



Northern Colorado Women of Distinction
Recognizing female leadership in NoCo
Section B

Northern Colorado BUSINESS REPORT

\$1
Aug. 12-25, 2011
Vol. 16, No. 24
www.ncbr.com

NEWS

Synergy Resources having banner 2011

This could be best yet as shares move over to big board
Page 2A



FRII expands, gets greener

As clients demand for storage grows, so does data center
Page 3A

THE EDGE Community colleges step up to the plate

Funding barriers reduce workforce prep effectiveness
Page 9A



SPECIAL REPORT Transportation

FAA funding dispute postpones FNL repairs one more year
Page 17A

LISTS Region's largest:

North Weld employers
Page 19A

Distributors/distribution centers
Page 20A

Women-owned businesses
Page 6B

Downtown hotel project dealt setback

Fort Collins leaders say timing is bad for city's participation

By Steve Porter
sporter@ncbr.com

FORT COLLINS — A downtown hotel and conference center, considered by some to be an essential engine of economic growth for the city of Fort Collins, apparently won't be built

with city financial participation. At least not in the near term. The city council's finance and audit committee — Mayor Karen Weitkunat, Mayor Pro Tem Kelly Ohlson and Councilman Ben Manvel — decided unanimously on July 18 not to issue a Request for Proposal to seek a develop-

ment partner for the downtown hotel project, which has been strongly pushed by the Fort Collins Downtown Development Authority for decades.

Weitkunat said the timing for going forward with a downtown hotel was not right.

"The time is not now to be putting government assistance to programs that may be marginal in success," she said, noting the down economy and generally low

occupancy rates for local hotels. "We just thought we're in a down time and maybe it would be appropriate three or four years from now," said Manvel. "I think it's probably dead in the water for now."

Let capitalism do it

Manvel said perhaps the time was right to "maybe let capitalism do it" without government help.

See HOTEL, 25A

Fort Collins MMJ ban on ballot?

Dispensary owners try to educate voters ahead of possible question

By Michelle LeJeune
news@ncbr.com

FORT COLLINS — As medical marijuana regulation lurches on, local restrictions have closed down businesses in Loveland, Longmont, Greeley, Weld County and Windsor. A ban now looms large in Fort Collins' horizon, and local dispensary owners are talking about potential lost tax revenues and jobs, and security.

On the other side of the issue are Larimer County Sherriff Justin Smith, former Fort Collins mayor and police officer Ray Martinez and a group of Fort Collins residents who have successful petitioned to put an ordinance to ban dispensaries on the city council's Aug. 16 agenda. Smith is talking about increases in crime, illegal grow operations, and what he calls the dispensary owners' "true intent."

Steve Ackerman, owner of Organic Alternatives and president of the Fort Collins Medical

Cannabis Association, said his only intent is to educate voters. In a cash-strapped economy and a job-poor state, millions in sales tax revenues and 200 jobs within the 21 Fort Collins dispensaries are at risk, he said.

"I and 20 other business will close our doors," if the ban is approved, Ackerman said. "Forty pieces of commercial real estate will probably default. Two-hundred plus people will have no jobs and all medical marijuana needs will be taken care of by a gray-to-black market."

MMJ moneymaker

Nobody can argue that medical marijuana isn't a moneymaker. According to See Change Strategy LLC, an independent financial analysis firm that specializes in new and unique markets, medical marijuana will become a \$1.7 billion market in the United States this year. There are now an estimated 120,000 card-carrying

See MMJ, 26A

BUSINESS AT RISK? — Ken Correia, owner of Solace Meds and a member of the Fort Collins Medical Cannabis Association, said he has invested most of his retirement fund in his business, which could be shut down if the city decides to ban medical marijuana dispensaries within the city limits. The issue is on the city council's agenda for Aug. 16.

Kate Hawthorne,
Northern Colorado
Business Report



It's all at Bixpo 2011



bixpo

events@ncbr.com
970 232-3132
Sept. 15

The see and be seen business events of the year.

@ Embassy Suites — Loveland



Synergy Resources having banner year in 2011

This could be best yet as shares move over to big board

By Steve Porter
sporter@ncbr.com

PLATTEVILLE — For Ed Holloway and little start-up Synergy Resources in Platteville, the oil-and-gas business is truly booming.

The three-year-old company, which has only a dozen employees, is riding high.

Last month Synergy reported enviable fiscal third-quarter results, including a 412 percent increase in revenues and a 213 percent increase in oil and gas production.

The company also enlarged its drilling targets during the quarter, acquiring interests in 88 oil and natural gas leases in the core Wattenberg Field of the hydrocarbon-rich Denver-Julesburg Basin.

And most important for its shareholders, Synergy posted a positive equity of \$45.1 million compared to a negative \$1 million just a year ago.

"Fiscal year 2011 is rapidly shaping up to be our company's best year since

inception," CEO Holloway said in his third-quarter report. "Accelerated drilling on our core Wattenberg projects has improved our production rates and continues to drive our strong revenue growth."

While the numbers are impressive, Holloway plays down their long-term significance in an interview.

"Part of it is just executing our business plan," he says of the company he co-founded with Bill Scaff Jr., who now serves as Synergy's vice president, secretary and treasurer.

"When you're a startup, you can have those kinds of growth numbers in the beginning. We're still going to be growing at a rapid pace, but to keep on a track like that is going to be totally impossible."

Industry veteran

Holloway should know. He's been in the oil-and-gas industry since 1981, when he began buying and selling leases in Weld County. In 1983, he founded Cache Exploration, an oil and gas exploration company that drilled more than 350 wells.

"We decided to stop selling leases and do our own drilling, because every lease we sold was hitting a well," he recalled.

In 1987, he sold Cache's assets to LYCO Energy Corp., but rebuilt Cache and sold the entire company 10 years later to Southwest Energy.

In 1997, Holloway co-founded Petroleum Management LLC and four years later co-founded Petroleum



HOLLOWAY

Six new members named to oil and gas commission

DENVER — Gov. John Hickenlooper has appointed four new members and reappointed two existing members to the nine-member Colorado Oil and Gas Conservation Commission.

Hickenlooper had earlier appointed Mike King, executive director of the Department of Natural Resources, and Chris Urbina, executive director of the Department of Public Health and Environment, to the commission.

The term of the ninth member, Dolly Ann "DeAnn" Craig of Denver, does not expire until July 1 of next year.

Appointed by Hickenlooper to four-year terms on July 29 were:

- Mayor **Tommy Holton** of Fort Lupton, Republican. Holton currently sits on the Weld County Land Use Review Committee and is a past member of the Weld County Technical Advisory Committee and the Weld County Fair Board.
- **John H. Benton**, vice president and general manager for the Rockies Division of Rex Energy Corp. in Denver, Republican
- **W. Perry Pearce** of Denver, manager of state government affairs for ConocoPhillips/Burlington Resources, Democrat
- **Andrew Lawrence Spielman**, attorney at Hogan Lovells in Denver and chair of Colorado's Regional Air Quality Council, Democrat

Reappointed members are:

- **Thomas L. Compton**, owner and manager of Compton Cattle Co. in Hesperus, Republican
- **Richard D. Alward**, principal ecologist and environmental scientist at Aridlands Natural Resource Consulting in Grand Junction and an adjunct instructor of environmental science at Mesa State College, Democrat

"Different voices and a united spirit of collaboration are key to the success of the commission," Hickenlooper said in announcing the appointments. "We are confident this group will help serve the industry, land owners and the environment well as it navigates through issues that are important to both the state's economy and protection of Colorado's beautiful landscapes."

— Steve Porter

Exploration and Management.

Those were relatively good years, but nothing like what he's seen since 2004, Holloway said. "That's when we started

seeing things really changing," he said. "In 2006-07 oil moved over \$50 a barrel.

See SYNERGY, 27A



**HONEST
FINANCIAL
AMMUNITION**

It takes more than solid financial planning to protect your money. It takes aggressive, methodical, transparent accountants to equip your business with the armor to defend itself and the clarity to prosper. At Kennedy and Coe, our accomplished accounting and consulting arsenal will turn your business' dollar from hard-earned to hard-kept.

For genuine fiscal success, go to www.kcoe.com or call 800.303.3241.




THE EYE

Grant needs 'crop mob' in a flash

It's harvest time and **Grant Family Farms** is a few hands short — 50 to 100 hands, to be exact.

Colorado is in the midst of an agricultural labor shortage and all traditional means of acquiring help in the fields have been exhausted by the organic operation north of Fort Collins. So, they asked shareholders of their Community Supported Agriculture venture to don some overalls and be part of a "crop mob."

The community of 4,500 shareholders bought into the CSA in return for a box of fresh produce delivered once a week for the 26-week growing season. The arrangement lets consumers support local producers and provides the comfort of knowing exactly where their kale is coming from.

But now, Grant Farms is closing the circle even more by letting shareholders actually work in the fields. The win-win is that the farm avoids a labor shortage that could harm the harvest and members get to play farmer for a day without dealing with any of the hassles of owning a farm, like drought, crop disease and ... labor shortages.

Harvest season continues through September with Saturday work days scheduled for Aug. 27 and Sept. 24. Members can find RSVP information in their CSA newsletters. Nonmembers can find more information on the CSA at <http://grant-farms.com>.

INSIDE

- Briefcase12A
- Calendar14A
- Classifieds29A
- Commentary28A
- Health7A
- On The Job11A
- Real Estate6A
- Technology8A

Digital sign owners fighting code change

Council considers restrictions as new signs proliferate

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

FORT COLLINS — Todd Heenan is normally a pretty laid-back guy, but the prospect of the city of Fort Collins changing the sign code to make it more restrictive on digital signs — and the possibility of a ban on the displays — has his back up.

"I made a \$28,000 investment in that sign, and I would be very upset if that sign goes away," Heenan said at a recent meeting of business people concerned that the city is considering changes to the digital sign regulations.

Heenan, owner of Fort Collins Club, 1307 E. Prospect Road, is a member of a loose association of business people — backed by the Fort Collins Area Chamber of Commerce — called the Fort Collins Sign Coalition. The group was formed to fight any changes to the sign code that would further restrict how digital signs can be used.

On Aug. 3, about 40 people gathered to

make their case to city council members and staff prior to discussion of the issue at a council work session on Aug. 9, after the *Business Report* went to press.

City Manager Darin Atteberry told those attending the meeting that the number of digital signs in Fort Collins has doubled in the last two years, from about 40 in 2009 to about 80.

Atteberry said he understood the concerns of those who had invested thousands of dollars in digital signs and admitted that letters sent out earlier this year about the city taking another look at its sign code may have unduly alarmed sign owners.

See **SIGNS, 24A**

F O C U S

FRII expands, gets more efficient

As demand for storage grows, so does data center

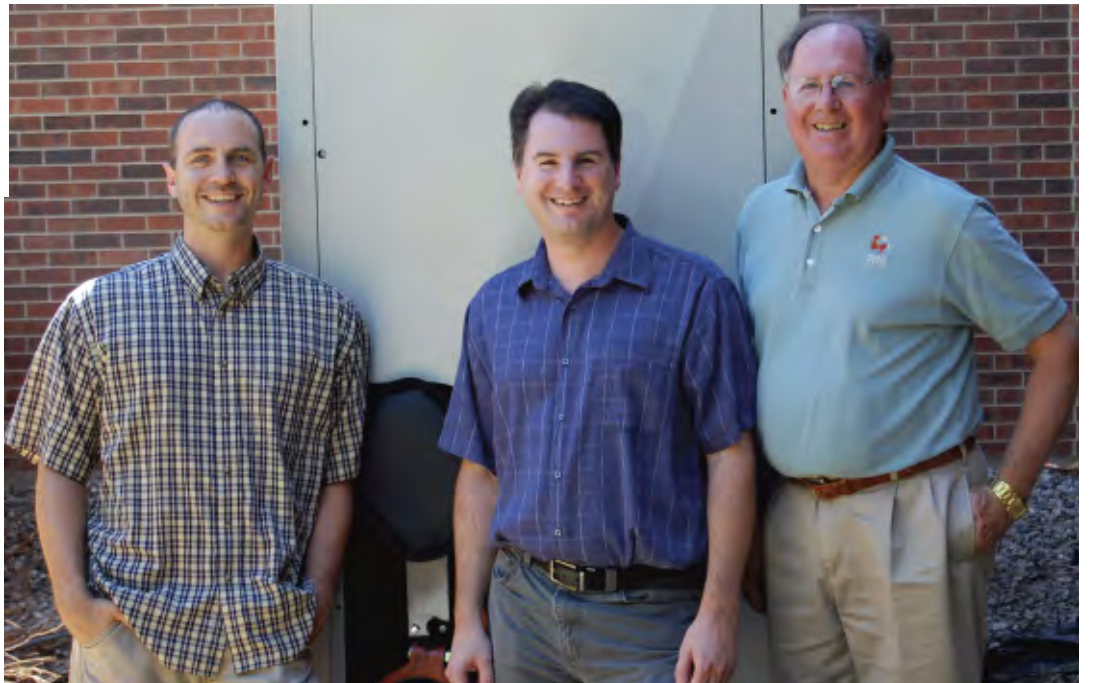
By **Joshua Zaffos**
news@ncbr.com

FORT COLLINS — Northern Colorado's largest commercially available data center is getting even bigger — and greener — thanks to a high-efficiency renovation set to go online this month. Front Range Internet Inc. is boosting its data center in both capacity and energy efficiency through an equipment upgrade. The move will increase the size and capabilities of FRII's data center while also marking an upswing in business during otherwise slow economic times.

