated maximum of \$500 accounted for 40.58 percent of all loans. It was 2006 when loans written for \$300 or less no longer represented the majority of transactions.

Under the new law, which goes into effect on Aug. 11, payday lenders will be required to:

- Document each loan transaction and renewal with a written agreement signed by both parties;
- Carry minimum loan terms of six months and charge no prepayment penalties;
- Charge an annual interest rate of no more than 45 percent and maintenance fees of no more than \$7.50 per \$100 loaned up to \$30 per month;
- Not loan more than \$500 to one borrower at a time with a 30-day waiting period between loans.

This puts payday loans on par, APR-wise, with the recommendations of the FDIC's small-dollar template, while banks could enjoy a slight advantage with higher maximum loan amounts.

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.





## June hailstorm wreaks havoc on southeast Weld

#### Weather beat down winter wheat crop just before harvest

PROSPECT VALLEY — For wheat farmer Jerry Cooksey, the June 11 hailstorm that struck southeast Weld County was one for the history books.

'We had hail that was golf-ball and racquet-ball size," said Cooksey, who farms about 9,000 acres south of Roggen. "You seldom see a hailstorm with hail that large. I haven't seen anything like that in a long, long time."

Cooksey said the storm punched holes in his tractor and planting equipment as it rampaged across a miles-wide swath of winter wheat, corn, bean, sunflower and sugar beet fields between I-76 near Hudson nearly all the way to Wiggins.

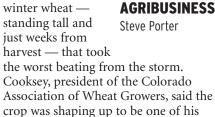
Two weeks after the hailstorm, Cooksey was still reeling from its effects as he surveyed the damage to his crops, which he estimated at between \$250,000 and \$500,000.

"It's not a pretty sight," he said with the laconic understatement of those who spend long days nursing a crop they've invested thousands of dollars in only to see it destroyed in one stormy day.

Cooksey, whose Cooksey Farms grows winter wheat, sunflowers, beans and pumpkins, said his just-emerging corn crop was also severely battered.

"It chewed up the corn and took it down to the nubbins," he said. "It will definitely set it back at least two weeks and we'll see a yield reduction."

But it was the winter wheat just weeks from



"We were looking at a bumper crop," he said. "It was looking better than a year ago, which was the best crop we'd had after about 10 years of drought."

But it wasn't just the hail. The following weekend, June 12 and 13, rain fell almost without interruption across the region, flooding low-lying fields and sending the Poudre and South Platte rivers over of their banks.

Rainfall was measured between four and seven inches in southeast Weld County, taking a further toll on fields just beginning to show summer growth.

#### Mowed down by hail

But Gary Maack, a crop broker at Roggen Farmers Elevator, said the worst

damage by far was from the hail. "It pretty much mowed down that whole (wheat) crop for about two miles wide from I-76 almost to Wiggins," he said.

Maack said the storm was definitely a bad one. "It's probably about the worst I've seen in just mowing things down," he said. "And it wasn't just the fields — there were lots of houses that had all their windows busted out and the siding ripped off."

Joe Westhoff, an insurance adjuster who traveled through the area meeting with farmers with damaged crops, estimated the storm completely destroyed between 3,000 and 5,000 acres of crops and damaged an additional 15,000 to 20,000 acres.

"Everything that was under that storm is pretty much gone," he said.

Westoff said the storm was erratic in its damage, completely obliterating one field and barely touching the next one to it. "It was almost like it was bouncing from field to field."

Most of those hit by the storm had crop insurance, but that usually only covers about half of the financial loss.

Cooksey estimated the storm may have wiped out about 1.5 million bushels of winter wheat in the region. But a June 21 crop assessment by the USDA showed the state's crop with 73 percent still rated "good" to "excellent" and an expected nearly 90 million bushels expected to be harvested in July.

"It's looking good," said Glenda

Mostek, a spokeswoman for Colorado Wheat. "It's possible we'll have an above-average crop for two years in a

Wheat production contributes nearly \$400 million annually to the state's economy, according to the National Agricultural Statistics Service. Last year, Colorado was No. 2 in wheat production, its highest rating ever. Ironically, the USDA announced a 3 percent increase in its forecast for winter wheat production in the state, based on conditions on June 1, on June 12, just before the storm hit.

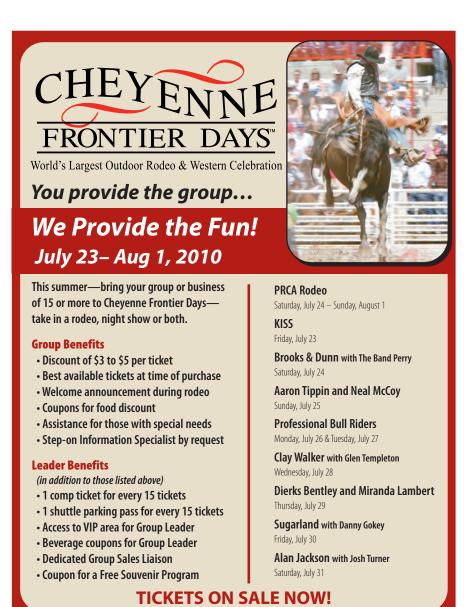
Cooksey said his losses and those of his neighbors will have an effect on the local economy. "The losses we had here will affect not only these rural areas but also Greeley, Fort Morgan, Denver and Brighton because we do business in all those areas," he said. "It will definitely have a ripple effect."

Insurance adjuster Westhoff said he's seen worse storms over the years, recalling monster hailstorms that wreaked damage from the Front Range and across the eastern plains.

"In the grand scheme of things, it was not such a big deal," he said. "But if you were one of the guys under it, it was a pretty big deal."

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

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# Largest Loveland & Berthoud Employers DataBank Private sector, ranked by no. of employees\*



RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES 2010 EMPLOYEES 2009	REVENUES 2009 REVENUES 2008	TYPE OF BUSINESS	E-MAIL WEB SITE	PERSON IN CHARGE W/ TITLE YEAR FOUNDED
1	WAL-MART DISTRIBUTION CENTER 7500 E. Crossroads Blvd. Loveland, CO 80538 970-679-4700/970-679-4790	1,029 1,175	\$2,808,613,793 \$2,725,730,844	Retail-distribution center.	N/A www.walmart.com	Dan Speed, General manager 1962
2	MCKEE MEDICAL CENTER 2000 N. Boise Ave. Loveland, CO 80538 970-669-4640/970-635-4066	888 912	\$135,568,778 \$135,402,899	Cancer care, orthopedics, trauma care, heart care, women's services, emergency care, intensive care, surgical services including minimally invasive and robotic, birthing center, medical imaging, laboratory services, physical, occupational and speech therapy services, community wellness, home care services.	sara.quale@bannerhealth.com www.BannerHealth.com/mckee	Marilyn Schock, CEO 1976
3	HACH CO. 5600 Lindbergh Drive Loveland, CO 80539 970-669-3050/970-669-2932	850 700	N/A N/A	Water-analysis systems and hydro lab instruments.	umueller@hach.com www.hach.com	Jon Clark, President 1947
4	ABOUND SOLAR 2695 Rocky Mountain Ave. Loveland, CO 80538 970-619-5369/970-619-5341	330 300	N/A N/A	Manufacturer of thin-film photovoltaic modules.	info@abound.com www.abound.com	Tom Tiller, President & CEO Stephen Abely, CFO 2007
5	GROUP PUBLISHING 1515 Cascade Ave. Loveland, CO 80538 970-669-3836/970-292-4305	310 325	N/A N/A	Religious books, magazines, video and audio products and religious curriculum.	info@group.com www.group.com	Thom Schultz, Board chairman 1974
6	AGILENT TECHNOLOGIES INC. 900 S. Taff Ave. Loveland, CO 80537 970-679-5000/N/A	275 325	\$4,500,000,000 \$5,800,000,000	Measurement technologies and solutions for communications, electronics, life sciences and chemical analysis.	contact_us@agilent.com www.agilent.com	William P. Sullivan, CEO and President 1999
7	PERKINS RESTAURANT OF NORTHERN COLORADO 2222 W. Eisenhower Blvd Loveland, CO 80537 970-420-2456/970-669-1950	274 181	\$8,000,000 \$6,500,000	Food service.	ericspan@msn.com www.perkinsrestaurants.com	Eric C. Spanier, Franchisee 1974
8	BIG THOMPSON MEDICAL GROUP INC. 1627 E. 18th St. Loveland, CO 80538 970-613-4796/970-613-4732	268 235	N/A N/A	Medical clinics.	marilyn.morris@bannerhealth.com www.BannerHealth.com	Peter McNally, CEO 1995
9	YANCEY'S FOOD SERVICE CO. INC. 5820 Piper Drive Loveland, CO 80538 970-613-4333/970-613-4334	205 210	\$130,000,000 \$149,000,000	Wholesale-food service distributor.	jalmirall@yanceys.com www.yanceys.com	Greg Yancey, President Chris Boyd, Executive vice president 1940
10	L.P.R. CONSTRUCTION CO. 1171 Des Moines Ave. Loveland, CO 80537 970-663-2233/970-203-2595	185 185	\$56,145,000 \$66,753,649	Commercial & industrial steel erection, piping, mechanical.	dehasz@lprconstruction.com www.lprconstruction.com	C. Rockwell Turner, President 1979
11	PORTER INDUSTRIES INC. 5202 Granite St. Loveland, CO 80538-1622 970-667-5239/970-635-2566	185 180	\$5,300,000 \$5,650,000	Janitorial; delivering our unique PorterClean system, which focuses on safe and healthy cleaning, to commercial and residential clients.	steve.h@porterclean.com www.porterclean.com, www.maid-clean.com	Steve Hendrickson, President & CEO 1967
12	S.A. TECHNOLOGY 3985 S. Lincoln St., Suite 100 Loveland, CO 80537 970-663-1431/970-663-5898	165 130	\$16,615,903 \$16,645,953	Complete design, engineering, fabrication and testing of remotely operated and robotic equipment and containment systems. Carbon fiber manufacturing including hand-layup and winding, and autoclave and oven curing. Custom machining and waterjet cutting.	info@satechnology.com www.satechnology.com	Michael Cappello, CEO 1992
13	SUPER VACUUM MANUFACTURING CO. INC. 1511 E. 11th Ave. Loveland, CO 80537 970-667-5146/970-667-4296	147 165	N/A N/A	Fans, truck bodies, vehicle emergency lighting and foundry.	info@supervac.com www.supervac.com, www.svitrucks.com, www.commandlight.com, www.supervacfoundry.com	Tamara Sorensen Bob Sorensen Roger Weinmeister Ron Weinmeister, Co-Owners 1954
14	FLEETWOODGOLDCOWYARD 5605 Goldco Drive Loveland, CO 80538 970-663-4770/970-663-2326	123 133	N/A N/A	Palletizing and de-palletizing equipment for both full goods and empty containers.	N/A www.fgwa.com	Jim Krapes, Business unit director 1971
15	AMERICAN EAGLE DISTRIBUTING CO. 3800 Clydesdale Parkway Loveland, CO 80538 970-663-1690/970-663-9660	105 105	N/A N/A	Wholesale distribution of Anheuser-Busch products.	N/A www.abwholesaler.com/americaneagle	Jerry Helgeson, President Fred Liske, General manger 1976
16	VISION GRAPHICS INC. 5610 Boeing Drive Loveland, CO 80538 970-679-9000/970-461-8073	95 94	\$13,500,000 \$12,000,000	Full-service marketing communications, including printing, digital variable data printing, binding, direct-mail advertising, letter shop, product/material order-fulfillment, mailing list acquisition, database management and Web site design.	webinfo@visiongraphics-inc.com www.visiongraphics-inc.com	Mark Steputis, CEO, President 1952
17	GREGORY ELECTRIC 3317 N. Lincoln Ave. Loveland, CO 80538 970-669-7609/970-663-7132	82 85	\$13,000,000 \$15,250,000	Electrical contractor.	rbryant@gregoryelectricinc.com www.gregoryelectricinc.com	Rod Bryant, President 1988
18	SUN MOUNTAIN INC. 140 Commerce Drive Berthoud, C0 80513 970-532-2105/970-532-2208	80 100	N/A N/A	Custom wood doors, flooring and moldings.	sales@sunmountaindoor.com www.sunmountaindoor.com	Jared Meier, General manager 1998
19	PFC PAYMENT SOLUTIONS LLC 4065 St. Cloud Drive Loveland, C0 80538 970-685-3171/866-462-6898	75 46	N/A N/A	Credit card processing, ACH / check processing, credit card equipment, financial services, gift and loyalty cards, wireless terminals and Internet gateways	info@pfcps.com www.pfcps.com	Kenneth Matthew Salazar, President & CEO 2004
20	THARP CABINET CORP. 1246 N. Denver Ave. Loveland, CO 80537-5100 970-667-7144/970-635-2660	74 64	\$6,750,000 \$10,100,000	Manufacturer of residential, commercial and specialty cabinets.	info@tharpcabinets.com www.tharpcabinets.com	Don Fraley, President Jim Cover, Director of manufacturing 1971
21	COLORADO PRECAST CONCRETE INC. 1820 E. Colorado Highway 402 Loveland, CO 80537 970-669-0535/970-669-0674	65 80	\$7,200,000 \$9,990,000	Precast concrete products, underground utilities, septic tanks, architectural products, small buildings, and PVC pipes.	scott@coloprecast.com www.coloprecast.com	K. Scott Hayward, President Penny Hayward, CEO 1975
22	MCWHINNEY 2725 Rocky Mountain Ave. Loveland, C0 80538 970-962-9990/970-635-3003	57 85	N/A N/A	Real estate development	ronk@mcwhinney.com www.mcwhinney.com	Chad C. McWhinney, CEO 1991
23	JDS UNIPHASE 900 S. Taft Ave. Loveland, CO 80537 408-546-5000/N/A able. Region surveyed is Berthoud and Loveland. WorldColor Loveland	55 N/A	\$1,294,400 \$1,530,100	Communications test and measurement, optical components & advanced optical technologies.	N/A www.jdsu.com	Thomas Waechter, President & CEO 1981 to Business Report survey researched by Eric Kid

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





# THE EDGE



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Snapshots of life outside the office

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Southeast Weld employers Page 20

Johnstown & Milliken employers Page 20

## Local companies reach worldwide

#### Ex-Im Bank can help Colorado companies sell around the globe

#### By Jessica Centers

news@ncbr.com

After two years of research and development, high-tech company Crashboxx is about to move out of the lab and into the marketplace — a marketplace that includes Mexico, Europe and South America.

"Right now in terms of volume, Mexico presents our biggest opportunity and we're working extremely hard in making that happen," said Peter Byrne, president of the company that makes automotive black boxes that record details of an accident. The startup has been a resident of the Rocky Mountain Innovation Initiative incubator in Fort Collins since February.

"It's somewhat counterintuitive," Byrne added. "Most businesses have an established American business before they export. We had an export opportunity in the development phase of the business, and we're trying

See WORLDWIDE, 26

#### The value of Colorado's exports decreased in 2009 to Partners in trade \$5.78 billion, down from \$7.67 billion in 2008. Colorado's top three exports and value Colorado's five largest trading partners in 2009: and export value in 2009: \$1.67 billion electronic integrated circuits Canada and microassembly \$384 million ■ Mexico \$584 million medical, surgical, dental, and ■ China \$441 million \$316 million vet instruments ■ Japan \$276 million \$304 million ■ beef ■ Germany \$221 million

SOURCE: COLORADO OFFICE OF INTERNATIONAL TRADE

## Listening to region's Latino businesses



**LATINO VOICES**Ana Arias

## Markets continue to grow, become culturally diverse

Bienvenidos! Welcome to Latino Voices, a column about the business life of Latino entrepreneurs and small business owners in Northern Colorado. I'm a U.S. Latina, an entrepreneur and small business owner who believes that the path to building multicultural bridges begins with an open hand. I have the privilege of being a spoke in that wheel of good faith that can better connect the region's Latino and Anglo business colleagues.

#### Latinos across the nation

The largest ethnic group in the United States, Latinos represent approximately 15.4 percent of the total U.S.

population, or roughly 46.9 million folks, according to 2008 U.S. Census figures. Of Hispanic adults, 47 percent are born in the United States, 53 percent are foreign-born. In 2000, the Census estimated that by 2050, the U.S. Latino population will grow to 102.6 million, making up about 24.4 percent of the total population.

The Pew Hispanic Center reports that two-thirds of U.S. Latinos identify themselves as being of Mexican origin. The next largest groups are represented by individuals from Puerto Rico, Cuba, El Salvador, Dominican Republic, Guatemala, Colombia, Honduras, Ecuador and Peru. These nationalities account for approximately 25 percent of the U.S. Hispanic population.

While we think of U.S. society as a "melting pot," there is significant diversity among Latinos in customs, dialects, foods, music, art, culture, beliefs and consumer behavior.

See LATINO VOICES, 27

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# At business schools, green is driving force

#### New MBAs learn how to make triple bottom line work

#### **By Joshua Zaffos**

news@ncbr.com

Kathryn Ernst tapped a simple yet meaningful revelation while serving in the Peace Corps. After helping to start an organic coffee cooperative to benefit farmers and wildlife in the Dominican Republic, the Fort Collins native realized that "business could be a great

driver of change."

In a world of climate change and oil spills, a new class of business-school students is showing an environmental consciousness that is influencing their educational and career choices and the development of global industries and services.

Ernst's experience led her to pursue a graduate degree in business focusing on sustainable development — at Colorado State University. The Global Social and Sustainable Enterprise masters program in the College of Business ended up being an ideal match for her interests in environmentally and socially responsible development.

Now in its fourth year, the 18month-long program centers on entrepreneurial projects out in the world, with opportunities for students to grow the concepts into businesses. The program accepts 25 students annually, and recent graduates have launched their schoolwork into innovative enterprises. such as Panda Bicycles, made from bamboo. Others have worked with both global companies and budding local businesses, including C-Zero, a company specializing in hydraulic vehicle retrofits to reduce pollution in India, and Envrofit, which produces clean and efficient cook stoves for use in developing countries.

Ernst graduated in December 2009 and is now a research associate with the GSSE. She is among those graduates either heeding the importance of management and business skills in possible conservation jobs, or recognizing the elevated inclusion of sus-



**GREEN BUSINESS** Joshua Zaffos

tainability and social responsibility in finance and business careers in the new

At the nexus of these academic and real-world interests, a growing number of "green MBA" programs are injecting environmental and social concepts into typical b-school offerings, such as finance, marketing, accounting and sta-

"We teach our students how to be an entrepreneur with a focus on being socially conscious, and not only environmentally sustainable but also economically sustainable," said Sandy Dahlberg, GSSE program manager.

#### Weave sustainability into coursework

Along the Front Range, universities aren't shy about touting their greenbusiness education credentials. But it's not just trendy marketing. Based on their course offerings, Colorado business colleges are committed to developing a new generation of MBAs who will incorporate social and environmental markers into their future companies' missions and bottom lines.

The Daniels College of Business at University of Denver has been working sustainability into its offerings since the early 1990s, according to Bruce Hutton, dean emeritus and the college's sustainable-development education leader. Following the 1992 Earth Summit in Rio de Janeiro — one of the first international meetings to address climate change and other global environmental issues — Hutton recognized a need to weave ethics and sustainability into the business school curriculum.

All first-year students at Daniels take classes that teach green-business principles, not as add-ons, but as an integrated part of the MBA experience, and as essential toward being successfull in business. The college partners with Deutsche Bank, which runs an \$80 million microfinance fund for sustainabledevelopment projects, and students are asked to provide due diligence, evaluate loans and assess project performances through the program.

"We make sustainable development part and parcel of our environment," Hutton said. "It's ingrained in the fabric of the college."

The trailblazing concentrations on both ethics and sustainability have earned Daniels accolades over the years. The first-ever Green MBA rankings compiled in 2009 by the Aspen Institute and the website Top MBA — placed the college among the top 20 programs.

October 20, 2010 **Embassy Suites** 7:30 a.m. – 4:30 p.m. Loveland

Beginning with breakfast with an inspiring keynote speaker, continuing through a series of enlightening panel presentations and ending with an afternoon social, this distinctive day will be devoted to women's life issues.

7:30 a.m.

**Breakfast and Keynote Speaker** 

8:45 a.m. -10:00 a.m.

Panel presentations and open space discussions

Attendees pick one of two topics

**Finding balance** 

Who is to say you can't be a little self-centered? Shouldn't it be okay to put yourself in timeout? Do you need a little space?

#### Women's health and wellness

Heart wise Weigh to go

All stressed up and nowhere to go

10:15 a.m. -11:30 a.m.

Panel presentations and open space discussions

Attendees pick one of two topics

Working wealth

Making a plan Managing the plan Realizing the rewards

**Nutrition and diet** 

Chocolate (and other addictions) - did you hear it can be good for you?

Who knows where my iron is hiding? What happens to C and D when the sun doesn't shine?

11:30 a.m. Break 12:00 p.m. Lunch with keynote speaker Topic: The Power to Change

2:00 p.m. -3:30 p.m.

Panel presentations and open space discussions

Attendees pick one of two topics

**Women as caretakers** 

Men's health – what do you need to know to help him help

Parenting parents — what are the new views on the health of our older generations?

Life with children – what are current wellness issues for the younger generations.

Life stages — is this really what should be happening now? Career – what do I do now?

Family – who knew how fast we would go from diapers to diplomas?

3:30 p.m. -Closing reception and open space discussions 5:30 p.m. on all topics

A portion of Women, Wellness and Wealth proceeds will benefit A Woman's Place, Crossroads Safehouse and WomenGive.

A WOMAN'S PLACE





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#### TIME OUT



**ENGAGED - 1.** OtterBox employees Jim Drobnick and Lara Austin enjoy the sunny weather with Kinard Middle School Spanish teacher Jillian Drobnick and Nicole Nigro with Black Tie Events Bartending Service at the June 17 Otter Oasis fundraiser event benefiting the Poudre Valley Hospital ENGAGE in life Campaign and the Caring for Carcinoid Foundation. **2.** Jessica MacMillan, left, vice president at Great Western Bank, and Sharianne Daily, broker for ReMax International Inc., attend the June 10 United Way of Larimer County luncheon. **3.** Suzanne Sereff, left, owner of Warm Hugs & Mixes; Kristi Helzer, marketing director for the Greeley Philharmonic Orchestra; and Darin Busse with Cornerstone Chiropractic enjoy the hospitality of the Greeley Chamber of Commerce's June 9 Business Before Hours event hosted by the Greeley Guest House. **4.** Larimer County Commissioner Lew Gaiter III chats up Shannon Hein, fundraising, events and public relations coordinator for the Fort Collins Habitat for Humanity, at the June 11 Legislative Build Day.

photos by Otterbox, Greeley Chamber of Commerce, Fort Collins Habitat for Humanity, Business Report staff

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













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## Saving green with efficiency deductions

#### Even commercial buildings qualify for energy breaks

Obtaining energy efficiency can be expensive. So, when you're considering the economics of your next project,

don't overlook the \$1.80-per-squarefoot deduction for energy-efficient commercial buildings.

New and/or existing building owners or leaseholders can claim the deduction and, better yet, the tax deductions are assignable. For example, if you are the primary design



GUEST COLUMN Sid Fahsholtz, CPA

the primary designer of a qualifying government building (e.g. federal, state, or local municipal buildings), you can claim their deduction. That's right, you could receive their deduction simply by designing their building.

Currently there are three components that create the deduction:

- **Lighting** interior lighting sysems;
- HVAC —heating, cooling, and hot water systems; and
- **Building envelope** including walls, windows, doors, and roofing.

Each qualifying building component is eligible for a partial deduction of 60 cents per sq. ft. if that system contributes to a certain amount of energy efficiency.

Additionally, there is a way to get a deduction of 30 to 60 cents per sq. ft. by focusing completely on your building's lighting system efficiency. And for those of you in the residential real estate world, don't lose heart; given the right planning, your next multi-family rental project could qualify for the deduction, too.

Section 179D of the Internal Revenue Code allows for a maximum deduction of \$1.80 per sq. ft. for owners or tenants of new or existing commercial buildings (or designers of government-owned buildings) that are constructed or reconstructed in a manner that saves 50 percent of the overall energy costs as a result of the lighting, HVAC, and building envelope components used. Qualifying property is depreciable property located in the United States that meets ASHRAE Standard 90.1-2001.

#### Baseline for inefficiency

Think of ASHRAE (American Society of Heating, Refrigerating, and Air Conditioning Engineers) 90.1-2001 as the baseline for an inefficient commercial building. If your building is 50 percent more efficient that the baseline because of your selection of lighting, HVAC, and building envelope components, you get the entire \$1.80 per sq. ft. deduction. If any of the three compo-

"If you are considering a remodel, look into the partial lighting deduction further."

nents create a 10 percent to 20 percent efficiency in the total annual energy and power costs with respect to the combined usage of the building's lighting and HVAC systems, then you get a 60-cent per sq. ft. deduction for each component that qualifies.

Additionally, taxpayers must obtain a certification from a qualified individual stating that the building meets the required energy efficiencies. The certification must be performed by an unrelated, licensed engineer or contractor in the jurisdiction in which the building is located; the certification also requires the use of an approved Department of Energy software program to calculate and model the building's energy efficiency.

Under an interim lighting rule, partial deductions of 30 to 60 cents per sq. ft. are available specifically for your lighting system if it reduces overall power density by 25 percent to 40 percent. This deduction must also be certified, but does not require the use of an approved DOE software program. From a practical standpoint, this partial deduction is the easiest to obtain.

It's Section 179D that allows a governmental entity to assign its deduction to the primary designer(s) of the building. For example, if an architect and engineer share equally in the primary design of a 40,000 sq. ft. government building, each may receive as much as \$36,000 in deductions (40,000 sq. ft. times \$1.80 divided by 2). To claim the deduction, the designer(s) must receive the required certification and a declaration from the building owner including specific information such as the location of the property, the cost of the property, to whom the deduction is allocated, and other data.

Whether the effort in pursuing this will provide any real return is completely dependent on your specific situation. In the example above, the tax benefit is \$14,400 for each designer (\$36,000 deduction multiplied by a combined federal and state tax rate of 40 percent).

If you are considering a remodel, look into the partial lighting deduction further. If you are planning to build a new facility larger than 40,000 sq. ft. and entertaining LEED certification as well, you should consider this deduction. If you are designing, or have recently designed, a government building, evaluate this further; amended returns can be filed to claim the deduction for previously designed buildings.

Sid Fahsholtz, CPA, is a business adviser with Kennedy and Coe LLC in Loveland and can be reached at sidf@kcoe.com. For more details on pursing Section 179D, contact Jan Daugaard at 970-685-3500.