"We're expanding because of demand," said Bill Ward, FRII president and CEO. He said the company isn't necessarily targeting really large companies with its development, describing the facility as "more of a boutique" data center.

The FRII data center now serves small and big businesses from throughout the region. It provides backup storage for north Denver companies and also feeds fiber-optic connections to customers with very high connectivity needs, such as city libraries and companies with massive computing demands. In 2009, the company's data center was recognized with SAS-70 Type II status, a compliance and best-practices accreditation developed by the American Institute of Certified Public Accountants.

After weighing options between conventional and



Kate Hawthorne, Northern Colorado Business Report

JUST CHILLING — FRII Senior Network Architect Chris Bissell, COO Brad Ward and CEO Bill Ward are ready to see the energy-efficient water chiller behind them installed to keep the company's expanded data center cool 24/7.

CSU joins national ultra high-speed network push

Stoked by everything from increasingly complex computer modeling and major data dumps for research projects to students' use of Netflix and other online streaming sites that consume bandwidth, data and network needs have exploded at Colorado State University and other colleges. Now, a coalition of 29 research universities, including CSU, have banded together to accelerate the development of super-high-speed networks on and around campuses.

"The fact of the matter is we're having a tough time even with our very advanced networks inside CSU keeping up with demands for data, in particular our network capacity," said Patrick Burns, CSU's vice president of information technology and the school dean of libraries.

The new initiative, called Gig.U, has brought together the alliance of universities to stimulate the deployment of advanced computer networks and broadband services. According to an initiative press release, delays and

dropoffs in investment in these areas have led the United States to fall behind other countries and strained computing resources at colleges.

"We're trying to motivate a leap forward to put the U.S. in the advanced category of networking worldwide again," Burns added.

The Gig.U consortium is promoting the University Community Next Generation Innovation Project, building on previous efforts, such as the Google Community Fiber initiative, to move ultra high-speed network services into communities. The Gig.U schools have so far issued a joint request for information, asking network service providers how they can help "create a critical mass of next generation test beds" for advanced computing services. The partners are hoping a small number of companies step up and demonstrate they can handle the task economically.

Based on CSU's pioneering lead support of early computer networks that

were deployed in the West through the National Science Foundation in 1986, Burns said the school's participation in the Gig.U initiative was "a relatively easy decision." In Fort Collins, the dense concentration of existing fiber optic lines makes CSU an ideal testing ground for cutting-edge, high-speed networks, and the benefits would likely spill over into city neighborhoods.

"We would like our faculty, our students, and our staff off-campus to have the access they need to do their jobs," Burns said.

CSU has chipped in \$15,000 to the cause to help draft the call for information this fall and a subsequent request for proposals, which should be ready in 2012.

"It would cost us more than that to conduct our own individual process," Burns said. "It's much more powerful and compelling to have this happen nationally in 29 university communities, (rather) than just in Fort Collins."

— Joshua Zaffos

See **FRII, 18A**

Working Together to Reach a Better Future. Climate Wise. Business Smart.



JAYNE KAFKA PHOTO
BY CAMBON STUDIOS

RB+B Architects.

Climate Wise partner RB+B Architects strives to integrate environmentally sustainable practices into everything they do. For example, during the company's Alternative Transportation Month (ATmo), all staff choose to participate by biking, walking, carpooling or riding the bus. The RB+B team saved a total of 1,600 miles (330 gallons of gas) by using alternate modes of transportation. This is one of many projects partners choose to report when participating in the Climate Wise program.

Join Climate Wise. It's easy. It's fun.
(970) 221-6700 • fcgov.com/climatewise



Nominations for CFO of the Year due Aug. 17

LOVELAND — Like getting a tax filing extension, local businesses have a few more days to nominate their chief financial officer for the very first Northern Colorado CFO of the Year award.

The deadline is now Aug. 17. A nomination form can be found on page 12 of this edition, or online at www.ncbr.com under the Events heading on the left-hand side of the homepage.

Kennedy and Coe LLC, certified public accountants and consultants, is co-sponsoring this award with the *Northern Colorado Business Report* to recognize chief financial officers in the region whose efforts successfully navigate a company's financial future.

"We know the past few years have been tough on businesses, but even tougher on the people whose job it is to map out a financial strategy in such uncertain times," explained Jeff Nuttall, publisher of *NCBR*. "When they do their jobs well, CFOs are the unsung heroes of any organization, and this is an opportunity to sing their praises."

CFO of the Year awards will be presented at a special breakfast during



Bixpo, Northern Colorado's premier business expo and networking event, Sept. 15 at the Embassy Suites-Loveland.

Recognition will be granted in five categories based on the size of the for-profit business and in two categories for nonprofits: Human Services and Creative Industries. And if your organization has someone who performs the functions of a CFO without the title, we still want to hear about his or her achievements.

For more information about the CFO of the Year Award, or sponsorship opportunities at the event, contact *NCBR* Marketing and Events Director De Dahlgren at events@ncbr.com or 970-221-5400, ext. 202.

New researcher for NCBR

Mariah Gant has been named the new Research Manager for the *Northern Colorado Business Report*. She took over the position Aug. 1, when Ross Manley returned to complete his Ph.D. in energy finance at the Colorado School of Mines in Golden.



GANT

She spent her last semester proofreading and copyediting for *NCBR*.

Gant will be responsible for researching and compiling data from companies throughout the region for both the ranked lists that appear in each issue of *NCBR* and the directory information for *NCBR*'s special publications, such as the Green Book, Event Planning Guide, and MD, the Northern Colorado Medical Directory.

This year, Manley will also continue researching to help out with the revival of the *NCBR* Tech Directory, which has been expanded to include Boulder and Broomfield counties in Rocky Mountain Tech.

C O R R E C T I O N S

In the July 29 issue of the *Business Report*, the photo of Scott Deeter, CEO of Ventria BioScience, was inadvertently omitted.

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



DEETER

CONGRATULATIONS TO ALL THE DOCTORS AT BOYD VILLAGE M.O.B. ON THEIR BEAUTIFUL NEW FACILITY!

PICTURED LEFT TO RIGHT: DR. RALPH FRIEDLBERG - REYNOLDS ORAL & FACIAL SURGERY / DR. MARK CRANE - CRANE ORTHODONTICS / WILL WELCH - W.M.T. WELCH COMPANY / JAY GERDES - DAVINCI SIGN SYSTEMS INC.



DAVINCI
SIGN SYSTEMS, INC.

the art and science of identification

970-203-9292

4496 BENTS DRIVE, WINDSOR, CO 80550

WWW.DAVINCISIGN.COM

TO SUBSCRIBE OR ADVERTISE, CALL 800-440-3506

Volume 16, Number 24 Copyright 2011.

BizWest Media LLC

Reproduction or use of editorial or graphic content without written permission is prohibited.

The Northern Colorado Business Report (ISSN 1094-8198) is published biweekly, with an extra issue in December, by BizWest Media LLC, a Colorado limited liability company.

1550 E. Harmony Road, 2nd Floor, Fort Collins, CO 80525.

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:
Northern Colorado Business Report

PO Box 270810 • Fort Collins, CO 80527

970-221-5400 • 800-440-3506 • Fax: 970-221-5432

E-mail: frontdesk@ncbr.com • www.ncbr.com

55,000

IN FAVOR OF GOOD

Covering half of all Colorado businesses is good, protecting one million Colorado workers is good and a 91% customer satisfaction rate is very, very good indeed. When we do good for our policyholders, they do good for Colorado. That's proof positive that **GOOD MAKES GOOD.**



pinnacol.com

PINNACOL
ASSURANCE

Colorado's choice for workers' compensation

Psst, buddy, want to buy a failed bank?

How FDIC picks new owners for banks in trouble

With the closure of two Northern Colorado banks in July, customers in both Larimer and Weld counties have been introduced to new institutions, one headquartered in-state and one based hundreds of miles away. They have assumed the deposits of banks with long histories in the area and are beginning the lengthy process of turning a failing bank into a healthy one.



BANKING
Molly Armbrister

Signature Bank, formerly headquartered in Windsor, was closed by state regulators July 8. The Federal Deposit Insurance Corp. authorized Points West Community Bank, based in Julesburg, to assume all of Signature's deposits.

Likewise, Bank of Choice, formerly headquartered in Greeley, was closed on July 22, with Kansas City, Mo.-based Bank Midwest, National Association, assuming all of Bank of Choice's

deposits.

Sixty-three banks have been closed nationwide, as of press time, including five in Colorado, year-to-date in 2011. In most cases, when a bank is closed, the FDIC is able to find a buyer who will assume the deposits of the failed bank, keeping the transition as seamless as possible for depositors.

But who are these buyers? How does an institution go about making a deal with the government to become the new face of banks that customers have known for years, sometimes decades?

On the list ahead of time

According to Mark Brase, Front Range President of Points West, the process actually begins long before a new bank moves into town. The FDIC contacts the strongest banks and asks whether they would like to be considered as a potential purchaser in the future. If the answer is yes, the FDIC then determines where the banks would be interested in purchasing if the opportunity should arise.

Locations can be chosen by state, or a bank can choose to be considered to purchase a bank anywhere in the nation. The size of the bank to be purchased is also taken into consideration. Points West agreed to become a potential purchaser a few years ago, Brase said.

When a bank in the preferred loca-

tion and of the proper size comes under an enforcement action from the FDIC, the due diligence phase begins, both on the part of the FDIC and on the part of the bank or banks that are considering buying the undercapitalized institution.

The FDIC takes into consideration many different factors when deciding which banks should be allowed to buy other banks, including the CAMELS system, a tool regulators use to analyze six different factors affecting the strength of a bank. These six factors are:

- C — Capital adequacy
- A — Asset quality
- M — Management quality
- E — Earnings
- L — Liquidity
- S — Sensitivity to market risk

CAMELS for individual banks are not disclosed. Eligible purchasers participate in a bidding process that is kept completely confidential, according to Brase. No one knows which bank they could be buying, or against which other banks they may be bidding, or for how much.

"All you can do is put your best and final bid together and submit it," Brase said.

The FDIC also requires a capital plan that details how a purchaser plans to recapitalize a troubled bank.

Once a holding company has purchased and taken control of a bank in trouble, it must put into action the

recapitalization plan, which in some cases, includes a loss-sharing agreement, in which the FDIC absorbs a portion of the losses on a certain pool of assets, maximizing the recovery of assets and minimizing losses for the FDIC.

The Points West-Signature deal includes no such loss sharing agreement, Brase said.

The Points West team is counting on the customers already cultivated by Signature to get the bank recapitalized, he added.

"Our goal is to retain as many customers as we can," Brase said. "Our retention rate has been very good so far."

Additionally, Points West wants to build on those relationships, keeping customers at their bank for any banking needs, from basic checking accounts to loans, financing, and more.

Points West has its roots in western Nebraska, but moved into Colorado with its Julesburg location in 1997 and is "not unfamiliar with the Front Range," Brase said.

They'll be learning a lot more in the near future.

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

Our Numbers Tell the Story.



With more than 85 lawyers in our Denver and Boulder offices, we collaborate with clients worldwide to handle the full range of business issues, transactions, and litigation. The result? **More Together®**



faegre.com

USA | UK | China

For more information, please contact Rex R. O'Neal at 303-447-7771.

Some wary of insurance bias on exchange board

Question whether members' ties to industry too close

DENVER — The newly appointed Health Insurance Exchange Board could be off to a bad start.

The makeup of the nine-member board, which is supposed to be balanced between insurance industry insiders and outsiders, insurance users and providers, Republicans and Democrats, has been criticized as it begins its work to create a health insurance marketplace for Colorado.

The health insurance exchange — part of the national health-care reform act passed by Congress in 2010 — calls on states to set up marketplaces where consumers can shop for insurance plans that meet federal requirements and where prices and benefits can easily be compared.

So when Eric Grossman, an executive vice president with Greenwood Village-based TriZetto, was appointed to the board, red flags went up with



HEALTH CARE
Steve Porter

some observers.

TriZetto is a company that provides services to health insurance plans and benefits administrators.

The board already had four distinct health-care industry-connected members — the limit as proscribed by the legislation setting up the exchange — and Grossman could be No. 5, depending on who's counting.

"We've ended up with five people with pretty strong health insurance ties, and a doctor who's against federal health reform," said Dede de Percin, director of the Colorado Consumer Health Initiative, a group advocating for affordable health care for state residents. "With a group like that, it's hard to see how we'll end up with something different than what we've got."

But exactly who's an insurance industry insider and who's not is sort of in the eye of the beholder. While three of the board's members are indisputably executive officers of insurance companies, a fourth — Arnold Salazar, executive director of Colorado Health Partnerships — is the leader of a mental health managed-care company.

CHP is obviously a company that has ties to the insurance industry but is not an insurance provider — the same as TriZetto.

Recusal, not resignation

Grossman, who's been in the eye of the storm since his appointment to the board by Gov. John Hickenlooper, was

not available for comment for this column. His assistant said he was in Hawaii attending a conference and would likely not be able to be interviewed until after the *Business Report* went to press.