July 2-15, 2010 | www.businessreportdaily.com

#### ON THE JOB

#### **FINANCE**

Daniel Austin, CLU, LUTCF, FIC, a senior financial consultant with the Mountain Plains Group of Thrivent Financial for Lutherans in Greeley, has been named a Qualifying and Life Member of the Million Dollar Round



**AUSTIN** 

Table. Austin qualified for the honor based on his sales excellence, outstanding client service, ethical conduct and professional knowledge in 2009.

Country Financial named **Brandon Luther** a financial representative. Luther provides clients with auto, home, life and long-term care insurance, annuities, mutual funds and college education funding options. He can be reached at Country's Horsetooth Road office in Fort Collins.

#### **ACADEMICS**

**Laurel Followell** joined the Institute of Business and Medical Careers as the new part-time education administrative assistant. Followell's primary responsibility will be to support all administrative functions and activities of the Education Department.

#### LAW

The publishers of Super Lawyers magazines named **Kimberly B. Schutt**, Esq., an attorney with Wick & Trautwein LLC in Fort Collins and Windsor, a "Rising Star" among Colorado lawyers for the second consecutive year. The honor is based on peer-nominations and thorough evaluation by the publishers.

#### **ACCOUNTING**

Alanna Moses, a senior auditor for Anderson & Whitney, P.C., passed the Uniform Certified Public Accountant Exam and obtained her CPA license from the Colorado Board of Accountancy in early June.

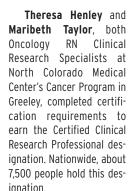


**MOSES** 

#### **HEALTH CARE**

**Denise Gordon**, a pharmacist at the Wal-Mart store at 3103 23rd Ave. in Greeley, was named

Regional Pharmacist of the Year for her exceptional customer service. Gordon has worked as a pharmacist for Wal-Mart for 17 years, beginning her career in 1993 at a store in Bloomington, III.





HENLEY



**TAYLOR** 

#### **REAL ESTATE**

**Debby Paris** joined Cornerstone Mortgage Co.'s expansion into Colorado as a residential mortgage lender. Paris is responsible for originating loans and assisting clients throughout and after the loan process. **Diana** 



LONGMORE

**Longmore** joined Cornerstone as regional vice president - Production. Longmore oversees the production of several Cornerstone branches in Colorado.

Christine Volz with Re/Max Alliance earned the

nationally recognized Short Sales and Foreclosure Resource certification. The SFR certification helps both buyers and sellers navigate the complicated transactions, as demand for professional expertise with distressed sales grows.



Patrick Gonsior joined Sperry Van Ness/The Group Commercial LLC as a senior advisor specializing in commercial real estate brokerage and hospitality.

#### MARKETING/MEDIA

**Jackie O'Hara**, owner of Jet Marketing LLC, earned



O'HARA

a Certificate in Innovative Marketing from Colorado State University, through the Center for Professional Development and Business Research. This certificate included classes on market research, communications, strategy, and developing creativity and innovation.

Sage Marketing Group hired **Jeremy Parks** as its creative technology director. Parks, who previously owned Fort Collins design firm CLS Visual Communications, will combine his award-winning design background with advanced Web development skills. Sage Marketing Group had been outsourcing Web development to a series of partners and will now be able to provide these services in-

house.

#### CONSTRUCTION

Advanced Roofing Technologies hired **Darin Glenn** as a residential project manager and estimator. Glenn will meet with homeowners, inspect and measure roofs, and prepare bids for necessary



repair or replacement. He will assist homeowners with available options during the replacement, as well as assist the homeowners with their insurance claim process.

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

#### **GREEN BUSINESS, from 10**

the University of Colorado at Denver Business School also made the top 100 on the Green MBA list. (The GSSE program at CSU did not qualify because it has offered a master of science in business, not a MBA, but that will change as of this fall.)

At Leeds, sustainability has also emerged as a guiding principle woven into several school programs. The Deming Center for Entrepreneurship specializes in preparing students for careers in renewable energy, clean technology and other industries. The Leeds School's Real Estate Center has developed its Initiative for Sustainable Development after many incoming students demonstrated environmental interests.

Stephanie Gripne, the initiative director, said the real-estate program draws students who are looking to step into family real-estate development businesses and introduce sustainability into the operations. Study focus areas include green building, affordable housing, energy efficiency, land conservation and environmental-services markets.

"We are looking for ways to do forprofit conservation and building," Gripne said, adding that the center also cooperates with CSU and CU-Denver.

#### Partnerships two-way streets

The academic partnerships seem to underscore that the green-MBA universe isn't a wild competition; there is plenty of ground to cover. Developing a natural cleaning product, implementing corporate sustainability practices, building and financing solar panels, and creating an organic coffee cooperative are very different endeavors but they're all "green business." Schools also recognize that established professionals will need to become more conversant and familiar with environmental principles and new ways of evaluating profits and costs. Corporate partnerships and mentor relationships are two-way streets for all the schools and their students.

#### Continuing education goes green, too

The Institute for the Built Environment at Colorado State University offers two advanced certificates in green building: the Green Building Certificate, which focuses primarily on sustainable practices for commercial environments, and the Green Homes Certificate, which targets residential green construction.

Both 12- to 13-week programs are offered one evening per week and are taught by experts currently working in the green building field. The courses can earn 4.2 Continuing Education Units for professionals – architects, engineers, planners and interior designers as well as those in

real estate. Students in the program also include contractors and builders, facility and property managers, building owners and developers.

IBE is now developing both courses into an online format to complement the face-to-face offerings to better fit the global demand for the information and the schedules of working professionals. Rollout is scheduled for later this year.

SOURCE: COLORADO STATE UNIVERSITY COLLEGE OF APPLIED HUMAN SCIENCES, INSTITUTE FOR THE BUILT ENVIRONMENT

"Sustainability is not something you learn once," said Bill Kramer, senior associate director of CSU's Center for the Advancement of Sustainable Enterprise housed within the business college, which provides support for innovative startups and resources for both student entrepreneurs and executives.

"I don't think there's any doubt students today have a broader perspective on what they want to do in the world," said DU's Hutton.

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

#### **HOTELS, from 3**

"There are a variety of ways a partnership could be structured, and we need to see which one fits for us and our risk threshold for the DDA and the city," he said.

#### Bigger pie needed

Birks said the city appreciates the concerns of hoteliers like Levinger and Sickle.

"I completely understand where they're coming from and we're very cognizant that a certain kind of hotel would impact the market in a negative way," he said. "We're hoping to have a hotel that brings more people to our community, with some staying at other hotels."

Matt Robenalt, DDA director, said not harming existing hotels is a focal point of the quest for a downtown hotel.

"We've gone in from Day One knowing that's a concern, and we've been sensitive to it and we will continue to be," he said. "If we're able to achieve the upscale branded hotel with a sizeable conference facility, that will provide the kind of amenity that doesn't exist today and

would bring in new groups."

Robenalt said the DDA has been pushing for a downtown hotel and conference facility since its inception in 1981 but noted that Old Town has never been closer to the "critical mass" that could make it possible.

"I think the downtown has emerged as both an employment center and an urban entertainment center for the region," he said. "I think development of a hotel and conference facility is just part of the downtown revitalization you're seeing in Fort Collins."

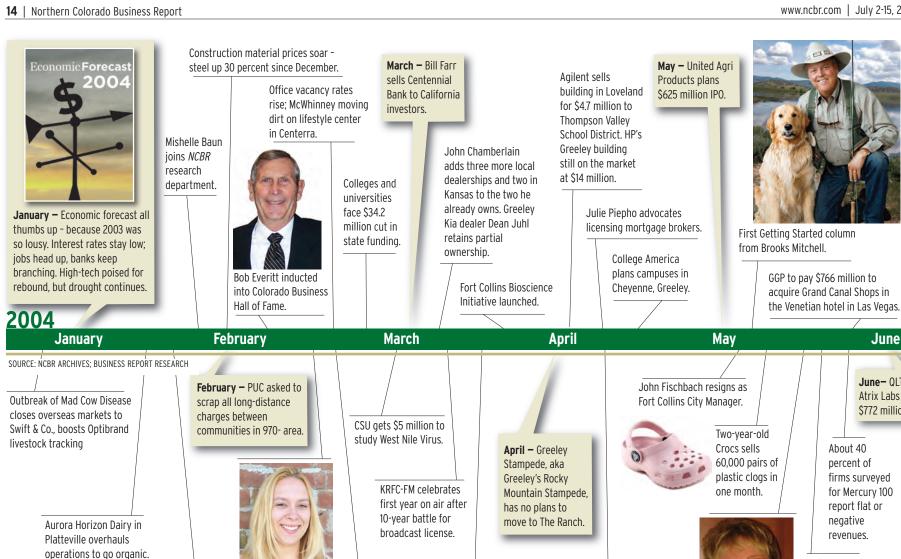
Still, Robenalt concedes that a new

hotel won't be built soon. "I think we're at least a good three years out before product can come out of the ground," he said.

Meanwhile, the DDA, city and local hoteliers can agree on one thing: Whatever is eventually built in Old Town should bring in new business to the city and not duplicate what's now being offered.

"The question should be how do we get people who would have gone to Denver or somewhere else to come to Fort Collins," said The Armstrong's Levinger. "How do we bake a bigger pie? That's the challenge."

www.ncbr.com | July 2-15, 2010 14 | Northern Colorado Business Report





Chris Osborn replaces Mark Driscoll at

Wells Fargo hold nearly 35 percent of

First National Bank. First National,

region's market share.

#### What's up next

July 10	2005	ICOHS/10 redis
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 1997 Labor and Employment Commercial Growth 1998 Tech Bust 1999 Ag Challenges 2000 Transporation 2001 2002 Security Health Care Competition

Read these stories and view the timeline at 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, or e-mail editor Kate Hawthorne at khawthorne@ncbr.com. We look forward to hearing from you!

#### BREWERY, from 1

Kristen S. Bastian joins NCBR.

The campaign packaged tours of six local breweries, hotel accommodations, shuttle service if desired and promotional items from the suds factories.

CIA admits there was no threat

from WMD in Iraq in 2003.

The CVB carried through with the campaign awhile, but it suffered with no media or money to advertise it, according to Jim Clark, current CVB president and CEO. While there is no longer a brew tour offered through the CVB, there is a continued effort to promote the breweries as destinations in local and state tourist guides.

#### Top-line attraction

"(Breweries are a) top-line attraction in town, most definitely," Clark said. "It's really something that sets us apart."

In the summer of 2006, visitors were surveyed at a mix of Fort Collins attractions including brewery tours, brewpubs, Foothills Mall, Old Town, Horsetooth Reservoir, commercial whitewater rafting companies and area hotels.

The results, prepared by Professor John Loomis at the Department of Agricultural and Resource Economics at Colorado State University, found 45 perent of respondents not from Fort Collins lived in states outside of Colorado. Other findings also supported the economic impact the barley-pop makers were having on our fair city.

For those surveyed at brewery tours:

- Respondents averaged 38 years old with an average income of \$98,000 the highest of all the attraction locations;
- 19 percent planned to hike, 10 percent planned to dine;
- 57 percent were in town visiting family/friends, 36 percent were on vacation, 22 percent came specifically to tour

a brewery;

Mars rover confirms

presence of ancient

water.

■ 50 percent heard about the tour from family/friends, 49 percent from the Internet.

Average NoCo family

uses about 160 gallons

of water a day, about

half for lawns.

- For those surveyed at brewpubs:
- Respondents averaged 46 years old with an average income of \$88,000;
- 45 percent were visiting family/ friends, 27 percent were in town for other reasons, 23 percent on business;
- 55 percent planned to shop, 50 percent to dine, 27 percent other activities, 18 percent to hike;
- 50 percent heard about the brewpub from family/friends, 5 percent from the Fort Collins Guide/Map.

A new survey at the same locations is currently under way and results should be available sometime in October, according to Clark.

#### Taste of two cities

"Napa Valley of Beer" is a name Clark acknowledges both Fort Collins and Denver claim. However, the Fort Collins CVB has formed an alliance with the Grand Junction Visitor & Convention Bureau that ties in the wine aspect nicely.

In the same way Fort Collins is known for its craft beer, Grand Junction is known for its wine. When an organization is shopping around for a convention destination or event venue, and it's clear that Fort Collins is no longer in the running, Clark will pass the lead to Grand Junction and Grand Junction will do the

If a change of scenery from one side of the Continental Divide to the other is not a good enough reason to select the sister city, the alliance carries another incentive for meeting planners. If a group books two consecutive meetings in Fort Collins and Grand Junction as part of the Taste of Two Cities promotion, the group will receive a free wine or beer reception.

Sandy Powell joins Doug Hay,

Nancy Glen on NCBR sales staff.

John Q.

Ranch.

Hammons

switches hotel

location to The

Colorado Pio

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Peter Kent: "Al

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June

June - QLT buys

Atrix Labs for

\$772 million.

Everything, alcohol without exception, has an inevitable limit. Businesses in an oversaturated market eventually go out of business when too much supply curbs demand. Many wonder when Fort Collins will reach its brewery limit.

Since 2002, Linden's Brewing Co. is the only brewery from the 2004 Business *Report* list to close its doors — a closing that had everything to do with business decisions and nothing to do with beer, by the way.