Grossman has publicly rejected any notion of resigning from the board, saying he would recuse himself from voting if he sees a conflict of interest with his company.

While the Colorado Consumer Health Initiative has been vocal in its protest of Grossman, so has the Colorado Public Interest Group, which has expressed concerns about his ability to vote independently on a board with those his company may do business with.

Lorez Meinhold, director of health reform implementation for Hickenlooper, said the board as it stands fulfills the requirements of creating legislation.

"What the legislation specifically says is a majority of the board members can't have a direct affiliation with the insurance industry," she said. "We didn't go down the road of saying anyone who is connected to the health-care industry can't be on the board. That would even exclude doctors."

Meinhold said Grossman can bring expertise on information technology to the board, adding, "Having an IT system that works is very important."

"We're trying to do the best we can and find strong skills sets," she said. "It's a balance of experience and viewpoints." Meinhold said it would be unfair to

assume that anyone on the board with a health insurance connection is automatically going to be obstructive or vote in a bloc when it comes to setting up Colorado's exchange.

"To assume they're just going to follow one another is not fair to them," she said. "They are good people with a commitment to Colorado and to the success of the exchange."

Meinhold said the ultimate goal is not just about reducing health insurance costs.

"The goal of the exchange is to make health care more effective," she said. "Health-care reform is about lowering costs — and the exchange is a piece of that — but it's also about coverage and expanding it to more people. And it's about transparency, so people really know what they're getting."

De Percin said critics will be watching closely as the board goes about its work to make sure a bias toward the status quo doesn't derail the creation of a better health-care system for Coloradans.

"It's going to be a very high level of scrutiny to make sure we don't create the same system we have, which we know doesn't work," she said.

Colorado's exchange must be operational and ready for federal certification by Jan. 1, 2013.

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

Where Experts Work Best.

Ask the Expert: ALLERGIES

Question: *What is allergic rhinitis?*

Answer: Allergic rhinitis is a common reaction to indoor and outdoor allergens. It runs in families and affects up to 40 percent of children and up to 30 percent of adults. There is a strong association between allergic rhinitis and other allergic conditions such as asthma and eczema.

The following are symptoms of allergic rhinitis:

- Sneezing repeatedly, especially after waking
- Runny nose (drainage from a runny nose, caused by allergies, is usually clear and thin, it may become thicker and cloudy or yellowish if you get a nasal or sinus infection.)
- Watery and itchy eyes
- Itchy ears, nose, and throat

Many patients are undertreated for allergies and learn to function with symptoms. However, these symptoms may affect sleep, as well as academic and athletic performance in children and teens. Allergic rhinitis can also affect productivity at work in adults.

Treatment options include medications, avoidance of triggers, and allergy shots. In children, starting allergy shots early may protect them from developing new allergies or allergic asthma later in life.

For more information speak to your doctor.



Dr. Anna Kujawska
Aspen Allergy Clinic
Loveland, Fort Collins and Greeley
Appointments – (970) 669-6660

 **Banner Health®** | Banner Medical Group
North Colorado Medical Center
McKee Medical Center

www.BannerHealth.com/COexperts
To find a Banner Health physician in your area, visit www.bannerhealth.com/codoc

Connect with us:   

Solar-powered hot tub step toward grid parity

Renewable energy evolves from option to affordable source

This summer I collaborated with three friends on the design and installation of a grid-tied, battery-backed 5.6KW, 24 panel photovoltaic array on a 260-acre ranch near Bailey, Colorado. Despite the challenges of a relatively large-scale renewable energy project, it was an incredible pleasure beginning to end, given the stunning beauty of the location and contagious energy of the tireless individuals who were as eager to dig a 75-foot trench as they were to learn hands-on about electrical wiring.

Two dozen four-foot-deep holes filled with concrete provide the foundation for six aluminum frames that hold four panels each. We rewired three electrical boxes, migrating mission-critical circuits for lights, outlets, water pump and a refrigerator, to the panel, which is now isolated from the grid and powered by the battery-backed inverter.

Best of all, there is ample power for

the hot tub.

At 8,000 feet the ranch is surrounded by 10,000-foot peaks, undulating hill-tops, and ravines that harbor horses, deer, coyotes, bear and buffalo. Any sense of guilt at having enjoyed such a job site is completely washed away when I consider that the power required to heat the hot tub is more than offset by the new solar PV array.

The introduction of a passive solar water heater would certainly be more efficient than converting sunlight to electricity to heat the water, but as with most adoptions of technology, change is best taken one step at a time. This is true not only on the small scale of one ranch in the middle of Colorado, but also for the worldwide effort to transition to renewable energy.

Too often I hear the argument that we will never be able to rely entirely upon renewable energy sources, that the efficiency of solar panels and wind turbines is simply not high enough to produce the power required.

This skepticism is parallel to the naysayers of so many human achievements — and a failure to recognize the relatively brief history of research and the commercial application of renewable energy. As with all evolving technologies, renewable energy will not achieve full market play until market demand and the resulting mass production forces a higher level of efficiency, in this case, “grid parity,” the ability to produce energy for the same or lower cost than traditional methods such as

coal, nuclear, or gas. The good news is that we have achieved this in certain markets, and are moving to find grid parity in a greater diversity of regions.

The history of photovoltaic energy production goes back to 1883, when Charles Fritts created a solar cell that converted just 1 percent of sunlight into electricity. In the late 1960s Elliot Berman and an Exxon research team increased the power-to-cost ratio by fivefold in just two years.

Fast forward and solar cells are manufactured today for roughly \$1 per watt, compared to \$250 in 1954. A 250 times reduction in the cost of manufacturing in roughly 60 years without a market nearly as substantial as the housing, automobile, or even bicycle industries.

What is holding solar power back?

I will not dive into the politics of renewable energy, for that alone could fill a few columns. At a lightly technical level there are some hurdles which have only recently been surmounted. The entry at wikipedia.org/wiki/Solar_cell provides an in-depth journey through the history and technology of the photovoltaic principal.

The basic concept, however, is this: Humans see what we call the visible portion of the spectrum while silicon-based solar cells are able to convert only a portion of that light energy into electricity. While the visible spectrum represents a good bit of the energy produced by the sun, this does not constitute the full energy available for conver-

sion to electricity.

We are missing the tremendous potential for conversion of infrared and ultraviolet light energy. Relatively recent research into combinations of elements to expand the sensitivity of the solar cell has increased the efficiency of energy conversion.

In our own backyard, the National Renewable Energy Lab in Golden is researching cells with upward of 40 percent efficiency, more than 40 times greater than the original solar cell just 150 years ago. While southern California and Hawaii have achieved grid parity using traditional silicon-based solar cells at efficiencies at or below 20 percent, the near-future potential for doubling this efficiency lies in the ability to reduce cost of production, the result being that multi-spectral systems are available to you, me, and those who have solar-powered hot tubs in the mountains of Colorado at a market friendly price.

Until that time, I am pleased to sit back after a hard day's work and know that the warm water that gives me comfort was generated, even if indirectly, by energy from the sun. I believe the near future holds an exciting, rapid evolution for renewable energy production, soon becoming something greater than an alternative — rather, simply the way it is done.

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



HUMANS & TECHNOLOGY

Kai Staats

BE MORE THAN A TEACHER. BE AN INFLUENTIAL TEACHER.

> **Cameras help remember the way the world is.** One teacher has learned to use them to influence how it will be.

Regis University's School of Education & Counseling does more than prepare the adult learner for a successful career in the classroom. But it also teaches a rigorous core curriculum that provides the critical thinking and problem-solving skills you need to positively shape the lives of future generations.

Our supportive learning environment, specialized degrees, and accelerated courses prepare you

to be a highly qualified educator. You'll learn to use your skills to energize the classroom and excel professionally. And you'll use what you know to influence the picture of the future.

Experience the power of influence.

REGIS
UNIVERSITY
College for Professional Studies®

BE INFLUENTIAL.

COLORADO · NEVADA · ONLINE > 1.800.249.8331 > CPS.Regis.edu/beinfluential > [Read more online](#)

> **Classes Start August 29.**



COLUMNS



The lifetime value of a customer

Business owners must ask: What's the long-term view?
Page 22A

ETC.

On The Job
 People in the news, on the move
Page 11A

Briefcase
 Regional business developments
Page 12A

Calendar
 Events, seminars and dates to look forward to
Page 14A

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

LISTS

Region's largest

North Weld employers
Page 19A

Distributors/distribution centers
Page 20A

Women-owned businesses
Page 6B

Community colleges step up

Funding barriers reduce workforce prep effectiveness

I recently had the opportunity to join in a meeting with several people concerned with education and workforce development to better understand the role and activities of the Colorado Community College System, and how it is leveraging opportunities for education across Colorado.

CCCS is a coalition of 13 of the 15 Colorado community colleges. I was extremely impressed with the part all of our community colleges are playing in the overall education spectrum despite the continued ravaging of education funding. In addition, the CCCS provides an opportunity to use



THE BUSINESS OF EDUCATION
 Kathy Gilliland

See EDUCATION, 10A

Community colleges play a vital role in the Colorado economy, training more than 17,000 workers each year. As of academic year 2010:

- more than 139,000 Colorado workers have been trained through community college programs.
- more than half of the state's nurses and more than 90 percent of emergency first responders have trained through community colleges.
- community college enrollment increased 26 percent from 2009, up 27,700 students.
- community colleges educated 41 percent of Colorado resident undergraduates in public institutions.
- more than 10,200 students transfer from community colleges to public and private four-year colleges and universities each year.

And yet, cuts in state funding and the loss of federal stimulus funds will reduce resident student funding to \$2,011 per student FTE in FY 2011-12, down from \$3,168 in FY 2008-09.

SOURCE: COLORADO COMMUNITY COLLEGE SYSTEM, WWW.CCCS.EDU



Business Report file photo

It's all about collaboration for Comaford



WHAT'S WORKING

Brian Schwartz

Entrepreneur now coaches others to assist growth in business and in life

Christine Comaford exemplifies the "serial entrepreneur."

She has a knack for being able to spot key trends and new technologies, and has built and sold five of her own businesses with an average 700 percent return on investment. She also has served as a board director or in-the-trenches adviser to 36 startups.

Her first book, "Rules for Renegades: How to Make More Money, Rock Your Career, and Revel in Your

Individuality," became a New York Times bestseller and for two days was the bestselling book on all of Amazon.com.

In 2006, Comaford established the executive coaching firm Mighty Ventures LLC, where she and others consult with hundreds of startups, multinational corporations and the intrapreneurs within them to accelerate their business development and growth. You can learn more about what Christine is up to at www.Christine.com.

Q: What was the initial startup cost for Mighty Ventures?

A: \$300,000.

Q: How long until you saw positive cash flow?

See WHAT'S WORKING, 31A



(970) 226-3000

www.audi.usa.com/ed-carroll

3003 SOUTH COLLEGE AVE.
 FT. COLLINS, CO

*Must be current owner of 2001 or newer Audi to qualify.

Audi Truth in Engineering

2011 Audi A4 quattro Premium Package
\$473mo

39 month lease plus tax

\$2000 cash or trade plus 1st months payment plus tax plus \$750 Audi loyalty cash* due at lease signing. MSRP \$37,500 10K miles per year. Stk#39406 Expires 9.1.2011



2011 Audi A5 Premium Plus Package
\$545mo

39 month lease plus tax

\$2500 cash or trade plus 1st months payment, plus \$1500 Audi Loyalty cash* due at lease signing + tax, W.A.C. MSRP \$46,150, 10K miles per year. Stk#39267 Expires 9.1.2011



2011 Audi A6 3.0 quattro Prestige Package
\$619mo

39 month lease plus tax

\$3000 cash or trade down, plus 1st month payment, plus \$1500 Audi loyalty cash* due at lease signing + tax, W.A.C. MSRP \$54,125, 10k miles per year. STK#39279 Expires 9.1.2011



Come test drive the new 2011 Audi A8 L In stock today!



Making a difference in people's lives



Begin a rewarding career path with a master's degree from the University of Northern Colorado in one of these fast-growing human service fields:

- Gerontology/Aging
- Public Health – Community Health Education
- Rehabilitation Counseling

To learn more about these high demand careers, visit www.unco.edu/nhs/humansci



EDUCATION from 9A

the information on workforce skill needs gained from businesses across Colorado and leverage programs and systems that are eliminating duplication and enables sharing information and course material across campuses.

But they could be doing more. There are barriers that prevent federal and state funding to be utilized in the most effective ways to leverage dollars in and between organizations to better contend with skill needs. This needs to be addressed.

With the challenges of reduced funding and resources affecting all levels of education, our Colorado community colleges have stepped up to the plate and become a vital option for everything from concurrent courses for high school students to more financially viable for basic courses in preparation for four-year institutes. Their flexibility and agility in meeting the changing needs of business and industry and reacting to immediate skill gaps far exceeds most four-year schools that require a much longer cycle for course development and program accreditation.

By no means am I demeaning the value or importance of our four-year institutes. We are fortunate to have an awesome array of higher education facilities in Colorado that contribute to our highly educated population and help attract strong business and industry to our state. But the flexibility of community colleges has filled a critical need in our challenging economic times. The different institutes just bring a different value to our education and workforce development needs.

"But the flexibility of community colleges has filled a critical need in our challenging economic times."

Reaching beyond boundaries

CCCS has reached out beyond both ends of traditional community college boundaries to collaborate with high schools to increase concurrent courses, allowing students to gain high school and college credits for the same course, and developing courses that qualify and articulate credits into four-year institutes and programs. These efforts allow high school students to graduate with college credits, many well on their way to an associate's degree or trade certification. The articulation courses allow students to move from a community college to a four-year institute without retaking courses that duplicate previous courses, which can create additional cost for students already financially challenged.

The ability of the community colleges to also accommodate those individuals currently in the workforce by finding programs to help them evolve skills or bridge skill gaps to open doors for job opportunities is also critical to retaining a competitive workforce pipeline. The CCCS collaboration adds an additional plus by being able to create courses in one college and utilize them across the state.

Our workforce entities are also striv-

ing to match job seekers with skill development to make them employable and to facilitate businesses in finding the qualified talent they need to be successful. Maintaining connections and close working relations with the education institutes and business and industry is crucial to matching job seekers with opportunities and helping individuals with appropriate skill development.

However, our federal and state funding allocated specifically to support this match process and skill development comes with legislative strings attached, strings meant to assure accountability and appropriate usage but that hinder how and where the funds are applied. Those well-meaning strings can actually be a barrier to getting the funds applied where they will gain the most value and help prepare people to qualify for the jobs available within Colorado.

What can we do? I think it is absolutely critical for representatives of business, education, workforce development and those familiar with the state and federal legislation to come together and discuss the legislation and policies that are creating barriers. Then we must formalize a recommendation that can raise visibility for the areas of concern and give insight on what can be achieved if the legislation/policy were to be changed.

With our funding for education deteriorating overall, we need to make sure what little there is strategically managed to make the biggest impact on job skills and a strong workforce pipeline.

Kathy Gilliland owns DK Innovative Solutions, a consulting company focused on strategic partnerships for workforce development. She can be reached at 970-493-7783.

MIX BUSINESS WITH PLEASURE.

Emerge Colorado is a young professionals' networking club that successfully introduces attendees to dynamic business leaders, colleagues and rising stars through comfortable, quality events at Northern Colorado's most exclusive locations.

Emerge colorado™

JOIN US...
www.emergecolorado.com

CALDERA EVENT GROUP LLC

**Special Event Planning + Design
Production + Decor + Lighting
Event Lounge Furniture**

info@calderaeventgroup.com
www.calderaeventgroup.com
970.672.8388

ON THE JOB

FINANCE

Karl Jepsen and **Charlie Pepin** have joined Wells Fargo's Larimer County Business Banking team as vice president and senior business relationship manager. Jepsen has eight years of experience in financial services including time with Wells Fargo's Business Banking group in Modesto, Calif. Pepin is a nine-year Wells Fargo veteran and most recently has been with the company in Michigan. Jepsen and Pepin have extensive experience with all types of commercial lending, including operating lines, equipment financing, SBA, real estate and construction.



JEPSEN



PEPIN

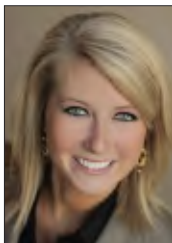
Rod Bazzani joined Kroll Factual Data as president. Bazzani was formerly with TransUnion, where he served in various divisions and roles of increasing responsibility over the past 28 years, most recently as group vice president of Marketing Services. He received his bachelor's in finance from Northern Illinois University.

REAL ESTATE

Brinkman Partners hired **Mike Lindeman** as commercial broker. Lindeman will specialize in retail and office brokerage with an initial focus on tenant representation. He will also play an integral role in working with the Brinkman team to provide current market and demographic information to their clients. He is a recent graduate of the Colorado State University School of Business with a concentration in Real Estate and a minor in Construction Management.



LINDEMAN



DUGGAR

Maegan Duggar joined The Group Inc. Real Estate as a broker associate/partner. Duggar attended Colorado State University. She has past experience in customer service and real estate investments. She can be reached at the Mulberry Street office in Fort Collins.

HOSPITALITY

Jason Barrett accepted the position of CEO of the Rio Grande Mexican Restaurants Inc. Barrett, formerly director of development and planning, will be responsible for day-to-day running of the company,

while **Pat McGaughran**, co-founder and President, will stay actively involved as president and chairman of the board.

The Loveland Chamber of Commerce has hired **Andrea Barry** as visitor center manager. Barry brings extensive travel, sales, marketing and customer service experience to her role in Loveland. Her diverse industry background is with companies such as Vail Resorts, Midway Airlines, Colorado Springs Convention and Visitors Bureau and the USA Cycling Federation.

The city of Fort Collins has appointed **Bob Adams** as the new recreation director. Adams formerly served as the director of Leisure Services for the city of Greeley. Over 330 people applied for the Fort Collins recreation director position, which was vacated when **Jean Helburg** retired in 2008.

CONSTRUCTION

Vaught Frye Larson Architects hired project managers **Chris Aronson** and **Jeff Hansen**. The addition of Aronson and Hansen represent the first two new hires for VFLA, which initially formed through the merger of two Fort Collins architecture firms, VFR Design and JCL Architecture. The hire of Aronson and Hansen bring VFLA's total number of employees to fourteen.

ACADEMICS

Erin Fink Smith has been named director of Corporate Solutions at Front Range Community College. Fink Smith will work with businesses in Larimer County to provide customized training and learning solutions. **Sandy Veltri** has been appointed vice president of Academic and Student Services at FRCC. Veltri will provide leadership in the college and the state as FRCC's chief academic officer/student services officer. She will oversee FRCC's Online Learning and Workforce Development programs as well as academic and student support functions such as instructor credentialing and the Registrar's Office.



SMITH



VELTRI

BOARDS

Constance Dohn, chief financial officer of Dohn Construction Inc., will serve a three-year term as a member of the board of directors of the Better Business



DOHN

Bureau serving Northern Colorado and Wyoming. **Charlie Tomlinson** and **Mona Pearl** will each serve a second three-year term. **Sue Wood** is board chairman. Returning board members are **Bonnie Dean**, **Ajay Menon**, **Ty Notestine**, **Jeff Nuttall**, **Rich Pearson**, **Mike Pierce** and **Kevin Unger**. Ex-officio board members are **Zachary Wilson** and **Pam King**.

MISCELLANEOUS

Brandon B. Marette, CWB, PWS, was hired by consulting firm TRC Cos. Inc. in May. Marette will serve as their field biologist completing biological surveys and permitting for various energy projects across the western United States. To date, Marette has had 10 projects in Weld County and five in Larimer County.

Kirk Kearney, **Kathy Prevost** and **Ingrid Schroeder**, members of Larimer County's Criminal Justice Services, became the first "Proficient" Change Agents in the state of Colorado for the Evidence-based Practices Implementation for

Capacity training program. The primary goal of EPIC is to reduce recidivism among adult offenders and enhance public safety through the use of evidence-based practices.

Sarah Crutchfield joined the Poudre Valley Rural Electric Association as a Customer Service Representative. Crutchfield worked previously at Rocky Mountain Offender Management Systems in Longmont where she was a case manager for the past year. She is a graduate of Colorado State University and received a Bachelor of Arts degree with a major in Spanish.



CRUTCHFIELD

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 NCB, P.O. Box 270810, Fort Collins, CO 80527.

THANK YOU

Advance Tank & Construction
Ayres Associates
Coldwater Creek
Dellenbach Motors
Ed Carroll Motors
Exodus Moving
Fort Collins Housing Authority

High Country Beverage
Markley Motors
Platte River Power Authority
Super Target
Target Fort Collins
Target Loveland
United Way of Larimer County
Weston Distance Learning

These businesses are "setting the pace" for United Way of Larimer County's annual fundraising campaign.

Together, united, we can inspire hope, and create opportunities for a better tomorrow.



BACK TO SCHOOL CLASSES!

Enroll now in one of these classes at our Geriatric Education Centre

Personal Care Provider/Worker

- September 7, 8, 9

Certified Nursing Assistant

- August 22 - September 9
- September 12 - September 30

Class Size Is Limited!



FOR DETAILS CALL: 970-492-6230

APPLY ON-LINE AT: www.columbinehealth.com

FORT COLLINS **MOA** MUSEUM OF ART
 201 S. College Avenue, Fort Collins
www.ftcma.org
 Hours: Wed. - Fri. 10am - 5pm
 Sat. - Sun. noon - 5pm



CREATING THE NEW CENTURY

Contemporary Art from the Dicke Collection

AUGUST 19 THROUGH NOVEMBER 25, 2011

It isn't every day you have an opportunity to see a painting by

- the art director on **Katie Perry's** "California Gurls" video
- an artist who just had a major retrospective at the **Smithsonian**
- an artist who was the recipient of the **MacArthur Foundation** award
- an artist who designs handbags for **Louis Vuitton**
- a **Colorado** artist who was inspired by disastrous Arctic expeditions
- two artists whose motto is:

"I have seen into the future, and I'm not going."

BRIEFCASE

Nonprofit notes

Fort Collins Cat Rescue & Spay/Neuter Clinic received its largest grant to date with \$12,500 from the **PETCO Foundation** to purchase cat enclosures that meet new state regulations. Updated rules required the purchase of 30 new, larger enclosures Nov. 15. The clinic had applied for grants from several sources to help cover this expense, but the grant provided by the PETCO Foundation, in conjunction with a \$500 grant awarded by the **On Shore Foundation**, will completely pay for the new enclosures.

Approximately 175 triathletes participated in the Loveland Little Sprint Triathlon July 23, raising \$8100. One hundred percent of registration fees and sponsorships benefited the **KidSelf Pediatric Therapy Program** at **McKee Medical Center** in Loveland. KidSelf is a sliding-fee program set up to assist families with very young children experiencing physical, developmental and communication difficulties in covering the cost of therapy when insurance is not available.

Emergency Management incidents at a regional level by enabling incident management staff to display resource requests such as barricades, first-aid areas, heavy-equipment and personnel directly on the web-based map for resource-providers to see.

The local office of **Sandler Training** received a platinum achievement award in recognition of success in business and professional development and sales training. Staff attribute their success to their client's rave reviews and referring them to other businesses along the Front Range.

NEW PRODUCTS AND SERVICES

New Belgium Brewing released two new brews in its Lips of Faith series, "Kick" and "Clutch." Kick is a ruby-hued, slightly sour ale blended with wood-aged beer to deliver a uniquely complex harvest

season sour. Clutch is the result of synchronicity with the Maryland-based hard rock band with the same name. The sour stout has a pronounced bass line of dark chocolate, coffee and black malts that bridge the sourness of the dark wood ale for a fluid riff. Lips of Faith beers are New Belgium's more esoteric creations, delivering palate-elevating brews that are only available for a limited time.

NEW LOCATION

Brown & Brown - Fort Collins has moved to a new location: 4532 Boardwalk Drive, Suite 200, Fort Collins, in the **Bank of Choice** building at the corner of Boardwalk Drive and Harmony Road. Concurrent with the move is the release of the new local website: www.bbcolorado.com.

DEADLINES

United Way of Weld County is accepting letters of intent for participation in the Request for Proposal process for funding in 2012-14. United Way of Weld County is seeking organizations and agencies with programs that demonstrate best practices in supporting children, youth and families. Any organizations interested in receiving more information about submitting an initial Letter of Intent should visit www.unitedway-weld.org or contact the Director of Resource Investment/Community Impact via e-mail susanv@unitedway-weld.org by Aug 24.

Larimer County Department of Natural Resources' Open Lands Program is accepting applications for the 2012 "Small Grants for Community Partnering" grant cycle. Applications are due Sept. 9 at 3 p.m., with awards announced by February 2012. Grant selection criteria, application, and other information are available at www.larimer.org/naturalresources/openlands/smallgrants.htm. Grant categories include protection or enhancement of open space, trails, natural areas, wildlife habitat, river areas and wetlands on private or public land; agriculture; increased access to open spaces; and research on open spaces.

ANNIVERSARIES

Andy Grant and **Grant Family Farms** celebrated the 30th anniversary of the **Grant Farms Store** Aug. 6. Grant opened this store in Cheyenne to sell his organic, fresh veggies from the farm directly to the public. Over the years, the store has transformed into an eclectic home and garden store. Grant Farms store now provides access to a large variety of plants, trees and flowers as well as a pick-up location for CSA members.

MISCELLANEOUS

Be Local Northern Colorado welcomed new and renewing members **Palmer Flowers, Go West T-Shirt Co., Starry Night Espresso Café, Harvest Share Organics, Belle Yoga, Cilantro Grille, Genoa Coffee & Wine, Pizza Casbah, Tribal Rites Tattoo & Piercing, Whistle Clean Car Wash, Yum Yum's/Ma's Juice Bar, Hawker Automotive, Sri Thai Restaurant, Bath Garden Center, Green Logic, Dellenbach Motors, AlleyCat Coffeehouse, Wild Boar Coffee, Rincon Construction, Elisabeth Massage, Wholehearted Healing, Momo Lolo Coffee House, Café Bluebird, EsSentials, Eco-Thrift, The Window, Rainbow Restaurant, Sienna Tan, Chippers Lanes, Mishawaka, Best Face Painter, The Green Team Real Estate, Farmer's Table, Recycled Cycles, El Monte Grill, Rio Grande Mexican Restaurant, Dennis Consulting, Ready Beans, Good Seed Bakery, Northern Colorado Alpaca Co-op and Poster It!**

KUDOS

Larimer County Geographic Information Systems and Mapping Group received a Special

Achievement Award for Exceptional Application of Geospatial Technology for its web-based application, Larimer Interactive Geographic Emergency Responder. The app was developed to support

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

NORTHERN COLORADO CFO OF THE YEAR AWARDS



DEADLINE EXTENDED TO AUGUST 17, 2011 2011 CFO of the Year Nomination

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

Candidates for the Northern Colorado CFO Awards will meet the following three criteria.