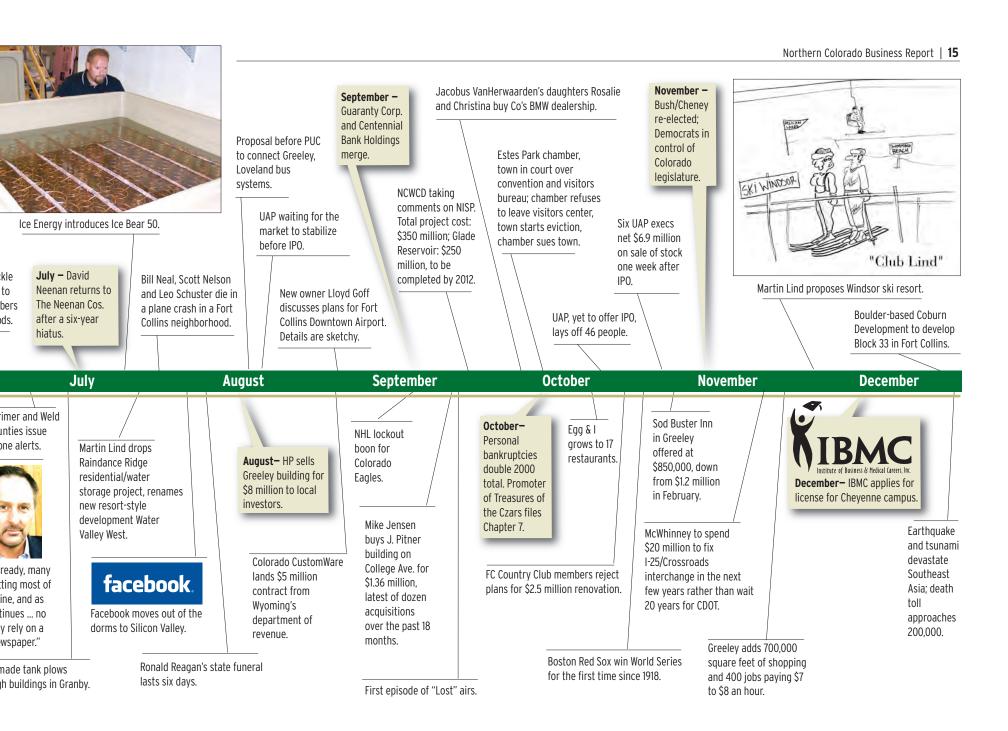
Brewers survive because they are able to grow markets out of state. In its most recent market report, the Brewer's Association showed New Belgium Brewery third among the nation's craft brewers in terms of sales; eighth among

Hobby brewers survive thanks to a loyal following of family and friends who swear this batch tastes like Fat Tire when it really tastes like Pabst. Hobbyists who've outgrown the garage and want to make a career of brewing should know better than to swim in the same pond as the big fish. Business school teaches

Yet, three new small fry are in various ages of setting up brewery operations big enough to support a taproom in Fort Collins.

Perhaps brewing is an anomaly to the business school lesson about low competition dictating location. Breweries, it seems, do just fine wherever people appreciate beer, which may explain why in 2009, when overall U.S. beer sales fell 2.2 percent, sales of craft beers rose 7.2 percent.

So, raise a glass to the local brewers who like to get crafty with hops and barley. We owe them a round.



## Selling NCBR involved learning curves, great people

There's no such thing as a perfect job. Even the most glamorous ones take on that pesky quality of "something you have to do" from time to time. I think of my five years at the *Business Report*, like all of the jobs I've had, as the best possible place for me to be at the time, and I remember some great things about it.

#### The people

Unless you're a solopreneur, your work environment will always be created by the people you work with. When you're in sales, that means not only your co-workers, but also your customers. When I started selling for the *Business Report* in 2001 I was given the Health Care category, which meant that my customers were folks like Pam Brock (then at Orthopedic Center of the Rockies), Armi Hall (Poudre Valley Health System), Gene Haffner (North Colorado Medical Center) and others.

I learned quickly that these customers held the *Business Report* in high regard. The openness they showed was truly appreciated as I began to build my relationships within the health-care community. Their help was invaluable in putting together the first Health and Wellness Summit, modeled after my very first *NCBR* event, the I-25 Corridor Summit.

My first step was to set up a taskforce charged with developing topics for the Health Summit. Yvonne Myers (Columbine Health), Kent Madsen (then with United Medical Alliance,





THEN...AND NOW
Lee Porter

now KDM Benefits), and Evan Hyatt (Pathways Hospice) and many others participated and their input was fabulous. I was on a steep learning curve and I had wonderful teachers.

Later, I took on the Commercial Real Estate category as well. What fun to work with crazy professionals like Dan Eckles and Mark Bradley at Realtec, and Tom Livingston of Everitt Commercial (now Livingston Commercial). I negotiated another learning curve when I was enlisted to help with the Real Estate Roundtable with Nick Christiansen (now Chrisland Inc.) and Kerrilyn O'Rourke, then at McWhinney.

Does Northern Colorado sound like a small town? Yes, in many ways the business community here is a tight-knit club that has changed a lot but still has many of the same players.

The help and moral support I got from my colleagues at the *Business Report* also helped me immensely. Chris Wood and Jeff Nuttall provided steady leadership in a business that felt like a family. Well, it actually was a collection of families. My husband Steve Porter was the editor of *Poudre Magazine* and managing editor of *NCBR* when I started. Kathy Nuttall pitched in administratively, and Carol Wood held almost all the jobs at the paper at one time or another, culminating as a sales rep for *Poudre Magazine* and the *Business Report* in Greeley. When Bob Baun became editor, his wife Mishelle worked in our research department.

Nancy Glenn and Lindsay Gilliland were also very important to making the *Business Report* successful in those years, and Sandy Powell, who I hired in 2004, is now managing the sales department. De Dahlgren, now *NCBR*'s event manager, still holds the record for shortest-lived employment as a sales rep—two hours in 2005.

#### The product

Let me start by saying I'm biased. I come from a newspaper family. My father and my grandfather both were newspapermen. Heck, I met my husband in a journalism class. My first job was on the circulation complaint desk at the *Des Moines Register*.

I have an idea of what a great newspaper can mean to a community. For everyday joes and josephines, it means staying on top of what's happening in the neighborhood and the world. For businesses, it means staying on top of issues and happenings that can change the course of their business plans and "I was on a steep learning curve and I had wonderful teachers."

their futures. My soapbox? We need newspapers, because without them we can't be good citizens.

Well, the *Business Report* (I include sister publications in Boulder County and Wyoming in this bold assertion as well) is a great newspaper — rare in these days of bias and opinion-based reporting. Widely respected, dynamic and proactive, willing to take risks and to make a difference, their solid reporting and editing have won a massive number of awards. These high standards are a result of great editorial leadership from folks like Tom Hacker, Bob Baun, Steve Porter and Kate Hawthorne, as well as unwavering guidance from publishers Wood and Nuttall.

For me, being a part of the *Business Report*'s history was a privilege I'll always be proud of.

Just sayin'.

Lee Porter has now added blogging to her list of journalistic experiences. Follow her "Everybody Sells" at www.ncbr.com.

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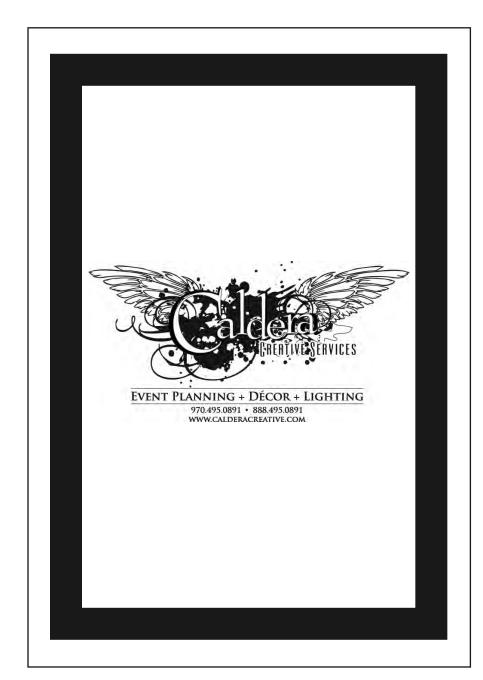
# Largest Breweries and Brewpubs Ranked by total barrels sold



RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	TOTAL BARRELS SOLD 2009	EMPLOYEES 2010	PERCENT OF BUSINESS IN REGION PERCENT OF BUSINESS ELSEWHERE	PRODUCT LINES	BREWMASTER(S) OWNER	E-MAIL WEB SITE YEAR FOUNDED
1	1	ANHEUSER-BUSCH FORT COLLINS BREWERY 2351 Busch Drive Fort Collins, CO 80524 970-490-4502/970-490-4506	8,500,000 ①	700	60% 40%	Budweiser, Bud Light, Bud Light Golden Wheat, Bud Light Lime, Budweiser Select, Bud Dry, Bud Ice, Bud Ice Light, Michelob, Michelob Light, Michelob ULTRA, Michelob ULTRA Amber, Michelob ULTRA flavors, Michelob AmberBock, Michelob Honey Lager, Michelob Pale Ale, Busch, Busch Light, Busch Ice, Busch N/A, Natural Light, Natural Ice, O'Doul's Amber, and seasonal beers.	Todd Hansen Anheuser-Busch Cos.	N/A www.anheuser-busch.com 1988
2	2	NEW BELGIUM BREWING CO. 500 Linden St. Fort Collins, CO 80524 970-221-0524/970-221-0535	583,000	345	N/A N/A	Fat Tire, Sunshine Wheat, Mothership Wit, Abbey, Trippel, Blue Paddle, 1554, Lips of Faith beers, seasonal releases.	Peter Bouckaert Kim Jordan primary, employee-owned.	nbb@newbelgium.com www.newbelgium.com 1991
3	3	ODELL BREWING CO. INC. 800 E. Lincoln Ave. Fort Collins, CO 80524 970-498-9070/970-498-0706	45,331	57	25% 75%	90 Shilling, Easy St. Wheat, IPA, Woodcut Series, 5 Barrel Pale Ale, Single Serve Series, Cutthroat Porter, Levity Amber Ale.	Doug Odell Doug, Wynne & Corkie Odell	cheers@odellbrewing.com www.odellbrewing.com 1989
4	4	FORT COLLINS BREWERY 1900 E. Lincoln Ave., Suite B ② Fort Collins, C0 80524 970-472-1499/970-472-1520	10,000	16	40% 60%	Major Tom's Pomegranate Wheat, Rocky Mountain IPA, 1900 Amber Lager, Kidd Lager, Z Lager, Chocolate Stout and Retro Red.	John Swanson, Doug Smith Tom and Jan Peters	info@fortcollinsbrewery.com www.fortcollinsbrewery.com 2003
5	5	COOPERSMITH'S PUB & BREWING 5 Old Town Square Fort Collins, CO 80524 970-498-0483 x 1/970-498-0471	2,000 ①	125	100% N/A	Albert Damm Bitter, Biere Blanche du Fort, Bourbon Barrel Stout, Bruiser Imperial Brown, Cask Conditioned Punjabi Pale Ale, Columbine Kolsch, Hanjabi, Horsetooth Stout, Mountain Ave, Wheat, Not Brown Ale, Oud Bruin, Poudre Pale Ale, Punjabi Pale Ale, Scrumpy Cider, Sigda's Green Chili, Sitzman's Steam, Tippet American Lager.	Dwight Hall Scott Smith	Coopland@CooperSmithsPub.com www.coopersmithspub.com 1989
6	6	ESTES PARK BREWERY 470 Prospect Village Drive Estes Park, CO 80517 970-586-5421/970-586-0651	1,219	60	95% 5%	Stinger Honey Wheat, Longs Peak Raspberry Wheat, Renegade IPA.	Eric Bratrud Eric Bratrud & Tyler Lemirande	epbrewery@epbrewery.net www.epbrewery.net 1994
7	7	C.B. POTTS RESTAURANT & BREWERY 1415 W. Elizabeth St. Fort Collins, CO 80521 970-221-1139/970-484-1846	1,100	2	95% 5%	Buttface Amber Ale, Colorado Blonde, Big Horn Hefeweizen, Big Red IPA, Total Disorder Porter, 71 Pale Ale, Apricot Ale, Pavlov's Pilsener.	Kirk Lombardi Ram International	klombardi@theram.com www.cbpotts.com 1971
8  ① Business	8	CRABTREE BREWING CO. 625 Third St., Unit D Greeley, CO 80631 970-356-0516/970-330-8192	811	6	70% 30%	Jeff's Pale Ale, Boxcar Brown, Twisted Creek Wheat, Ginger Bee, Oatmeal Stout, Dearfield Ale, Golden 8, Braggot, Serenity Amber.	Jeff Crabtree Jeff & Stephanie Crabtree	info@crabtreebrewing.com www.crabtreebrewing.com 2006 Business Report survey researched by Eric Kidd

① Business Report estimate.
② Moving to 1020 E. Lincoln Ave., Fort Collins, CO in July of 2010.

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





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#### BRIEFCASE

#### **Nonprofit notes**

The Otter Oasis hosted by **Otter Products** LLC on their rooftop patio in Old Town Fort Collins raised over \$2,130 for the Poudre Valley Hospital Engage in Life Campaign and the Caring for Carcinoid Foundation. The company matched funds raised for a total donation of \$4,260.

The May Project Self-Sufficiency fundraiser Moms Helping Moms: A Children's Fashion Show & Silent Auction raised over \$4,400, and collected several truckloads of clothes for donation to The Kid's Closet, The Dream Room and ABLEWomen Project Career Closet.

The Weld County District Attorney's Office served its 1,000th plate of food at the Guadalupe Shelter in Greeley. Since 2006, employees from the office have volunteered time, money and cooking skills monthly at the 40-capacity shelter.