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

Award Categories:

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

- 1 – 9 Employees
- 10 – 24 Employees
- 25 – 49 Employees
- 50 – 99 Employees
- 100+ Employees
- Nonprofit – Human Services
- Nonprofit – Creative Industries

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

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

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

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

The Northern Colorado Business Report and Kennedy and Coe, LLC will recognize chief financial officers in our region whose efforts successfully navigate a company's financial future. Honorees will be recognized at the Bixpo 2011 opening event, Business Leaders Breakfast, September 15, 2011.

Nominee Information

Nominee's first name _____ Last name _____

Nominee company's name _____

Nominee company address – Street _____

Nominee company address – City, state, zip code _____

Nominee email _____ Nominee telephone _____

Company CEO's or owner's name _____

Company CEO's or owner's email _____ Company CEO's or owner's telephone _____

Nominator Information

Nominator's first name _____ Nominator's last name _____

Nominator's email _____ Nominator's telephone _____

Nominator's company's name _____

Nominator's company address – Street _____

Nominator's company address – City, state, zip code _____

September 15, 2011 7:00–9:30 a.m.

Embassy Suites – Loveland

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

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, P.O. Box 270810, Fort Collins, CO 80527.

TIME OUT



UP AND AWAY - 1. Justin Howard with XSM Social Media Services and Greeley Mayor Tom Norton take a moment from networking at the Greeley Chamber of Commerce Business After Hours, hosted by Aims Community College July 28. **2.** Victoria Hatfield with GH Phipps Construction and Randy Watkins with Anton Collins Mitchell grab some lunch at the 15th Annual Prairie Dog Classic Golf Tournament at the Greeley Country Club July 25. **3.** Members of the ReMax team hosted the Fox Run Grand Re-Opening at Fox Run in Greeley Aug. 6, with free hot air balloon rides and breakfast.

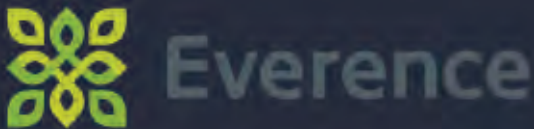
E-mail your event photos to Editor Kate Hawthorne, khawthorne@ncbr.com. Include complete identification of individuals.



4th annual Albertson Medal Gala

CSU | Management Corporation

honoring excellence in sustainability.



VILLAGE EARTH
Invites You

August 27th at 6 pm

• Music, Dinner, Live Auction & Medal Presentation • Honor Judith Kimerling, J.D., author of Amazon Crude • CSU Lory Student Center Ballroom • Tickets & Information at www.villageearth.org • All proceeds go to Village Earth

CALENDAR

- Aug. 12 - 14** - Bohemian Nights at NewWestFest, Downtown Fort Collins.
- Aug. 12 - 14** - Loveland Sculpture Invitational, from 9:30 a.m. to 4:30 p.m., Owen's Field - behind Loveland High School, 920 W. 29th (behind Loveland High School) in Loveland. Cost: \$25/each-Premiere Party, \$5/each admission to the weekend shows. Contact: Cindy Kenna (Event Director) at 970-663-7467 or lvsq@lovelandsculpturegroup.org.
- Aug. 12 - 14** - Call for Volunteers - Creative Garden, Remington Parking Lot, in Fort Collins. Contact: Kerry Miller at 970-419-8240 or info@beetstreet.org.
- Aug. 13** - 7th annual Senior Law Day, from 8 a.m. to 3:30 p.m., Colorado State University Lory Student Center, in Fort Collins. Cost: \$10/four of 12 seminars. Contact: Elder Care at 970-495-3442 or http://www.eldercarenet.org.
- Aug. 13** - Fore! Kids & Kritters Benefit Golf

- Tournament, starting at 7 a.m., The Olde Course at Loveland, 2115 W. 29th St. in Loveland. Cost: \$110. Registration Deadline: Aug. 10. Contact: Ruth Swanty at 970-593-9437 or ruthswanty@fortcollinscatrescue.org.
- Aug. 14** - Pedal to the Point Bike Tour, starting at 7 a.m., Rides Begin and End at Waverly School, 10431 N. County Road 15 in Fort Collins. Cost: \$40/rider before June 1. Contact: Nathan Scott at 970-567-6459 or nscott@turningpnt.org.
- Aug. 16** - Arts and Drafts, from 5 to 7 p.m., Poudre River Arts Center, 406 N. College Ave. in Fort Collins. Contact: RSVP at kmiller@beetstreet.org.
- Aug. 17** - Rocky Mountain Raptor Program presents Mended Wings, Mended Hearts, starting at 6:30 p.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. Contact: Judy at 970-484-7756 or judy@rmrp.org.
- Aug. 17** - Make it Official, from 7 to 9 a.m., SBDC office

- (Key Bank Tower), 125 S. Howes, Suite 150 in Fort Collins. Cost: \$25. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.
- Aug. 17** - Junior Achievement Open House, from 4 to 6 p.m., Junior Achievement, 2032 Caribou Drive, Suite #101B in Fort Collins. Cost: Free! Contact: Maryann Fillingim at 970-490-1035 or mfillingim@jacolorado.org.
- Aug. 17** - Creating a Great Business Plan, from 8 to 10:30 a.m., Loveland Center for Business Development, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$45. Contact: Mary Ann Huffines at 970-667-4106 or maryann@lovelandcenterforbiz.org.
- Aug. 17** - Pathways Hospice Newly Bereaved Group, from 6:30 to 8 p.m., Pathways Hospice, 305 Carpenter Road in Fort Collins. Cost: \$30, no fee for hospice families. Contact: Michele Desnoes at 970-663-3500 or michele.desnoes@pathways-care.org.

- Aug. 18** - Advanced Environmental Monitoring, Control and Optimization, from 11 a.m. to noon, Free Webinar. Cost: Free. Contact: Jeremy Hein at 1-800-638-2638 or contact@42u.com.
- Aug. 18** - Outdoor Living Spaces - Free Seminar, from 5:30 to 6:30 p.m., HighCraft Builders, 429 S. Howes St. in Fort Collins. Cost: FREE. Contact: HighCraft Builders at 970-472-8100 or info@highcraft.net.
- Aug. 18** - Crack the Codes... On Your Credit Card Merchant Account, from 11:30 a.m. to 12:30 p.m., SBDC office (Key Bank Tower), 125 S. Howes, Suite 150 in Fort Collins. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.
- Aug. 20 - 21** - 5th Annual Estes Park Heritage Festival, starting at 10 a.m., Estes Park. Contact: Susie Kenney at 970-215-2458 or www.ephheritagefestival.org.
- Aug. 24** - Lending Requirements...what does it take to get a loan?, from 11 a.m. to noon, Loveland SBDC office, 441 E. Fourth St., Suite 101a in Loveland. Cost: Free. Contact: Loveland SBDC at www.lovelandcenterforbiz.org.
- Aug. 25** - QuickBooks Basics, from 8 a.m. to noon, Loveland SBDC office, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$85. Contact: Loveland SBDC at www.lovelandcenterforbiz.org.
- Aug. 25** - Greeley Water & Sewer Summer Board Tour, from 7:30 a.m. to 4 p.m., Greeley, in. Registration Deadline: Aug. 19. Contact: Lory Stephens at 970-350-9812 or lory.stephens@greeleygov.com.
- Aug. 25** - QuickBooks Basics, from 8 a.m. to noon, Loveland Center for Business Development, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$85. Contact: Mary Ann Huffines at 970-667-4106 or maryann@lovelandcenterforbiz.org.
- Aug. 25** - Minimize Your Tax Burden, from 8:30 a.m. to noon, SBDC office (Key Bank Tower), 125 S. Howes, Suite 150 in Fort Collins. Cost: \$40. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.
- Aug. 25** - Greeley Chamber of Commerce Business After Hours, from 5 to 7 p.m., New West Bank, 3459 W. 20th St. in Greeley. Cost: \$30/guest. Registration Deadline: N/A. Contact: Kim Barbour at 970-352-3567 or kim@greeleychamber.com.
- Aug. 26** - Monfort College of Business All Star Celebration, from 6 to 9 p.m., Coors Field, Blake St. in Denver. Cost: \$100. Contact: Ashlee Hille at 303-868-2578 or ashlee@mantoothcompany.com.
- Aug. 26** - All Star Celebration, Coors Field, in Denver. Cost: \$100/person. Contact: UNC Alumni at www.uncalumni.org/events.
- Aug. 26** - NoCo Active 20/30 Suitcase Party, from 6 to 11 p.m., Fort Collins-Loveland Airport, Earhart in. Contact: NoCo 20/30 at 9704883022 or kerrie@mantoothcompany.com.
- Aug. 27** - Legacy Land Trust's Field to Fork Summer Picnic, from 4 to 8 p.m., Grant Family Farms, 172 Starbright Court in Wellington. Cost: \$30. Contact: Nora Gilbertson at 970-266-1711 or nora@legacylandtrust.org.
- Aug. 27** - Larimer County Walk to End Alzheimer's, starting at 9 a.m., Spring Canyon Park, 2626 W. Horsetooth Road in Fort Collins. Cost: Free. Contact: Megan Balmforth at 970-472-9798 or megan.balmforth@alz.org.
- Aug. 27** - Rocky Mountain Raptor Program open house, from 11 a.m. to 3 p.m., Rocky Mountain Raptor Program, 720B E. Vine Drive in Fort Collins. Contact: Judy at 970-484-7756 or judy@rmrp.org.
- Aug. 31** - Social Media - A Starting Point, from 4 to 6 p.m., SBDC office (Key Bank Tower), 125 S. Howes, Suite 150 in Fort Collins. Cost: \$25. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.
- Aug. 31** - Creating a Facebook Fan Page, from 3 to 5 p.m., Loveland Center for Business Development, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$25. Contact: Mary Ann Huffines at 970-667-4106 or maryann@lovelandcenterforbiz.org.
- Aug. 31** - Professional Pursuit Luncheon, from 11:30 a.m. to 1 p.m., The Plaza Hotel Longmont, 1850 Industrial Drive in Longmont. Cost: \$30/member, \$40/non-member. Registration Deadline: 08/26/2011. Contact: Jeff Simcock at 720-864-2872 or jsimcock@longmontchamber.org.



There's a fork
in the road.
Which way
are you
taking your
organization?

Status quo?
Or long-term
transformation
with greater
customer
satisfaction and
higher profits?

For most
organizations, change
initiatives fail.

Only 14% of Fortune 500
CEO's surveyed said their
organizations effectively
implement strategic planning.
- Forbes Magazine

Senior-level executives can start the change now
with the Performance Excellence Incubator.

PEI helps you take the best route to
positive, results-driven transformation.



303-893-2739
coloradoexcellence.org

CALENDAR

Sept. 1 - So You Want to Start a Business, from 8:30 to 10:30 a.m., Loveland Center for Business Development, 441 E. Fourth St., Suite 101a in Loveland. Cost: Free for Loveland Residents, \$20/others. Contact: Mary Ann Huffines at 970-667-4106 or maryann@lovelandcenterforbiz.org.

Sept. 1 - Social Media - Beyond the Basics, from 10 to 11:30 a.m., SBDC office (Key Bank Tower), 125 S. Howes, Suite 150 in Fort Collins. Cost: \$25. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.

Sept. 1 - Loveland Chamber Business After Hours, from 5:30 to 7 p.m., Fairfield/Hampton Inns, 1710 Foxtrail Drive in Loveland. Cost: \$12/pre-register, \$15/at the door. Registration Deadline: pre-registration deadline is 5 p.m. the day before the event. Contact: Jim Worthen at 970-667-6311 or info@loveland.org.

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

Sept. 7 - Cash is King, Cash Flow Basics, from 8 to 10 a.m., Loveland Center for Business Development, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$25. Contact: Mary Ann Huffines at 970-667-4106 or maryann@lovelandcenterforbiz.org.

Sept. 7 - Finding Your Market Niche, from 10 a.m. to noon, Loveland Center for Business Development, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$25. Contact: Mary Ann Huffines at 970-667-4106 or maryann@lovelandcenterforbiz.org.

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

Sept. 9 - Entity Selection and Registration, from 8 to 10 a.m., Loveland Center for Business Development, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$25. Contact: Mary Ann Huffines at 970-667-4106 or maryann@lovelandcenterforbiz.org.

Sept. 9 - IMC Colorado Breakfast Program - Ed Tate on How to Breathe Life into Your Business Presentations, from 7:15 to 9 a.m., Denver Athletic Club, 1325 Glenarm in Denver. Cost: \$25/members, \$30/guests. Registration Deadline: 09/07/2011. Contact: Pat Sikora at 303-499-5723 or patsik@aol.com.

Sept. 9 - How to Out Market your Competition & Find Clients in Any Economy!, Denver Athletic Club, 1325 Glenarm in Denver. Cost: \$75/IMC members, \$85/guests. Registration Deadline: 09/07/2011. Contact: Pat Sikora at 303-499-5723 or patsik@aol.com.

Sept. 10 - Chipper's Lanes Black Tie Bowling, from 6 to 10:30 p.m., Chippers Lanes, 217 W. Horsetooth Road in Fort Collins. Contact: Kerrie Luginbill at 303-621-6772 or kerrie@mantoothcompany.com.

Sept. 13 - Pathways Hospice Sacred Spaces, from 6 to 8 p.m., Pathways Hospice, 305 Carpenter Road in Fort Collins. Cost: \$90 (includes materials). Contact: Amanda Hillman at 970-663-3500 or amanda.hillman@pathways-care.org.

Sept. 14 - Grow Your Business with Internet Marketing Campaigns that Work!, from 3 to 5 p.m., Loveland Center for Business Development, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$25. Contact: Mary Ann Huffines at 970-667-4106 or maryann@lovelandcenterforbiz.org.

Sept. 14 - Greeley Chamber Business Before Hours, from 7 to 8:30 a.m., School District 6 & Contemporary Cook, 1025 Ninth Ave. in Greeley. Contact: Kim Barbour at 970-352-3567 or kim@greeleychamber.com.

Sept. 14 - Stop the Revolving Door! Hire & Retain Great Employees, from 8:30 to 11 a.m., 125 S Howes, Suite 150 Fort Collins. Cost: \$40. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.

Sept. 15 - Will My Business Make Money?, from 8:30 a.m. to noon, SBDC office (Key Bank Tower), 125 S. Howes, Suite 150 in Fort Collins. Cost: \$40. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.

Sept. 15 - Potholes, Pitstops, and Finish Lines: Protecting Your Business, from 9 to 11 a.m., Loveland Center for Business Development, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$20. Contact: Mary Ann Huffines at 970-667-4106 or maryann@lovelandcenterforbiz.org.

Sept. 16 - Give Hope, Friday at the Farm, from 6 to 11 p.m., 1230 S. Boise Ave., in Loveland. Cost: \$45/person. Contact: Kerrie Luginbill at 970-482-7644 or kerrie@mantoothcompany.com.

Sept. 20 - 1 - Hunter Education, The Farm. Cost: \$10. Contact: Jill at 970-221-6358 or jwalusis@fcgov.com.

Sept. 21 - Creating a Great Business Plan, from 8 to 10:30 a.m., Loveland Center for Business Development, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$45. Contact: Mary Ann Huffines at 970-667-4106 or maryann@lovelandcenterforbiz.org.

Sept. 21 - Make it Official, from 7 to 9 a.m., SBDC office (Key Bank Tower), 125 S. Howes, Suite 150 in Fort

Collins. Cost: \$25. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.

Sept. 22 - Business After Hours, from 5 to 7 p.m., Weld Food Bank, 1108 H St. in Greeley. Cost: \$30/guest. Contact: Kim Barbour at 970-352-3567 or kim@greeleychamber.com.

Sept. 22 - QuickBooks Basics, from 8 a.m. to noon, Loveland Center for Business Development, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$85. Contact: Mary Ann Huffines at 970-667-4106 or maryann@lovelandcenterforbiz.org.

Sept. 22 - 8th Annual Reverse Vendor Trade Show, from 1:30 to 4:30 p.m., Denver Police Protective Association Event Center, 2105 Decatur St. in Denver. Contact: Farrah Bustamante at 970-491-1992 or farrah.bustamante@colostate.edu.

Sept. 24 - A Feast of Sacred Arts - The Ancient Church Alive Today, from 10 a.m. to 5 p.m., St. James Orthodox Christian Church, 2610 SE Frontage Road in Fort Collins. Cost: Free. Contact:

Brenda O'Reilly at 970-613-4172 or info@drboireilly.com.

Sept. 28 - Loveland Chamber In Focus Series, from 7:30 to 9 a.m., Loveland Chamber, 5400 Stone Creek Circle in Loveland. Contact: Jim Worthen at 970-667-6311 or jworthen@loveland.com.

Sept. 28 - Understand Thy Numbers, from 8:30 a.m. to noon, SBDC office (Key Bank Tower), 125 S. Howes, Suite 150 in Fort Collins. Cost: \$40. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.

Sept. 29 - Trademarks & Copyrights, from 10 a.m. to noon, SBDC office (Key Bank Tower), 125 S. Howes, Suite 150 in Fort Collins. Cost: \$25. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.

Oct. 4 - Business Planning for Success, from 8:30 a.m. to noon, SBDC office (Key Bank Tower), 125 S. Howes, Suite 150 in Fort Collins. Cost: \$40. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.

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

biXpo ROCKS AFTER HOURS

Enjoy live music and a little something extra in your coffee at the **region's largest business expo and only regional business after hours.**

If you can't make the line-up during the day, this event offers a great opportunity to network and visit the final hours of the expo.

Get tickets at **NCBR.com** (click on Events under the Departments heading).

Registration

Title Sponsors

- MIDTOWN ARTS CENTER
- Public Service Credit Union

Event Partners

- CALDERA EVENT GROUP
- EMBASSY SUITES HOTELS
- SPECIAL EVENTS an event rental company
- KUNC 91.5

Event Architects

- Northern Colorado BUSINESS REPORT
- WYOMING BUSINESS REPORT
- BOULDER COUNTY BUSINESS REPORT

DAILY IN REVIEW

Bank of Choice closed, deposits assumed by Bank Midwest

Editor's note: Daily in Review is a partial digest of stories reported in the Business Report Daily online service between July 25 and Aug. 5. Follow Business Report Daily each day at www.ncbr.com — click on "Breaking News" on the home page — or subscribe to have each day's top items delivered to your inbox twice a day.

GREELEY — Bank of Choice was closed July 22 by the Colorado Division of Banking, with Bank Midwest, National Association, based in Kansas

City, Mo., assuming all of the deposits of Bank of Choice.

All 17 branches of Bank of Choice, headquartered in Greeley, reopened during normal business hours beginning Saturday as branches of Bank Midwest. Depositors of Bank of Choice automatically became depositors of Bank Midwest and deposits will continue to be insured by the Federal Deposit Insurance Corp.

As of March 31, Bank of Choice had approximately \$1.07 billion in total assets and \$924.9 million in deposits. In

addition to assuming all of the deposits, Bank Midwest will purchase approximately \$853 million of Bank of Choice's failed assets.

In March, Bank of Choice was issued a corrective action directive by the FDIC, which referred to Bank of Choice as "significantly undercapitalized," after Bank of Choice reported a Tier 1 leverage capital ratio of 2.31 percent. The FDIC considers a bank to be adequately capitalized if it holds a leverage capital ratio of 4 percent or greater.

Bank of Choice is the 58th bank to

fail in the nation this year, and the fifth in the state of Colorado. The last FDIC-insured institution closed was Signature Bank, which closed on July 8 and reopened under ownership of Points West Community Bank.

November ballot issue would lower Larimer County jail tax

FORT COLLINS — In November, Larimer County voters will decide whether to extend the sales tax that supports the county jail for 15 years — at a lower rate than the current tax.

The Board of Larimer County Commissioners decided Thursday to ask voters to repeal the soon-to-expire 0.40 percent tax and replace it with 0.375 percent tax to be collected through 2026.

The current jail sales tax, which is paying for completed construction projects, jail operation and maintenance, is actually two separate 0.20 percent sales taxes. One is set to expire next year, while the other is set to drop down to 0.15 percent in 2012 before ending completely in 2014.

County staff is drafting ballot language for the commissioners' approval before the end of August, ahead of the deadline for the issue to appear on the ballot for the Nov. 1 election.

CSU lays off 34 in cost-cutting move

FORT COLLINS — Colorado State University has laid off 34 faculty and staff members in a cost-cutting move caused by decreased state revenue support in the current fiscal year that started July 1.

But the layoffs are far less than those projected last spring, when CSU was expecting to lay off up to 95 faculty members and 150 staff in a 10 percent across-the-board reduction to meet a \$23 million funding shortfall from the state.

Brad Bohlander, CSU spokesman, said of the 34 actually laid off, two were non-tenure-track faculty, 24 were administrative staff and eight were state classified employees.

Bohlander said the reduced number of layoffs was attributed in part to a tuition increase of about 20 percent set to go into effect for the 2011-12 school year.

Bohlander said no more layoffs are expected for the remainder of the current fiscal year.

Betz retiring from AE, new CEO named

FORT COLLINS — Advanced Energy Industries Inc. announced its board of directors has appointed Garry Rogerson as the company's new CEO and board member effective Aug. 4.

Hans Betz, who has served as CEO since 2005, will continue as an adviser until Dec. 31.

Rogerson is chairman of the board of Coherent Inc., and has served on Coherent's board since 2005. He was chairman and CEO of Varian Inc., a major supplier of scientific instruments and vacuum products, from 2009 until the purchase of Varian by Agilent Technologies in May 2010.

Rogerson received his Ph.D. from the University of Kent, Canterbury, UK.

Meet the 2011 Biggest Winners



BizFit

AT THE CHALLENGE

Power Lunch: September 15
11:30 a.m. – 1:30 p.m.
During Bixpo 2011 at the Embassy Suites

No losers in this group.

Healthy bodies make healthy businesses is the mantra of the teams who took the 2011 BizFit Challenge. What better way to trim health care costs than to challenge your company to improve fitness levels?


On September 15 it's game on to see which team is the fittest of all. Who will it be?

- Volk & Bell "Fit Kickers"
- Burns Marketing
- Shirazi Benefits
- Better Business Bureau "BizFitters"
- ESC "Elite"
- Team SAFEbuilt
- EKS&H
- McKee Medical Center

Join the BizFit celebration

See who is the biggest winner and hear recaps of team challenges and successes.

Tickets - \$39 including a healthful lunch




<p>Title Sponsor:</p>  <p>McKee Medical Center North Colorado Medical Center</p>	<p>Associate Sponsors:</p>  	<p>Team Coach:</p> 	<p>Marketing Sponsor:</p> 
---	--	---	---

Event Architect and Producers:



Register for **BizFit** 2011 online at www.NCbr.com Click on Events under Departments or scan here for the direct link



TRANSPORTATION

FAA funding dispute causes headache for local airports

FNL runway project could get off the ground this year

By Molly Armbrister
marmbrister@ncbr.com



Courtesy Allegiant

Congressional action last week bringing some 4,000 Federal Aviation Administration workers back from furlough and restoring the FAA's ability to collect and distribute funds may have saved the Fort Collins-Loveland Airport's runway rehabilitation project just in time to complete it before the end of the construction season.

On July 22, the FAA's funding authority expired as a result of a Congressional stalemate that prevented lawmakers from passing a budget extension to keep the agency running.

An annual budget for the FAA has not been approved since 2007 and has the agency has subsisted on a series of short-term extensions. The 21st extension was passed by the House of Representatives July 20, but included provisions that the Senate could not accept. The two chambers disagree over subsidies to several rural airports and whether or not to make it easier for airline employees to unionize.

The funding authorization expired while most of Congress was transfixed by the debt ceiling issue that threatened the nation's fragile financial health.

After Congress passed the Budget Control Act of 2011 — the official name for debt ceiling legislation passed by Congress just ahead of the Aug. 2 deadline — both the Senate and the House left Capitol Hill with the FAA budget issue unresolved.

The agency usually derives its funding from taxes collected on airline tickets, but its authorization to collect tax revenue also expired, meaning the FAA began losing \$1.2 million an hour July 22.

After prodding from Transportation Secretary Ray LaHood, a bill authorizing another temporary budget was approved by the House Aug. 4 and by the Senate Aug. 5. Congress will have to revisit the issue in six weeks to avoid another funding gap.

In addition to an inability to collect taxes, the FAA was unable to distribute funds to airports, including Fort Collins-Loveland and the Greeley-Weld County airport, despite the fact that both need funds to complete scheduled projects before the end of the current construction season.

"99.9 percent sure"

FAA employees returned to work Aug. 8, and, despite FNL officials' original fears, the project has a good chance of getting back on track.

During the work stoppage, hope for completing the project was lost due to the FAA's inability to provide grant money. FNL first applied for a \$7 million grant two years ago to make the repairs to the airport's one and only fully operational runway. The runway is

TOP OF THE LIST — Jason Licon, director of the Fort Collins-Loveland Airport, is 99.9 percent sure the airport's runway rehab project will go forward now that the FAA is back to work. Too late to reschedule flights, the runway will still go unused for two weeks and cost the airport \$12,000 in lost revenue if the project does get pushed to next year.

scheduled to be shut down for two weeks from Aug. 15 to Sept. 1.

If the airport does not get the funding it needs, the runway will sit empty for two weeks, costing the airport approximately \$12,000 in revenue from parking, passenger facility charges, and other revenue sources, according to Jason Licon, director of the airport.

Licon is confident that funding will get back on track, and that the project could begin Aug. 15 as planned.

"I am 99.9 percent sure we'll go forward with the rehabilitation," Licon said. Because the request for the grant was made so long ago, it is one of the first on the list now that the FAA is back at work.

The project has the potential to create approximately 150 construction jobs.

FNL is the northernmost airport that

supports commercial flights in Colorado. Las Vegas-based Allegiant Airlines provides regularly scheduled service to and from Fort Collins-Loveland to Nevada and Arizona.