#### **KUDOS**

Loveland-based M & E Painting was named a finalist in the Business of the Year category in The 2010 American Business Awards. Finalists were chosen by business professionals across the nation during preliminary judging in April and May. Details about The American Business Awards and the list of finalists in all categories are available at www.stevieawards.com/aba.

Clay Pot Creative and FUSEBOX studio, both located in Fort Collins, partnered to win first place in the poster category from the American Design Awards 2010 Winter Semi Annual Design Contest. The recognition is for the creation of five large-format banners promoting the silver anniversary of the Food Bank for Larimer County.

The Colorado Foundation for Medical Care announced that Rocky Mountain Family Physicians, Internal Medicine Clinic and Miramont Family Medicine, all of Fort Collins, were among 13 winners of the 2010 Excellence in Prevention through Health Information Technology award. Practices that won the award demonstrated a commitment to excellence in health information technology and a focus on process improvement.

Financial-services firm Edward Jones ranked No. 2 on **Fortune** magazine's 100 Best Companies to Work For 2010 and No. 1 for large-sized companies. This is the 11th year the firm made the list.

Environmental nonprofit organization Trees, Water & People achieved a four-star rating for sound fiscal management for the second year in a row from Charity Navigator. Charity Navigator highlights the work of efficient charities and provides donors with the information they need to give with confidence.

#### **NEW PRODUCTS AND SERVICES**

Boulder-based New Planet Beer Co. is contracting with The Fort Collins Brewery to make gluten-free Tread Lightly Ale. Future releases of different beer styles, all certified gluten-free, are under development. To learn more visit www.NewPlanetBeer.com.

Fort Collins Recreation Department has launched a corporate golf membership program to offer local corporations and businesses a discount on golf at City Park Nine Golf Course, Collindale Golf Course and SouthRidge Golf Club. Companies can become a Corporate Member for \$1,400, which includes 100 nine-hole rounds of golf at any of the three courses, 30-day advance tee times and a private golf clinic for employees or guests. For more information contact John Litel at 970-221-6875 or jlitel@fcgov.com.

#### **NEW NAME**

The  $\boldsymbol{Indigo}$   $\boldsymbol{Gallery}$  at 119 W. Oak St. in Fort Collins changed its name to The Fine Art and **Frame Co**. The new name is an effort to emphasize new lines of frames and mattes, and to showcase an updated gallery layout that will include a new selection of affordable prints.

#### **DEADLINES**

Nominations for the 16th Annual Larimer County Environmental Stewardship Awards program will be accepted until Aug. 31. Nominations can made online www.larimer.org/boards/eab/Awards/awards.htm, or contact Diane Tokarz, 970-498-7015, dtokarz@larimer.org. Projects can be self-nominated or nominated by others, and can be either onetime efforts or on-going activities.

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, or mail it to Briefcase at NCBR, 141 S. College Ave., Fort Collins, CO 80524.

#### SMART GRID, from 3

immediate interest to GE, according to Luke Clemente, manager for metering and sensing for the company's Digital Energy business unit. He explained that the company, especially for its SmartCities initiative, looks for multifaceted opportunities, not unlike the FortZED program designed to create a net-zero energy district and test energy technologies in downtown Fort Collins

#### Project manager needed

'We're currently in contract negotiations with a company to act as project manager," said Steve Catanach, operations manager for Fort Collins Utilities Light and Power.

He hopes to have those negotiations wrapped up in the next few weeks and couldn't reveal the name of the company until the contract is finalized. He did add that the city wants to work with a firm experienced in deploying this type of

project.

Once the project manager is hired, the city will release its RFP for smart meter hardware and management software. Catanach hopes to release it by the end of July or mid-August, award it by the end of the third quarter, and have installation start some time in the first quarter of 2011.

"I think we're in a discovery stage to look at how we can work with Fort Collins to help them get the most benefit out of the government funding they received," Clemente said. "You really have to understand that SmartCities is more than just putting a smart meter on a home."

Catanach said that part of the smartgrid is a Web portal that will give utility customers more feedback on their energy usage." The meters give us the ability to remotely read our meters and better understand our system," he added.

As alternative sources of energy become more prevalent on the grid, management of the generation will be more predictable.





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#### INDEX OF LEADING ECONOMIC INDICATORS

## Region's economy on rocky road to recovery

#### New job prospects balance increases in personal bankruptcy

The Northern Colorado economy is recovering but not at a very steady pace.

The Northern Colorado Business Report Index of Leading Indicators was strongly negative in January because of a big jump in bankruptcies, mildly positive in February, strongly positive in March because of a big jump in construction of single-family homes, and, finally, negative in April because of another jump in bankruptcies. Bankruptcies are increasing as job losses cause home foreclosures and result in personal bankruptcies.

The stock market is signaling slug-

gish growth in the U.S. economy as world financial difficulties sort themselves out. The U.S. stock market, Treasury securities and gold were the safe havens during the Greece-EU financial crisis but concern over that situation is abating. The world



INDICATORS
John W. Green, Ph.D.
Regional Economist

economies are still deleveraging and while this continues, credit will remain tight as balance sheets are restructured and fear diminishes.

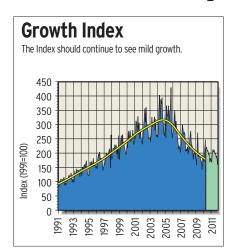
I'm wondering what the next economic/financial crisis will be and

whether it will be domestic or foreign.

As the U.S. financial markets become more and more of a safe haven, the value of the dollar strengthens. This is not good for exports but does make the cost of imports cheaper. It would be better if the dollar would weaken, making imports more expensive and exports more competitive. This situation would cause manufacturing to move back to the United States and provide jobs for the 10 percent to 20 percent of our labor force that is unemployed.

#### Local outlook good

The outlook for the Northern Colorado economy is good. Greeley and Weld County are on schedule to add more than 1,000 primary jobs in the next three to five years as a three-phase Leprino Foods cheese factory gets under way and JBS moves Pilgrim's Pride



management to Greeley and brings its transportation division in-house. In addition, Vestas continues to receive orders for new blades. These primary jobs will stimulate at least another 1,000

See INDICATORS, 19

**DRUG TESTING** 

National

13%

80

MITH POSITIVE 40 30 20

# Employers take careful look before hiring

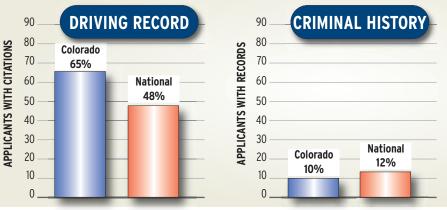
#### **By Kate Hawthorne**

khawthorne@ncbr.com

Nearly half of all laid-off U.S. workers are now classified as long-term unemployed — out of work for 27 weeks or more. With such a large pool of motivated job seekers, employers can be more selective when they do hire.

Fort Collins-based Premier Employment Screening Services, which performs comprehensive pre-employment screening for employers in all 50 states, reported that its clients in other parts of the country received 13 percent more applications for each open position in the first quarter of 2010 than in the same period in 2009. Its Colorado clients reported only a 1.8 percent increase year-over-year.

With the cost of hiring and training new employees ranging anywhere from 20 percent to 200 percent of annual compensation, employers are also being more careful to find the right person for the job the first time. The average Trust, yet verify Here's how Colorado job applicants' backgrounds check out compared to applicants across the country:



SOURCE: PREMIER EMPLOYMENT SCREENING SERVICES; DATA BASED ON SCREENINGS PERFORMED BY PREMIER FOR EMPLOYER CLIENTS IN ALL 50 STATES.

number of background categories clients asked Premier to verify rose slightly to nearly five in 2010, with education verification rising 40 percent and job verification 22 percent.

"Employers want to know they are hiring the most qualified person as well as the most experienced person," explained Doug Hay, Premier's director of marketing.

Employers also want to make sure they hire financially responsible employees. Hay said Premier has seen a 10 percent increase in the number of employers who ask for credit checks on job applicants. He acknowledged that this remains a controversial area.

Colorado

Other information employers consider before making new hires include driving records, criminal history and results of drug tests.



#### INDICATORS, from 18

secondary jobs. Even if the U.S. economy grows sluggishly, I don't think growth in the Northern Colorado economy will be slowed significantly.

#### **Employment**

Job losses in the Northern Colorado economy have ended as new job prospects have brightened. The spring increase in employment is stronger than in spring 2009 but weaker than most years in the 2000s. The unemployment rate peaked at about 8.3 percent and fell to 7.5 percent in April.

#### Construction

The total value of construction being put in place is increasing, strengthened by the more than a 50 percent increase in single-family residential construction. Federal homebuying subsidies have been very successful in stimulating the demand for under-\$280,000 homes in Northern Colorado. There is currently a very tight supply of these homes available. This demand will weaken temporarily since the federal subsidies have ended, but I expect demand to strengthen again as job prospects improve.

#### Motor vehicle registrations

Total motor vehicle registrations are showing a mild recovery as late 2009 registrations were above similar numbers from 2008 and early 2010 registrations are significantly higher than early 2009 numbers. Residents are again buying and registering vehicles as business improves and job losses end.

#### Retail sales

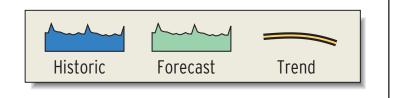
New and renewed sales tax accounts issued early in 2010 are showing a very nice increase. Retail businesses and entrepreneurs are not exuberant but they are showing some confidence in the strength of the local economy. The decline in the value of retail sales has bottomed and is showing a mild increase over 2009 so far in 2010. Consumer spending will slowly increase as consumer confidence builds and new jobs open up.

#### **Bankruptcies**

The big disappointment in the local economy is the dramatic increase in bankruptcies — January and April saw large increases. I do think home foreclosures have peaked for this housing cycle so the pressure of home mortgage delinquencies on the bankruptcy rate should diminish. Bankruptcies declared per 1,000 population are now nearly

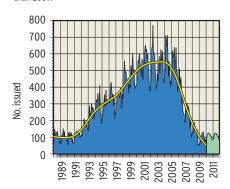
#### **KEY**

These economic indicators are provided by NCBR economist John Green.



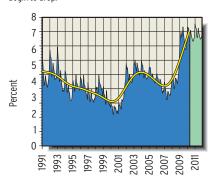
#### Single-family permits

So far, 2010 looks to be about 50 percent better than 2009.



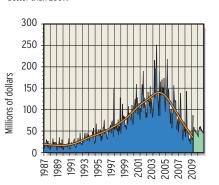
#### Unemployment rate

The unemployment rate has peaked and should begin to drop.



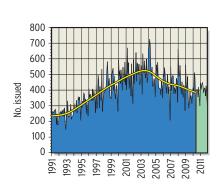
#### Total construction value

The spring bounce has occurred. 2010 should be



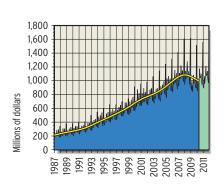
#### New sales-tax accounts

2010 is slightly better than 2009.



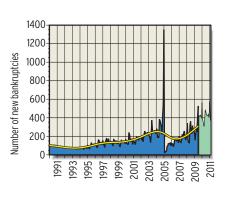
#### Retail sales

Retail sales are showing a weak recovery in 2010.



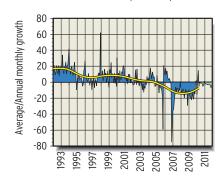
#### **Bankruptcies**

Bankruptcies took a huge leap in April.

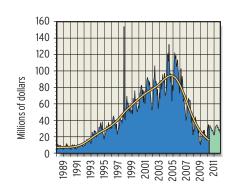


#### Growth in the region

Growth was positive early 2010 but fell back below zero because of bankruptcies in April.

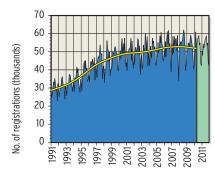


#### Single-family permit value



#### Motor-vehicle registrations

It appears that a recovery is underway in this statistic also.



one per thousand and easily at their highest rate this century (except for the abnormal jump caused by the Bankruptcy Act of 2005). Hopefully, new job prospects will cause some relief for these residents in financial distress.

The Northern Colorado economy is

recovering from its worst recession since at least the 1980s. The local economic recovery will be stronger than the national recovery and much less uneven. Near-term job openings will be in primary industries, a very desirable basic economic foundation signaling

longer run stability.