The airport also supports flights for local companies and private planes, all of which make use of the runway. The asphalt that covers the runway is made to last between 15 and 20 years, Licon said, and has now waited more than 22 years without complete repavement.

The airport has a second, smaller runway, but it can only accommodate much smaller planes, typically those with just four seats, Licon said.

The original bid on the project by Coulson Excavating of Loveland has expired, but Licon said that Coulson will be able to complete the project with only

a few changes.

In the last year, FNL has spent \$35,000 making temporary repairs to the runway, but Licon said that when the asphalt begins deteriorating, it tends to continue to do so, and at an exponential rate. If the project does not go forward, Licon estimates that another \$50,000 to \$75,000 will have to be spent until the next construction season.

Greeley project on track

The Greeley airport also had a project scheduled for this construction season, but according to airport manager Gary Cyr, the project should be able to continue now that the FAA's budget has been extended.

The project will consist of repaving taxiways and in between hangars and will not have any impact on flights.

"It will be more of an inconvenience to our tenants than anything," Cyr said.

Grant money has been appropriated for the \$600,000 project, and now that FAA employees are back at work, Cyr can move forward with the process.

He expects to be able to begin the project in the first half of September, and estimates that between 12 and 15 people will be hired to complete it. The Greeley airport is used mostly for general aviation and corporate jets, Cyr said, and no commercial service is available.



- **Fastest** turnaround time
- **Largest** independent truck shop in Northern Colorado
- Work performed **ONLY** with approval of **estimates.**
- **2 mobile service trucks**
- **2 drivers to GET parts ASAP, not wait for them**



Hydraulics, lift gates, trailers, generators, air compressors, welding and fabrication.
Pick-up and delivery, too.

970-221-9280

www.DSNC.biz
Service Associate DOT inspections

Seminars at **bixpo**
Better Health Works

Sponsored by:
Health District
OF NORTHERN LARIMER COUNTY

The Health District of Northern Larimer County is hosting two seminars at Bixpo to help you, and those you know, maximize performance and lead a healthier lifestyle.

Seminar #1
How to Help Your Smoker Quit
10:30 – 11:30 am

Seminar #2
Power Up Your Diet: Eat for Success
2:30 – 3:30 pm

Reserve your place at these value-added Bixpo Workshops today.

Event Architect and Producer
Northern Colorado **BUSINESS REPORT**

September 15, 2011
Embassy Suites

Registration

For the full scoop on Bixpo, contact:
De Dahlgren at Events@Bixpo.com or 970-232-3132

FRII, from 3A

high-efficiency chiller equipment necessary to keep a data center humming without overheating, Ward said the company decided to pursue a more costly installation that will prove more efficient and environmentally friendly. Once operational, the new equipment will lower energy use and power costs, even qualifying for a custom rebate from electricity provider Platte River Power Authority.

From dialup to the cloud

From its roots as a local Internet service provider, FRII has found relatively steady growth over the years. Bill Ward, and his son, Brad, began FRII in 1995, offering dialup and DSL Internet service

to residential and business customers, and early progress came rapidly.

“Over our first year, we grew so fast we outpaced our business plan,” Ward said.

FRII maintained its strong trajectory, buying out its closest competitor Verinet in 2000. The acquisition “locked us up as one of the main players” among regional Internet services and data storage providers, Ward said.

While the company has continued its offerings for Internet services and Web hosting, FRII hasn’t shied away from branching out into other computing needs for businesses, namely data-center services for companies and some municipal entities.

The company has operated a data center since its early days, Ward said, housing servers for businesses and also offering data storage, email archiving,

and Web hosting. FRII offers companies the option of co-locating their own servers or using a virtual private server (VPS) system that enables a business without the resources to own or maintain its own hardware to share space on an existing server. Through VPS, one computer ultimately does the work of 15 units.

“It’s pretty amazing what we can do with one processor,” Ward said.

As these “cloud” services have become more essential to companies with greater online, networking and data-storage needs, FRII has steered its resources to respond to demand. Ward said the company’s data-center and cloud services really took off when FRII relocated and bought the building it currently uses at Eastbrook Drive in south Fort Collins in 2004.

Today, FRII counts about 20,000 indi-

“Our business model is more about the enterprise-level services and data-level connectivity.”

Bill Ward, President and CEO
FRII

vidual Internet accounts and hosts roughly 4,000 websites. The company has also brought free wireless mesh services to Old Town Fort Collins and The Ranch, Larimer County’s fairgrounds complex in Loveland.

FRII pared down its workforce from a staff of about 50 to 28 last year, which, Ward said, happened partly through attrition rather than solely through layoffs. The move came because “growth leveled off,” Ward said, adding that the company has maintained its staff numbers since at a level that seems suited to its operations moving forward.

“Our business model is more about the enterprise-level services and data-level connectivity,” Ward said. “Those are the growth areas we see.”

Chilling with the data center

FRII’s new data center systems will use a high-efficiency water chiller, instead of a forced-air system with raised flooring, and include three in-row cooler modules that fit between cabinets of servers. The installation, being completed by Haynes Mechanical Systems, will have 30 tons of cooling capacity — up from 20 tons with the old unit — while saving space for more computers.

The expansion is also oriented to accommodate next-phase growth for up to 60 more tons of cooling capacity and additional cooler units and chillers. The existing, conventional chiller, meanwhile, will serve as a backup unit.

The renovated system will use about 60 percent less energy, according to Mark Shadowen, a project specialist for Haynes Mechanical, and save about 188,000 kilowatt-hours a year, about equal to the annual energy use of somewhere between 12 and 19 homes.

Any energy savings or efficiency upgrades are substantial when talking about data centers, Shadowen added, because they have to run every hour, every day of the year.

The significant energy reduction scored FRII \$18,844 through the custom rebate program of Platte River Power Authority, available for projects that considerably reduce energy use. If one or two chillers were added in the future as the data center grows, additional rebates would also come the company’s way.

Despite the higher costs up front, Ward said the company decided to go this direction as a signal of its commitment to the environment, encouraged in part by the Platte River rebates.

Customer pricing will remain comparable to before, Ward said, while FRII will be able to offer higher capacity computing.

Nomination Deadline Extended NOMINATIONS ARE OPEN

August 12, 2011

If you or someone you know is under forty years of age and is shaping the future of Northern Colorado by being a business leader and an active participant in the community, go straight to the 40-40 Leaders nomination by scanning this QR code.



Scan now. Nominate now. And do it more than once. Awards will be presented in distinct business categories, and you may nominate as many qualified candidates as you know.



And spread the word: THE PARTY IS ON!

The 5th annual 40-40 Leader Awards will be presented
October 6 at the Embassy Suites

The nomination deadline is Aug 12, 2011. Candidates must be under the age of forty on December 31, 2011. Candidates must also live and work in Larimer or Weld Counties. Nominations may be submitted by email, events@ncbr.com, or by mail, 40-40 Leaders, Northern Colorado Business Report, 1550 East Harmony Road, Fort Collins, CO 80525.

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

40 - 40 Leaders is an event production of the Northern Colorado Business Report and Emerge Colorado.

Production Sponsors



High Sign Sponsor



Award Sponsors



Presenting Sponsor



Media Sponsor



Social Media Sponsor



Event Architect
and Producer



Join in recognizing the rising stars of Northern Colorado by becoming a sponsor of 40-40 Leaders. Contact De Dahlgren, Marketing and Events Director, BizWest Media-NCBR at ddahlgren@ncbr.com or 970-232-3132

Largest North Weld Employers

Private sector, ranked by no. of employees



RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES 2011 EMPLOYEES 2010	REVENUES 2010 REVENUES 2009	PRODUCT/SERVICES	E-MAIL WEB SITE PERSON IN CHARGE TITLE
1	NR	WASTE MANAGEMENT OF NORTHERN COLORADO 40950 Weld County Road 25 Ault, CO 80610 970-482-6319/970-674-2515	200 190	N/A N/A	Recycling services, solid waste collection and disposal services.	www.wm.com Carl Christensen District manager
2	1	AGLAND INC. 260 Factory Road Eaton, CO 80615 970-454-4000/970-454-2144	172 185	\$160,000,000 \$214,017,401	Fertilizer, chemicals, seed, petroleum, car-care centers, lubricants, convenience stores, country store, retread tire facility, inputs, feed and feed manufacturing.	www.aglandinc.com Mitch Anderson CEO, General manager
3	4	DOUBLE J MEAT PACKING INC. 726 W. Main St. Pierce, CO 80650 970-834-1388/970-834-9727	103 80	N/A N/A	Custom butchering and processing of beef, bison and lamb.	kelli@doublejinc.com Kelli Hasbrouck-Crider Jay Hasbrouck Secretary President
4	3	HARSH INTERNATIONAL INC. 600 Oak Ave. Eaton, CO 80615 970-454-2291/970-454-3491	85 82	\$18,000,000 \$20,000,000	Cattle-feed mixers, hydraulic dumping equipment, contract laser and water-jet cutting and environmental solutions.	harsh@harshenviro.com www.harshenviro.com Robert E. Brown President
5	5	EATON COUNTRY CLUB 37661 Weld County Road 39 Eaton, CO 80615 970-454-2479/970-454-3095	80 N/A	N/A \$2,225,000	Fine dining, driving range, putting green and chipping area. Championship golf course.	www.eatoncountryclub.com Rick Cole General manager and Head professional
6	8	PRO PALLET INC. 920 E. Collins Ave. Eaton, CO 80615 970-353-5311/970-454-3286	65 50	N/A N/A	Manufactures and recycles wood pallets.	propallet@qwestoffice.net www.propallet.net Jean Kyne President
7	6	A-1 ORGANICS 16350 Weld County Road 76 Eaton, CO 80615 970-454-3492/970-454-3232	60 51	N/A \$9,500,000	Composts, wood mulches, grinding and screening services, green waste recycling, food waste recycling, general recycling services.	info@a1organics.com www.a1organics.com Heather Trego CFO
8	7	HERITAGE MARKET 180 S. Elm St. Eaton, CO 80615 970-454-1900/970-454-2422	54 50	\$7,345,875 \$7,000,000	Grocery store/full service meat dept, drive through for coffee shop and pharmacy. Deli, bakery, produce.	j.rohn@msn.com www.heritagemarket.net John Rohn Owner
9	9	FARMERS BANK 119 First St. Ault, CO 80610 866-834-2121/970-834-1351	35 34	\$13,289,000 \$15,350,000	Full-service bank.	info@farmersbank-weld.com www.farmersbank-weld.com Fred J. Bauer President
10	NR	EATON GROVE NURSERY LTD. 35901 Weld County Road 31 Eaton, CO 80615 970-454-3856/970-454-2556	20 20	N/A N/A	Retail nursery and greenhouses with 6.5 acres of nursery stock; trees, evergreens, shrubs, fruit trees, roses, annuals, perennials and design/build residential landscaping. We reuse or recycle your plastic containers.	ken@eatongrove.com www.eatongrove.com Ken Olsen Judy Olsen Owners
11	13	DOUBLE J FARMS & FEEDING INC. 39646 Weld County Road 39 Ault, CO 80610 970-834-1583/970-834-2860	18 13	N/A N/A	Commercial cattle and lamb feedlots and farming.	jay@doublejinc.com Jay Hasbrouck President
12	11	NORTH WELD COUNTY WATER DISTRICT 32825 WCR 39 Lucerne, CO 80646 970-356-3020/970-395-0997	18 18	N/A N/A	Potable water.	water@nwcwd.org www.nwcwd.org Don Posselt District manager
13	10	NORTHERN FEED & BEAN OF LUCERNE LTD. 33278 U.S. Highway 85 Lucerne, CO 80646 970-352-7875/970-352-7833	18 18	N/A N/A	Dry-bean processor and livestock-feed dealer.	larry@nfbbean.com www.northernfeedandbean.com Larry Lande General manager/Owner

N/A-Not Available
NR-Not Previously Ranked
Region surveyed includes communities in North Weld County including Ault, Barnesville, Eaton, Galeton, Grover, Lucerne, New Raymer, Nunn, Pierce, Rockport, Roggen and Severance.

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

Together is how my business keeps going.

Public Service Credit Union was able to step up and give us the loan we needed to keep going through a difficult growth period.

We were able to keep manufacturing and filling our orders. That allowed us to better service our customers at a crucial time.

Our business operates successfully thanks to Public Service Credit Union.

Come, tap into the power of small business loans.