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





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## **Largest Southeast Weld Employers**



Private sector, ranked by no. of employees

RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES-LOCAL 2010 EMPLOYEES-LOCAL 2009	REVENUES 2009 REVENUES 2008	TYPE OF BUSINESS	E-MAIL WEB SITE	PERSON IN CHARGE W/ TITLE YEAR FOUNDED
1	SALUD FAMILY HEALTH CENTERS 203 S. Rollie Ave. Fort Lupton, C0 80621 720-322-9402/303-892-1511	270 143	N/A N/A	Primary health care services for the low- income population of Fort Collins and surrounding area.	inffo@saludclinic.org www.saludclinic.org	Stanley J. Brasher, Executive director 2002
2	AURORA DAIRY CORP. DBA AURORA ORGANIC DAIRY 7388 Colorado Highway 66 Platteville, CO 80651 720-564-6296/720-564-0409	195 120	N/A N/A	Certified organic milk and butter.	info@auroraorganic.com www.auroraorganic.com	Mark Peperzak, Founder and CEO 2003
3	GOLDEN ALUMINUM INC. 1405 E. 14th St. Fort Lupton, C0 80621 303-654-8301/303-654-8356	150 165	\$86,000,000 \$114,000,000	Bare and coated aluminum coils.	Sales@GoldenAluminum.com www.goldenaluminum.com	Leland Lorentzen, President 1983
4	HOAD INC. 13025 Weld County Road 16 Fort Lupton, CO 80621 303-857-0956/303-857-9415	140 140	\$21,000,000 N/A	Oil and gas skid-mounted measurement and processing equipment, vac-truck services, and industrial maintenance and construction.	mgoodrich@hoadinc.com www.hoadinc.com	Matt Goodrich, Vice president & general manager 1978
5	NELSON PIPELINE CONSTRUCTORS INC. 10741 Highway 52. Fort Lupton, C0 80621 303-857-1580/303-857-1581	102 89	\$14,000,000 \$22,000,000	Water, sewer, storm services for housing.	N/A www.nelsonpipeline.com	Philip Scott, President 1977
6	MORNING FRESH FARMS INC. 15121 County Road 32 Platteville, CO 80651 970-785-2889/970-785-6330	90 90	N/A N/A	Fresh eggs, featuring Eggland's Best Premium Eggs.	rthorpe@morningfresh.com www.morningfresh.com	Derek Yancey, President 1979
7	SAFEWAY FOOD & DRUG 1300 Dexter St. Fort Lupton, C0 80621 303-857-0136/303-857-6377	78 82	N/A N/A	Groceries and pharmacy.	N/A www.safeway.com	Damien Rodriguez, Manager 1980
8	RENEWABLE FIBER INC. 8394 U.S. Highway 85 Fort Lupton, C0 80621 303-857-0763/303-857-9409	65 65	\$12,000,000 \$14,500,000	Landscape materials, compost, animal bedding and trucking.	sditson@renewablefiber.com www.renewablefiber.com	John Moser, Owner Ellen Moser, President 1990
9	GRAY OIL CO. 804 Denver Ave. Fort Lupton, CO 80621 800-464-4729/303-857-1641	60 65	\$111,117,003 \$111,339,555	Fuel, lubes and chemicals.	tina@grayoil.net www.grayoil.net	Tina Jurhee Powell, Owner & president 1937
10	SALUD FAMILY HEALTH CENTERS 1115 Second St. Fort Lupton, C0 80621 303-655-4900/303-892-1511	45 48	N/A N/A	Community health system providing primary and dental care to the medically under served in Northern Colorado.	info@saludclinic.org www.saludclinic.org	Kelet Robinson, M.D.; Center director Mary Lou Abundez, Business manager 1970
11	<b>PURIFOY CHEVROLET CO.</b> 601 Denver Ave. Fort Lupton, C0 80621 303-659-8311/303-857-4865	41 41	N/A N/A	Automobile dealer, new and used.	amy@purifoychevrolet.com www.purifoychevrolet.com	Rollie Purifoy, President 1961
12	ECKSTINE ELECTRIC CO. 13739 Weld County Road 25 1/2 Platteville, CO 80651 970-785-0601/970-785-2821	37 45	\$9,000,000 \$11,300,000	Electrical, commercial, institutional, industrial, farm, service, and fire alarm.	info@eckstineelectric.com www.eckstineelectric.com	Michael Eckstine, President 1954
13 N/A - Not Avail	<b>AQUA-HOT HEATING SYSTEMS INC.</b> 15549 E. Colorado Highway 52 Fort Lupton, CO 80621 303-857-2901/303-857-9000	25 55	N/A N/A	Manufacturer and distributor of diesel- fired hydronic heating systems, and heat exchangers, for RVs.	sales@aqua-hot.com www.aqua-hot.com	Harold Enander, President Paul Harter, General manager 1984 d upon responses to Business Report survey researched by Eric K

Southeast Weld region includes: Fort Lupton, Gilcrest, Henderson, Hudson, Keenesburg, Kersey, LaSalle, Platteville, Rockport, Roggen.

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

## Largest Johnstown & Milliken Employers



Private sector, ranked by no. of employees

RANK	COMPANY ADDRESS OFFICE PHONE/OFFICE FAX	EMPLOYEES 2010 EMPLOYEES 2009	REVENUES 2009 REVENUES 2008	TYPE OF BUSINESS	E-MAIL WEB SITE	PERSON IN CHARGE W/ TITLE YEAR FOUNDED
1	NORTHERN COLORADO REHABILITATION HOSPITAL 4401 Union St. Johnstown, CO 80534 970-619-3400/970-278-9340	189 177	N/A N/A	Specialized medical, nursing and rehabilitation services for patients who need more acute medical care for recovery from catastrophic or chronic medically complex conditions.	stacistone@ernesthealth.com ncrh.ernesthealth.com	Sharon Scheller, Ed.D., CEO April Asbury, COO 2005
2	HALL-IRWIN CORP. 301 Centennial Drive Milliken, C0 80543 970-587-7200/970-352-6284	130 90	N/A N/A	Construction management and development.	businessdevelopment@hall-irwin.com www.hall-irwin.com	George Hall, President 1963
3	JOHNSON'S CORNER 2842 S.E. Frontage Road Johnstown, CO 80534 970-667-2069/970-667-8669	104 104	N/A N/A	Restaurant and truck stop.	Jcorner1@juno.com www.johnsonscorner.com	Chauncey Taylor Christy Taylor, Co-owners 1952
4	SUN MOUNTAIN INC. 140 Commerce Drive Berthoud, CO 80513 970-532-2105/970-532-2208	80 130	N/A N/A	Custom wood doors, flooring and moldings.	sales@sunmountaindoor.com www.sunmountaindoor.com	Jared Meier, General manager 1998
5	NORTHERN COLORADO LONG-TERM ACUTE HOSPITAL 4401A Union St. Johnstown, CO 80534-2800 970-619-3663/970-619-3668	72 58	N/A N/A	Extended acute care for catastrophic and medically complex patients.	aprilasbury@ernesthealth.com ncltah.ernesthealth.com	Nate Miller, CEO April Asbury, COO 2007
6	HAYS MARKET 201 Johnstown Center Drive Johnstown, CO 80534 970-587-4658/970-587-2095	50 50	N/A N/A	Full-service, home-town grocery store. Johnstown & Berthoud.	contact@haysmarket.com www.haysmarket.com	Hays Family 1929
7	US CABLE 266 Basher Drive, Suite 4 Johnstown, CO 80513 800-480-7020/970-587-4208	44 36	N/A N/A	High speed Internet, digital phone, cable TV, residential & commercial. Fiber optic services also available.	request@co.uscable.com www.uscable.com	Dave Kavanagh, State manager 1975
8	MASTEC 4 Industrial Park Court Johnstown, CO 80534 970-587-4250/970-587-4252	30 30	N/A \$6,000,000	Energy, intelligent transportation systems, network services, switching & access, telecommunications, wireless.	bdye@mastec.com www.mastec.com	Jose Mas, CEO 1929
9	IMS HEATING & AIR INC. 5213 Longs Peak Road, Unit A Berthoud, CO 80513 970-532-0123/970-532-5044	29 26	N/A N/A	IMS Heating and Air Inc. assumed the phone number of Gibson Heating and Air who is no longer in business since November 2008. HVAC maintenance, indoor-air quality, retrofit, new construction, commercial.	ginny@imsheatingandair.com www.imsheatingandair.com	Daren Shawver, Owner/Operator Jeff Mayer Dwayne Shawver, Owners 2000
10	BURNS MARKETING COMMUNICATIONS INC. 4848 Thompson Parkway Johnstown, CO 80534 970-203-9656/970-203-9657	25 25	N/A \$4,100,000	Full-service advertising, marketing, communications.	sheilaw@burnsmarketing.com www.burnsmarketing.com	Laurie Steele, Vice president 1972
11	<b>ALLURA SKIN &amp; LASER CLINIC</b> 4450 Union St. Johnstown, CO 80534 970-223-0193/9702232860	22 N/A	\$1,450,000 \$750,000	Skin care, facial lasering, botox, dermal fillers, hCG diet, spa, massage, laser vein treatments.	info@alluraclinic.com www.alluraclinic.com	Rebecca de la Torre, MD N/A
<b>12</b> N/A-Not Av	THE CANDLELIGHT DINNER PLAYHOUSE 4747 Marketplace Drive Johnstown, CO 80534 970-744-3747/N/A	15 15	N/A \$1,700,000	Live, professional entertainment with fine dining. Facility available for conferences. Catering.	nick@coloradocandlelight.com www.coloradocandlelight.com	Nick Turner, Co-owner 2008 Business Report survey researched by Eric Kir

N/A-Not Available

ased upon responses to Business Report survey researched by Eric Kidd To be considered for future lists, e-mail research@ncbr.com

#### "This is a big impact on Weld County."

John W. Green, Ph.D. regional economist

#### JOBS, from 1

Unfilled management positions of employees who choose not to relocate to Colorado also must be filled, and local officials hope many of those will be local

One early estimate called for the Pilgrim's Pride move to be done by June 1, but Keys said the process is not yet finished.

"It's going to take a while, because that's a lot of people," he said. "We're recruiting from all around the country for people."

Keys said the Pilgrim's Pride transfers meant expanding the employee parking lot in Promontory. "We're putting in 387 new parking spaces, and that will give us a total of 900 spaces," he said.

#### State-of-the-art training

JBS has also started training and hiring drivers for its 14-acre JBS Carriers site in east Greeley along U.S. Highway 85, where an expected 80 office people will work and about 120 over-the-road truckers will be based. Keys said the complex will include offices, a shop, parking for trucks and employees and a driver training center.

"We'll have a simulator, a state-ofthe-art training center for drivers," he said. "All of our drivers will be trained there."

Keys said the investment JBS is making in Greeley is "a commitment JBS made from the beginning," noting that the Brazilian company has invested about \$5 billion in its U.S. holdings since purchasing Swift & Co. in 2007.

In addition to new jobs, the secondary economic activity is expected to be significant. Regional economist John Green said for every primary job, two secondary jobs will also be created by equipment suppliers, retailers, home construction and other spinoff spend-

The impact of Leprino on local dairy producers is also expected to be profound. When fully operational, the cheese plant is expected to consume up to 7 million pounds of raw milk daily. A large portion will come from local dairies through their membership in the Dairy Farmers of America, which has the contract to supply Leprino. Some dairies are expected to expand their operations as a result, further increasing job opportunities in the area.

#### Region-wide impact

Bruce Biggi, Greeley's economic development manager, cautions that while the projected economic impacts will be huge, they "are very preliminary, very early estimates."

Biggi said the impact won't be felt in Greeley alone, as Pilgrim's Pride employees in particular go about buying homes and doing their shopping throughout the Northern Colorado region.

"Depending on the amenities they're looking for, they'll locate in many Northern Colorado communities," he

Biggi added that the impact will be

spread over the next several years. "What we've heard from Leprino is that the total build-out will require about five years of construction activities," he said. "For JBS, it's new employees moving in and redevelopment of an existing site (JBS Carriers), so that will be a much faster impact."

Economist Green said the new employment provided by Leprino and JBS "is a very big deal" for the region.

"This is a big impact on Weld County," he said. "This is going to be a big, big shot in the arm for not only the Weld County economy but, by extension, the whole Northern Colorado economy."

Green said good economic news gradually coming back to the region after the recession — more home sales, fewer bankruptcies, retail sales increases will be enhanced by new employment and spending provided by Leprino and



MORE OCCUPANTS - Between 300 and 400 new workers will occupy offices in the JBS USA headquarters at Promontory in Greeley when Pilgrim's Pride workers complete a transfer from out-of-state locations.





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# HEALTH INSURANCE

July 14, 2010 7:30 a.m. - 9:30 a.m.

Embassy Suites - Loveland

#### **Content:**

What the economic indicators are saying?

Is the recession over?

When will unemployment numbers go down?

Will home sales and prices recover in the next year?

Is the construction industry building again?

What are the implications for Northern Colorado?

#### **Speakers and Panel Members:**



Mark C. Snead Assistant Vice President, Economist, and Branch Executive Federal Reserve Bank of Kansas City - Denver Branch



Dr. John W. Green Regional Economist



Dr. Martin Shields Associate Professor of Economics Colorado State University



Ken Bennett District Director for Congresswoman Betsy Markey

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Format: Panel of speakers and keynote address



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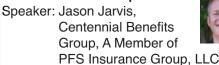
Executive Director, Colorado Department of Health Care Policy and Financing

Will address how-to-implemement issues from these perspectives:

**Human Resources** – Speaker: Jessica Hergenreter, **Employment Solutions** Group

Accounting and Tax Credits - Speaker: Paul Mueller, Mueller & Associates, CPA





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reform/insurance policies. **Small business owners** Human resource managers

Benefits administrators

**Company controllers Accounting managers** Tax accountants

Cost: \$32 per person

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#### BORDERS, from 2

"Unfortunately, politics got stuck in the middle during the last three years," said Martin Dickey, who previously served as chief operating officer for Lifebridge Church's development arm 4C. He is now working with the new property owners who purchased about onethird of the development in late 2009.

Dickey credits the current leadership in Longmont with focusing on resolving the conflict rather than continuing it.

"The vision for the Union development is alive and well," Dickey said. The relocation of the church from its current location in north Longmont is still at the heart of the project, and plans still include a mix of retail, residential and office uses.

"We are getting more interest in the last 90 days than we've had in the last year and a half," he said, admitting that in some ways the delay was a blessing. "Certainly, we're thankful not for the challenges we went through in the court system, but that we didn't have millions of dollars in the ground."

The property owners are now actively and aggressively courting potential developers, development partners, endusers and national homebuilders.

"From our perspective, we were all happy to get this done," LaVanchy said.

LaVanchy sees a bright side to the dispute, saying that the settlement leaves the doors open for more regional cooperation. Firestone already had an intergovernmental agreement with Frederick, but not with Longmont. Now, discussions are open for setting one up and maybe others as well.

#### Protected land dispute

Erie and Frederick also saw a decision made in their years-long annexation argument in June. The property in question isn't a prime development location that will add to some municipalities tax base, but rather land protected by the federal government.

Property owner David Yardley obtained federal wetland designation for his property along Colo. 52, just west of Weld County Road 5. According to Jennifer Simmons, planning director for the town of Frederick, he first attempted to donate the property to a local municipality to provide management continuity in accordance with federal requirements.

"Yardley had first offered it to Erie, but Erie didn't want it," Simmons said.

When it was offered to Frederick, the town accepted. The next step was to annex the property into the town to streamline any needed maintenance activities. The annexation was completed in mid-2007 despite Erie filing a couple of motions for reconsideration.

Erie filed a suit in Weld County District Court to reverse the annexation, stating among other things that Frederick didn't follow proper procedures. Simmons admits that the town didn't provide required notification 90 days prior to the annexation date. Instead, it published notification and sent letters to property owners 25 days prior, in effect satisfying other statutes.

A June 10 ruling by the Colorado Court of Appeals upheld an April 2009 ruling by a Weld County District Court judge that Frederick's annexation of the Yardley Wetland property was proper. In the ruling, the judge found that notification discrepancies were minor. The rul-

ing also pointed out that representatives for the town of Erie did not attend Frederick's annexation hearings nor is Erie an adjacent landowner.

There has not been an agreement between the towns regarding growth areas. Frederick has an IGA in place with Firestone, but nothing with Erie.

"We've never been able to reach one with Erie," Simmons said.

And that might not change in the foreseeable future. For its part, the town of Erie is still not completely satisfied with the Colorado Appeals Court's decision. Fred Diehl, assistant town administrator in Erie, explained that the main concern for the town is preserving its "well established and documented" planning areas.

"Our attorneys are reviewing the ruling," he added.

#### Other border wars

The disputes aren't the first, and probably not the last, along Northern Colorado's I-25 corridor. Fort Collins and Timnath entered into an IGA in February 2009 to settle growth boundary areas at the Harmony Road/I-25 interchange.

Loveland protected one of its gateway intersections in late 2007 by purchasing 97 acres for \$6.5 million to keep Johnstown from jumping the interstate.

"It really was to anchor that entryway into Loveland," said City Manager Don Williams. "We always knew we would sell it to someone to develop it."

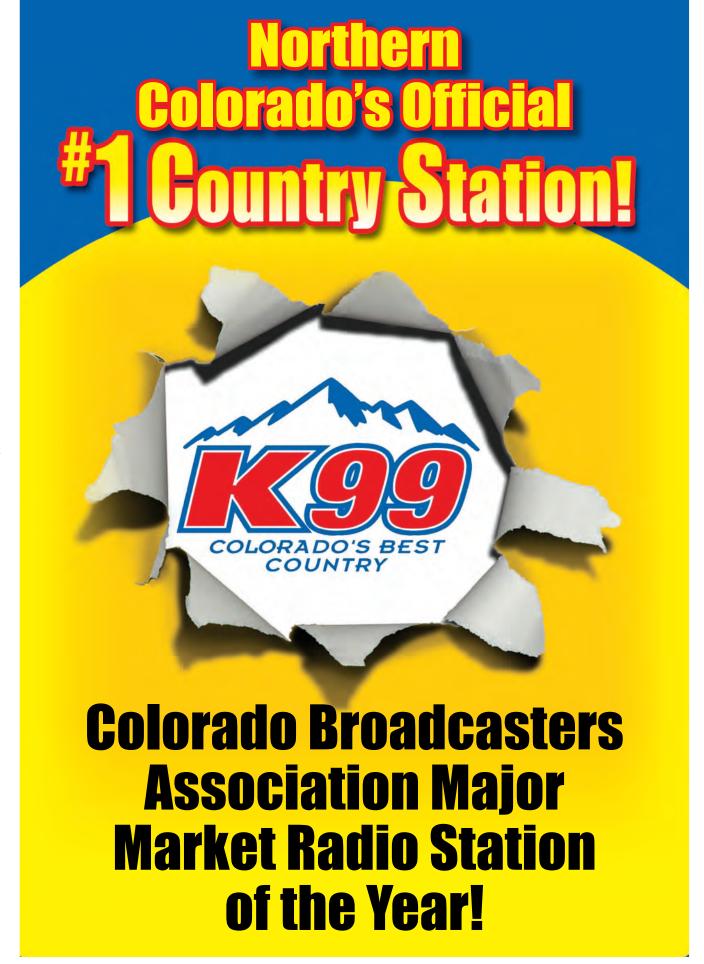
For the past year, the city has marketed the property through on-site signage only. There is no official listing price. Williams said that interest has been light, with several inquiries shortly after the

acquisition and few since then.

Loveland is about to step up its efforts to unload the property, according to Assistant City Manager Rod Wensing. Later this year, the city will likely seek a new zoning for the parcel. It is currently zoned Development Reserve, which is essentially just a hold. Wensing said discussions are to seek Major Activity Center zoning, which would allow commercial, retail and residential.

"This is the first step of truly marketing the property," he said.

As development fills in along the I-25 corridor and municipalities hash out past disputes, there are fewer reasons for battling over boundaries. At the same time, though, those land opportunities become more valuable as they become more scarce.



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## COMMENTARY

EDITORIAL

### Money, oil, transparency and videotape

Let's go to the replay.

In the past month, World Cup referees have disallowed goals — not just by the United States – and a Major League Baseball umpire robbed a Detroit Tigers pitcher of a perfect game despite ample recorded evidence that the calls were flat-out wrong. FIFA does not allow any video review of calls; MLB does not allow review of any base running.

At the same time, the world has 24/7 access to live images of oil gushing from the floor of the Gulf of Mexico into the global eco-system. What looks like footage of those underwater thermal vents revealed by the first unmanned submersibles is actually a disaster of Biblical proportions unfolding in realtime slow motion. It took about a month for tarballs to begin washing ashore, which gave residents time to prepare — and authorities time to fumble their response.

While BP failed with one untested fix after another, live, on camera — who hasn't had that nightmare of showing up for a final exam you never studied for? - government agencies were tripping over each other to prove this wasn't another Katrina. Investigations, however, seem to point toward the sad fact that both had their roots in regulatory dereliction of duty stretching back decades.

Which brings us to the Dodd-Frank Wall Street Reform and Consumer Protection Act, the 2,300-page federal financial overhaul legislation unlikely to be ready for President Obama's signature before this issue of the Business *Report* is published.

The whole thing is posted at http://financialservices.house.gov/, for some light reading over the long holiday weekend. Title VII — 444 pages known as the Wall Street Transparency and Accountability Act of 2010, where the "consumer" is not mentioned until page 297 — does not address using instant replay for particularly tricky securitybased swaps, but it does introduce a hypothetical figure who might benefit from it: The "prudential regulator."

Like a FIFA referee, this transparency czar would be required to consult with other sideline observers — the Trading Commodity Futures Commission, the Securities and Exchange Commission, the new Financial Stability Oversight Council to be sure that "economically similar" instruments are treated in a similar fashion. However, they don't have to be treated in an "identical manner." If the linesmen and the ref can't agree — and they would have a year to set rules, regulations and, most importantly, exemptions — the U.S. District Court in D.C. makes the call.

Maybe they can watch the video.



## Mental health consumers work to improve treatment

Some of the biggest changes in mental health care in the United States are the result of a movement of mental

health consumers who have worked for over four decades to improve care.

Like other social movements in the 1960s and 1970s, the consumer rights movement has pushed major changes in culture and society. The movement impacted everything from how



we understand mental illness to the treatment options for those who have serious and persistent mental illness and the policies that dictate funding for mental illness.

Scholars have traced the beginnings of the consumer rights movement as far back as 1845 with the establishment of the Alleged Lunatic's Friend Society in England. In America, Clifford Beers is considered the forefather of the movement.

A young businessman and former psychiatric patient, Beers wrote "A Mind That Found Itself," an autobiographic account of his "mental civil war." He established the National Committee for Mental Hygiene (now Mental Health America) in 1909 with the goal of addressing the horrendous conditions in "insane asylums."

Over the course of the century, his dream has flourished and has grown to include more than 300 MHA affiliates across the country.

In the 1950s, states began closing state-run institutions that housed many individuals with mental health conditions in order to reduce government spending. It wasn't until the early 1970s that the consumer rights movement started calling for systemwide change in mental health services.

#### Call for alternatives

Around the country, ex-patients of these facilities began to share their feelings of anger about the abusive treatment and the need for independent living in the community. They protested against forced treatment and inhumane treatments like the use of seclusion and restraints and called for inclusion in every aspect of the mental health system, including consumer-run alternatives to psychiatric treatment.

In 1972, a group of consumers began publishing Madness Network News, the flagship publication of the movement. In 1973, consumers began gathering for the Conference on Human Rights and Psychiatric Oppression.

In 1978, the Carter administration invited a small number of consumers to participate in discussions about mental health policy. By 1984, the National Institute of Mental Health offered the Alternatives Conference, a convention centered on consumers' ideas and thoughts about their care: peer support as an alternative to traditional psychiatric care.

Gayle Bluebird, an activist in the peer support movement for over 40 years, defines peer support as a way to share similar experiences and can be a model for each other a willingness to learn and grow.

Locally, Mental Health America of Colorado's WE CAN! (Wellness Education and Coalition Advoca Network) program is leading the effort to create a peer-support network in the state of Colorado. Bluebird will be the keynote speaker at the Innovations in Mental Health conference on Aug. 6 in Denver.

Sara Struckman is the grants and publications coordinator for Mental Health America of Colorado in Denver. For more information about the Innovations in Mental Health conference, call 720-208-2220.

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#### LETTERS TO THE EDITOR

#### High unemployment makes hiring tricky (NCBR, June 4, 2010)

While I agree with the writer's basic premise, I must take issue with the claim that "The best candidates are usually working...". The advice to "be careful how you hire" would hold true in any environment, not just when unemployment is high. As well, the contention that as the market improves, turnover will increase is also true, but to dismiss the currently unemployed as a bad risk ("more desperate," "willing to say anything") is not only insulting, it does a terrible disservice to a very talented group of people. It would also imply that those currently working are happy as clams. (Unless we are talking about Gulf Coast clams, not a particularly happy group right now.)

Economists have been warning for nearly two years that once the financial picture improves, up to two-thirds of those currently working will leave for a better opportunity. Conversely, those newly hired would be less likely to leave, and instead, look for their "better opportunity" right where they are when the mass exodus takes hold.

In the end, it's clear that this "article" (written by a headhunter) is little more than self-promotion, as evidenced by the claim that to "...engage a recruitment firm ... may be the best," and would be better suited in the advertising section. The final irony, though, is that after soundly disparaging the unemployed, the signature line boasts "helps the unemployed return to rewarding careers." Really? Somehow, that didn't seem to be the message.

> Brett Newmyer Mead

So many assumptions miss the mark in this article. Well-qualified candidates are likely to leave when the job market improves? Consider the dynamic value to your business in assembling topnotch staff in a down-market. Unemployed candidates are liars? Don't assume employed candidates are not under pressure to change jobs, or that those without work are dishonest. Outplacement firms are the best opportunity? Those recruiters will usually say anything to get their client hired that's how they get paid. The best bet to hiring in this (and any) economy is to carefully assess what you need to add to your business, hire who best fulfills that need, and pay them accordingly.

Dave Wechner Fort Collins

#### Wilson appointed dean of Ecotech Institute

(Business Report Daily, June 10, 2010)

A better person could not have been than Glenn Wilson. Congratulations to Glenn and Ecotech. Boh Everitt

Fort Collins

#### High-flowing Poudre River closes Greeley streets

(Business Report Daily, June 16, 2010) Sure would be nice to have a reservoir where we could skim some of the floor waters off and store them for future dry years. Stream flows seem OK to me.

Fort Collins

#### Berthoud bypasses no-growth label

(NCBR, June 18, 2010)

I (am) concerned about Hayes Market and also Berthoud Drug, which I feel would be both put out of business with a large chain grocery store like Safeway. So, I don't know where the happy medium is to ensure our current businesses still thrive, yet invite more businesses to our happy little town. The idea of an indoor pool area similar to the Rec Center in Longmont would be incredible. Past attempts to get the town interested in teaming with someone like the YMCA to make this possible has met with absolutely no interest on the town's part, unfortunately.

> Tracy Berthoud

#### **NCBR** poll watch

Who should pay the last \$5 million for the 392/I-25 update?

Fort Collins and Windsor only.

25%

Ask local landowners to chip in with municipalities.

15%

Ask future development to pay

60%

These results reflect responses to the online poll at www.ncbr.com June 14 - 28. **Next question:** Did you attend the Brewers' Festival in

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

#### **POLL COMMENTS**

Fort Collins?

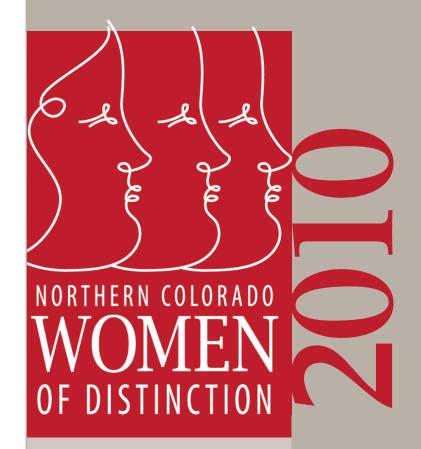
Editor's note: Tell us how you really feel by voting in our online poll at www.ncbr.com, then leaving an additional comment.

#### Who should pay the last \$5 million for the 392/I-25 update?

I totally agree that future development should pay these charges!

**Bob Silcox** Fort Collins

#### Nominations are due by July 5.



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#### **RESIDENTIAL**, from 5

"(Last year) was definitely the bottom of the line for Northern Colorado in new starts and closings," he said. "We're starting to work our way back up again."

Covert said the region's inventory of existing homes is slowly declining, indicating a need for more home construction.

"The market's starting to grow again," he said. "Granted, it's incremental but it's happening. Financing for local building is still a huge obstacle, but it's starting to ease as banks see demand going up."

Eric Thompson, president of The Group, is one of those upbeat about the region's housing market. The Group handles about half of the new home sales in Northern Colorado, and Thompson said he's seeing encouraging signs for a good year in 2010.

"The numbers we look at show the market is up about 14 percent," he said. "We're up 25 percent for cleared transactions, year-over-year."

Thompson said Northern Colorado seems so far to be mostly avoiding the housing downturns seen nationally. "We're not a big boom-and-bust market," he said. "I think more people (here) are feeling more confident in their jobs than in other parts of the country."

Thompson said that strong increases in sales in Fort Collins and Loveland/Berthoud markets and steady sales in Greeley/Evans through May could be a good sign that the region's home market may continue to revive after the loss of the federal tax credits.

"I think we'll really know more after we get into July or August," he said. "We'll have a better understanding in late summer. How many buyers we borrowed from the future, we'll just have to wait and see. But we're still seeing strong showing numbers, and there's still lots of people out there looking. And the interest rates, my gosh."

But Realtor Kronwall is more subdued in his optimism about the rest of 2010. He thinks sales could drop off significantly in July and the Northern Colorado housing market will cool off.

"I think we'll see fewer July closings because (buyers) closed in June because of the tax credit," he said. "My rationale is most people predicted 2010 would be similar to 2009 in terms of units sold. If that's true and people bought earlier this year than otherwise, the rest of the year would have to be slower."

#### TECH FIRMS, from 4

#### Tech employment looking up

Contract or not, most displaced tech workers are happy to get back to flexing their intellectual muscles in the fields they know best. Many are still displaced as some employers continue to trim overall workforce counts. LSI Corp., for example, shed about 15 positions since last year, leaving 185 employees at its Fort Collins site.

But not all of the tech employers, or even most of them, are in margin-tightening mode. Advanced Micro Devices Inc. reported employment is currently at 167, up from about 150 last year. According to an AMD spokeswoman, steady hiring is under way for processor designers and is likely to continue throughout the year. In all, the company could add about 10 percent to its local workforce.

AMD competitor and neighbor on the corner of Harmony and Zeigler Roads Intel Corp. has also been creeping its employment numbers. Employment in Fort Collins grew from 400 in 2008 to 420 in 2009, and to around 425 now.

Despite announcing a company-wide cut of 9,000 positions, Hewlett-Packard

Co. recently committed to ramping up its Fort Collins workforce. The company has long maintained a policy of absolute silence regarding its local employment numbers. However, as part of an agreement with the city of Fort Collins, HP has agreed to fill at least 100 positions in exchange for tax breaks on equipment upgrades needed for a facility retrofit.

A co-owner of HP's Fort Collins campus has seen employment hold steady and could even see some hiring in the next year. Avago, a spinoff from Agilent, employs approximately 350 in Fort Collins in manufacturing and research and development.

"Globally, we are in hiring mode at the moment," said Jacob Sayer, Avago's vice president of investor relations.

The hiring, though not in any large numbers, is mostly in research and development. The company is working hard to keep at the leading edge of several rapidly advancing markets, particularly handheld communications and networking. In Fort Collins, researchers are working on highly specialized ASIC — application-specific integrated circuit — chips used to reduce power and increase performance in mobile devices. The site manufactures filters and amplifiers that make smart phones smaller, faster and more powerful.

#### **WORLDWIDE**, from 9

to mine opportunities wherever they happen to be. Export markets are particularly effective right now. We have interest in Europe and South Africa as well."

That's why Byrne was eager to attend Ex-Im Bank's Exports Live! seminar in Denver last month to learn about government programs available to support small business owners pursuing export markets, particularly financing programs. Financing, he said, is the next critical step to making his sales leads actual sales.

Ex-Im Bank, the official export-credit agency of the United States, finances the sales of U.S. exports, primarily to emerging markets throughout the world, providing loan guarantees, export-credit insurance and direct loans. Its June 4 "Increasing Colorado's Participation in the Global Economy" seminar was led by bank Chairman Fred Hochberg, and Sen. Michael Bennet delivered the opening remarks.

"At a time when our own economy has stumbled, our businesses need to be aware of every opportunity that can give them an edge – and helping them reach new markets and renewing our emphasis on trade are important ways to provide that kind of critical support," Bennet said. "President Obama acknowledged as much in his State of the Union address and has outlined an ambitious plan to double U.S. exports over the next five years and create millions of new jobs."

He noted that Ex-Im Bank already supported \$961.2 million in exports by 61 Colorado companies in 26 communities, and said the federal government was committed to increasing that level of support.

#### Growing commitment to small business

Hochberg reiterated that commitment to double exports and helping Colorado businesses tap into the 1 billion consumers who are going to be joining the middle class in the emerging world over the next decade. Specifically, he focused on the bank's growing commitment to small business.

In 2009, Ex-Im Bank approved more than \$21 billion in transactions, with small businesses totaling a record \$4.4 billion – a 42 percent increase from the year before. Last year also marked the bank's biggest transaction, at \$3 billion, as well as one of its smallest – \$11,000 for books in Kenya.

Hochberg said the bank was willing to work with any business, large or small,

that was sound and offered a good product and service, even if that business doesn't actually export anything. Ex-Im Bank recently rolled out \$2 billion in new supply-chain financing to support companies that supply exporters.

Hochberg followed up the conference by putting the government's money where his mouth was, announcing a \$34 million deal — backed by a direct loan from Ex-Im Bank — for Centennialbased Stolle Machinery to sell aluminum/steel can-making equipment to Saudia Arabia. The loan to Mahmood Saeed Collective Co. in Jeddah is the first-ever Ex-Im Bank loan approved to a private company in Saudi Arabia.

"This is the type of financing support Ex-Im Bank can provide to small and medium-sized businesses throughout Colorado to help them grow sales and jobs by exporting," Hochberg said.

"Put simply, international trade translates into jobs for Coloradans," added Bennet, also in attendance for the announcement. "This deal will help Stolle keep good-paying, high-quality jobs right here in Colorado. It also represents the type of opportunities Colorado businesses ought to know might be available to them so they can grow their operations, create jobs and help move our economy forward."

The export seminar was also attended by representatives of online giant Google, which is partnering with Ex-Im Bank to provide businesses with advice and tools for marketing to new international markets.

"There are now more than 1.2 billion people online worldwide, and many of these users are ready and able to buy and research online," said Stuart Smalls, Google's head of acquisitions for the United States. "There are a lot of potential worldwide customers available for small and mid-sized businesses. Google can offer practical insight to help potential exporters understand target markets and quickly and easily get started. The Internet is helping reduce barriers particularly in e-commerce."

Byrne of Crashboxx couldn't agree more. "When I look at our traffic, we get hits from countries all over the globe. It's remarkable, quite frankly, the reach a website can allow you to achieve."

Video conferencing, likewise, has allowed him to conduct sales and technical presentations with potential customers as far away as South Africa. "It means you don't have to get on plane — that's remarkable savings. For a business at any stage cost savings is important; in the early stage, it's particularly essential."

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#### LATINO VOICES, from 9

Differences exist in language preferences between the native and the foreign-born; between generations and those who acculturate and the ones who assimilate; and where the native language is used — at home, catching the news, shopping or in social contexts. Some Latinos don't like to be called Hispanics. Others prefer a closer descriptor to their roots such as Mexican-American. Others are at home with the term Latino.

Marketers targeting Latinos are catching on that culturally relevant marketing plans that differentiate according to country of origin are more likely to resonate with individual sub-groups than plans that cast the U.S. "Latino market" as one colossal segment. Even within country-of-origin segmentation, regional differences and socio-economic levels can make marketing to the ubiquitous "Latino market" a tricky undertaking, but one worth the effort — Business Week reports that by 2011, Latinos' overall buying power is projected to exceed \$1 trillion.

#### **Business impact**

Latino businesses are the single fastest-growing segment of small businesses in the United States, according to the U.S. Hispanic Chamber of Commerce. The USHCC counts 3 million Latino-owned businesses in the United States generating approximately \$465 billion in revenue yearly. Nationally, there's momentum around discussions, resources and strategies to support Latino businesses and capture Latino consumer segments, especially the younger, trend-setting crowd. In early June 2010, the Hispanic Chamber of E-Commerce launched its beta bilingual B2B platform at http://hiscec.com to promote the use of e-business tools and Latino businesses via the Internet.

At its annual convention in 2009, USHCC offered a session on access to capital — how to attract and qualify for equity and venture financing. Venture capital fund Hispania Capital Partners, which concentrates on later-stage investments, works with Latino businesses involved in print and broadcasting, business services, the financial sector, information technology and food manufacturing and distribution.

The Univision Network finished the competitive May 2010 broadcast ratings sweep ahead of CBS, NBC, CW and all cable networks in primetime among all adults aged 18 to 34, not just Hispanics.

And almost one out of 10 womenowned companies in the nation is majority-owned by Latinas, according to the Center for Women's Business Research.

#### Local Latino business landscape

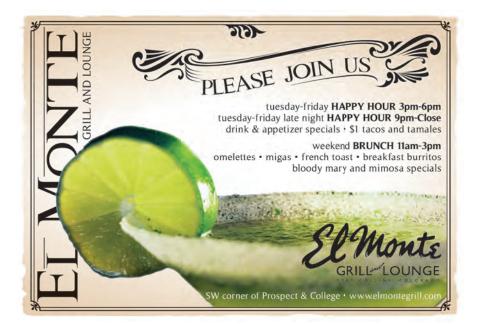
The most recent statistics available from the U.S. Census Bureau put the Hispanic population at 20 percent of Colorado's total population in 2008 — 993,000. About 77 percent of Latinos in the state are of Mexican origin. In Larimer County, about 10 percent of the total population is Latino, about 29,378 individuals. In Weld County, the Hispanic population is closer to 27.4 percent, or 68,482 people.

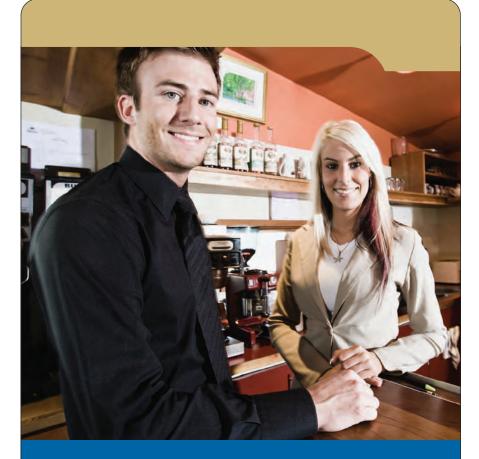
As for Colorado businesses, the Census estimates that 5 percent are Latino-owned. This accounts for approximately 21,520 businesses with \$4.8 billion in revenue and more than 28,200 employees in Colorado. Closer to home, women are owners of about 28 percent of businesses in Larimer County, and 2.5 percent are Hispanic-owned. In Weld County, approximately 30 percent of women own their own businesses, and 7 percent are Latino-owned.

Available resources on entrepreneurs and small businesses in Larimer and Weld counties are at best microscopic. (A hearty thank-you to the fine reference staff at the main branch of Poudre River Public Library in Fort Collins for their assistance in following the trail of breadcrumbs leading to Northern Colorado Latino business data.) I hope this column will add to these resources. In future columns, I'll be presenting insights from a dynamic local business owner who offers words of wisdom on how Latino and Anglo businesses can work together better; outlining volunteer opportunities for Latino businesses that want to invest in the Northern Colorado community; and exploring the top five issues for Colorado entrepreneurs who want to maintain and grow their enterprises, based on feedback from a survey of minority and women-owned businesses.

I want Latino Voices to encourage pragmatic, respectful dialogue that can educate and motivate both Latino and Anglo small business interests to celebrate their differences and maximize cooperation resulting from their similarities, and better align both business communities in win-win partnerships.

Ana Arias is principal of Arias Global Consulting, based in Fort Collins. She welcomes suggestions on topics you'd like to see covered in "Latino Voices" and can be reached at ana@ariasglobal.com.





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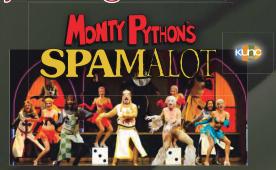
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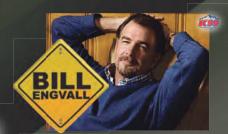
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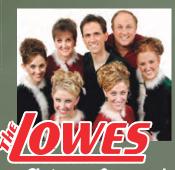
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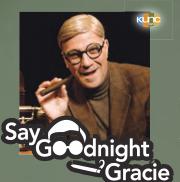
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