Shannon Gray
Member

(970) 416-5000 | pscu.org
Federally Insured by NCUA



Largest Distributors/Distribution Centers

Ranked by no. of employees



RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES 2011	TOTAL SIZE OF FACILITY SQ. FT.	PRODUCTS/SERVICES	REVENUES 2010 REVENUES 2009	WEB SITE E-MAIL	PERSON IN CHARGE W/ TITLE YEAR FOUNDED
1	1	WALMART DISTRIBUTION CENTER 7500 E. Crossroads Blvd. Loveland, CO 80538 970-679-4700/970-679-4790	989	1,200,000	Retail-distribution center.	\$2,833,544,287 \$2,808,613,793	www.walmart.com N/A	Dan Speed, General manager 1962
2	NR	MCLANE WESTERN INC. 2100 E. Ken Pratt Blvd. Longmont, CO 80504 303-682-7500/303-682-7557	403	350,000	Grocery distribution to convenience stores, mass merchants and drug stores.	\$1,280,238,827 \$1,321,268,186	www.mclaneco.com contact@mclaneco.com	Keith Pearson, President 1894
3	2	FORNEY INDUSTRIES INC. 1830 Laporte Ave. Fort Collins, CO 80521 800-482-7271/970-498-9505	235	125,000	Metal working product distributor.	\$40,150,000 \$37,800,000	www.forneyind.com sales@forneyind.com	Steve Anderson, President and CEO 1932
4	3	YANCEY'S FOOD SERVICE CO. INC. 5820 Piper Drive Loveland, CO 80538 970-613-4333/970-613-4334	230	100,000	Wholesale-food service distributor.	\$146,000,000 \$130,000,000	www.yanceys.com jalmiral@yanceys.com	Greg Yancey, President Chris Boyd, Executive vice president 1940
5	NR	KMART DISTRIBUTION CENTER 18875 E. Bromley Lane Brighton, CO 80601 303-654-0054/303-654-2616	190	1,278,000	Retail distribution center.	N/A N/A	www.kmart.com mheslep@searshc.com	James Saad, General manager 1899
6	4	NORTHERN COLORADO PAPER 295 71st Ave. Greeley, CO 80634 970-353-8787/970-353-2406	120	66,000	Distribution for paper products, janitorial supplies, disposable food service products and packaging materials. Office furniture.	\$4,300,000 \$2,500,000	www.ncpaper.com contact@ncpaper.com	Tim Warde, Senior sales manager 1978
7	NR	AMERICAN EAGLE DISTRIBUTING CO. 3800 Clydesdale Parkway Loveland, CO 80538 970-663-1690/970-663-9660	105	132,000	Wholesale distribution of Anheuser-Busch products.	N/A N/A	www.abwholesaler.com/americanagle N/A	Jerry Helgeson, President Fred Liske, General manager 1976
8	8	BOOK CENTER OF THE ROCKIES INC. 1331 Red Cedar Circle Fort Collins, CO 80524 970-493-4840/970-493-8781	51	52,000	Publishing fulfillment and marketing.	N/A N/A	N/A neil@bkctr.com	Neil McCaffrey, CEO 1994

Region surveyed includes Larimer and Weld counties and the city of Brighton.
N/A-Not Available.
NR-Not ranked/no previous rank.

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

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

CREW Northern Colorado
*Advancing the Success of Women in
Commercial Real Estate*

The CREW Network
is dedicated to helping women achieve their full professional and leadership potential in the commercial real estate industry. We do this by providing members with business tools and opportunities to showcase talents, gain professional recognition and **do deals together.**

The Value of CREW

- Superior business development opportunities
- Leadership training & mentoring opportunities
- Exclusive access to CREWbiz™
- Branding and promotion

Thank you to our sponsors!

- Northern Colorado Business Report
- 1St Bank
- Heritage Title Company
- Realtec Commercial Real Estate Services, Inc.
- Fidelity National Title Company
- FRII

CREW NORTHERN COLORADO
A chapter of CREW NETWORK®

www.CrewNorthernColorado.com

CONTACT

Joan Chase, CREW President
(970) 229-9900
Joan@realtec.com

Workshops at **bixpo**
Prospecting and the Payoff

Presented by:

Bixpo is where serious business professionals come to get serious about growing their book of business. With Sandler Training's Bixpo Workshops start with prospecting, move on to presenting with impact. Attend one or both of these free workshops – reservations required, seating is limited – you will be developing your company's competency at securing new business.

Who should attend? Anyone involved with business development – Owners, CEOs, Presidents, Sales Leaders, Marketers, Sales Professionals

Purposeful Prosperous Prospecting
10:00 am – 12:00 pm

Presenting Yourself With Impact
1:00 – 3:00 pm

Reserve your place at these value-added
Bixpo Workshops today.

Event Architect and Producer
Northern Colorado
BUSINESS REPORT

September 15, 2011
Embassy Suites

Registration

For the full scoop on Bixpo, contact:
De Dahlgren at Events@Bixpo.com or 970-232-3132

Even before the popularity of a coffee shop on every corner, business relationships have been started or nurtured over a cup of coffee. **It's the original social media venue.**

If you or your business needs a jolt, there is a diverse blend of events and opportunities to have some face-to-face time with acquaintances both old and new. It's the see and be seen event that has everyone buzzing.

September 15, 2011
Embassy Suites

biXpo

The see and be seen business event of the year

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

The Northern Colorado CFO Awards are presented to recognize chief financial officers in the Northern Colorado region whose efforts successfully guide a company's financial future. Nominations are open until August 1.

BizFit 2011 Challenge Power Lunch, 11:30 am

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

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

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

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

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

Thank you to our 2011 sponsors

Presenting Sponsors



Marketing Sponsors



Event Partners



High Sign Sponsor



Media Sponsor



**Event Architect
and Producer**

Northern Colorado
**BUSINESS
REPORT**



The lifetime value of repeat customers

Business owners must ask: What's the long-term view?

Your customers are the reason why your company exists. Without customers, without addressing their needs, you don't have a business.

But customers are rather hard to get, and expensive. If you deliver commodity products that everyone needs, you've got plenty of competition and margins are razor thin. If you instead focus on specialty services needed by few customers, your difficulty is finding and engaging

those people.

In either case, it's critical to keep those customers, purchase after purchase, contract after contract, and to help them to recommend you to their family, friends, and colleagues.

We all know this. But how much is enough? Should you spare no expense to retain even the most difficult clients?

This is why we explore the concept of the lifetime value of a customer.



LEADERSHIP 2011

Carl Dierschow

Return on investment

Like any assessment of value, we'll look at two elements: The investment you have to make, and the return that you get because of that investment.

■ **Costs.** Let's start with the obvious ones: The materials and labor that it takes to deliver your product or service. Next, we add the expense of acquiring that customer. Finally, it takes some effort and perhaps tangible cost to retain the customer, to keep him or her satisfied and motivated to return for another purchase.

Many people just include the cost of retention along with the general marketing costs. There are two reasons to split this out separately. First, it will help to

highlight some extra things you should be doing specifically to retain customers. Second, it reinforces to you and your leadership team that it's usually far easier, and cheaper, to retain satisfied customers than to go out and acquire new ones. You need a balance of both, of course.

■ **Return.** There are two primary forms of the return you get from this investment. First, look at the revenue you'll get from every purchase the customer ever makes. Second, count the influence that the customer has on helping to build your future clientele.

Lifetime value

A few questions arise when you start analyzing the lifetime value of your customers:

■ **How much marketing cost should I allocate?** Ideally you'll capture at least 80 percent of your marketing expenses, enough to help you make the most important tradeoffs. I recommend you start by dividing your general marketing budget by the number of customers you're serving. If you have different marketing investments for different target market segments, then you can compute this ratio for each type of client you serve.

■ **How do I know the referrals and recommendations my customers are making?** The easiest way is to ask each new customer how they found out about you. It's not perfect, and you may not always be able to get the specific name of the referrer. Even without that, you can still judge the degree to which your customer satisfaction efforts are working, and the ratio of customer acquisition due to your own efforts versus other indirect methods.

■ **What do I do if the expenses outweigh the revenue in this calculation?** This is going to be quite common, especially in the early days of a customer relationship. Often it costs far more to acquire a new customer than she might spend on the first few purchases. This is exactly the point of the exercise. Repeat business and referrals dramatically reduce your cost of customer acquisition.

Realize that sometimes you'll never reap your investment in acquiring a particular customer. Some customers are a drain on your organization, never yielding any profit. In this case, you may want to make decisions around these questions:

■ Is this customer yielding other value, such as referrals, strategic relationships, or improved visibility in the market?

■ Is this just the price of reaching the customers who do yield significant profit?

■ Is it possible to let this customer go without negatively impacting your business or other customers?

Spend some time to look for the win-win balance between you and your customers. When you both receive value, you'll have the basis for a strong, sustainable relationship.

Carl Dierschow is a Small Fish Business Coach based in Fort Collins. His website is www.smallfish.us, and he will be available in person at this year's Bixpo on Sept. 15 at the Embassy Suites Loveland.



Feeling lost in a crowded marketplace? Make some noise.

By becoming a BBB Accredited Business, you'll tell cautious customers loud and clear that you're honest, ethical and the right choice for their hard-earned dollars.

Get noticed with the Better Business Bureau.

Our highly trafficked website, instant reviews, online estimating and marketing magic drive customers to your business—the rest is up to you. Put your good name to good use with the BBB.



wynco.bbb.org / 970.224.4222 / 800.564.0370

Mortgage lenders object to part of Dodd-Frank rules

20 percent down could be too high for average family

By Molly Armbrister
marmbrister@ncbr.com

WASHINGTON, D.C. — A nationwide group of mortgage lenders, bankers, real estate agents and other industry experts with a stake in the mortgage industry have come together to form the Coalition for Sensible Housing Policy.

The coalition, which counts the Colorado Mortgage Lenders Association among its ranks, last month presented a white paper on the topic of the proposed rules concerning qualified residential mortgages to six regulatory agencies.

QRMs are mortgages that will not be subject to the added risk-retention rules imposed by the Dodd-Frank Wall Street Reform and Consumer Protection Act. Under these new rules, securitizers will be required to keep an ownership stake of at least 5 percent in the securities they create, a measure intended to reduce risk in the loans.

The Dodd-Frank Act concedes that traditional mortgages, with strong underwriting standards, held by responsible borrowers with good credit, should not be subject to the same stringent risk-retention rules as other, more creative loans to less responsible borrowers.

Officials at the Federal Reserve, the Federal Deposit Insurance Corp., the Federal Housing Finance Agency, the Securities and Exchange Commission, the Department of Housing and Urban Development, and the Office of the Comptroller of the Currency are charged with defining the parameters of QRMs, and first presented their recommendations in April. Public comment on the matter was taken until Aug. 1.

During this period, the Coalition for Sensible Housing Policy, with the support of 326 members of Congress, protested the proposed definition of QRMs, which it considers “too narrowly drawn,” according to the white paper.

Down payments too large

The largest issue with the proposed rules, according to Terry Jones of the CMLA, is the large down payments required for a mortgage to be considered a QRM.

To fall into the realm of the QRM exemption, regulators have proposed that borrowers must make a 20 percent down payment to purchase a house. In addition, under the proposed rules, homeowners must hold 25 percent equity for a rate-and-term refinance, and 30 percent equity for a cash-out refinance.

These terms make it too difficult to purchase or refinance a home, Jones said, and will do more harm than good when it comes to revitalizing the limping housing market. The average American would have to put every penny of savings toward a mortgage, leaving nothing

Years for the median income family to save for down payment

(Assuming all savings are directed toward down payment)

	20% Down Payment	10% Down Payment	5% Down Payment	3.5% Down Payment
2010 Median Sales Price	\$172,900	\$172,900	\$172,900	\$172,900
Down payment+Closing Costs (est. 5% of loan amount)	\$41,496	\$25,071	\$16,858	\$14,394
Number of years to save at national savings rate (5.2% of gross household income=\$2,625 per year)	16 years	9.5 years	6.5 years	5.5 years

SOURCES: NATIONAL ASSOCIATION OF REALTORS, BUREAU OF ECONOMIC ANALYSIS

for college, retirement, or emergency savings, and even then, putting away enough for a 20 percent down payment would take years.

Based on the median home price, income and savings rates from 2010, it would take 16 years for the average family in the United States to save enough to make a 20 percent down payment and closing costs, estimated at 5 percent of the loan amount.

Jones noted that if borrowers can't make the down payment, they aren't exempt from getting a mortgage altogether, they are just ineligible for the QRM exemption, which would increase interest rates as much as 0.5 percent.

“Regulators need to take a close look to make sure QRMs don't prevent people who might be very good borrowers from qualifying,” said Jim Hunter of

Cornerstone Mortgage.

More appropriate guidelines, in the coalition's eyes, would not include a minimum down payment threshold, Jones said. If one is included, it should be 5 percent for a conventional loan, a much more attainable goal for the average family.

There is not currently any legislation relating to the QRM issue, and it is not known when the regulatory agencies in charge of devising the guidelines will come to a conclusion based upon the feedback they received during the comment period.

Six Colorado Congress members supported the white paper submitted by the Coalition for Sensible Housing Policy: Sens. Mark Udall and Michael Bennet, and Reps. Ed Perlmutter, Scott Tipton, Mike Coffman, and Diana DeGette.

LIVING WELL



IS NOT OUR BUSINESS;
IT'S OUR PASSION.

And that means our passion is you - your needs, your lifestyle, and your life. We've designed a fitness & wellness experience to meet every individualized need. Come see for yourself.



MIRAMONT

LIFESTYLE FITNESS

energy for life

personal training • weights • yoga • spin • zumba • cardio • strength • endurance • group fitness • kick-boxing • hip-hop • volleyball

FIND YOUR PERFECT FIT



MIRAMONT North
1800 Heath Pkwy.



MIRAMONT Central
2211 S. College Avenue



MIRAMONT South
901 Oakridge Dr.



MIRAMONT Centerra
3755 Precision Dr.






970.282.1000

WWW.MIRAMONTLIFESTYLE.COM



POUDRE VALLEY
HOSPITAL
Foundation

2011 Golf Tournament

Monday, September 12, 2011

Pelican Lakes Golf Club • Windsor, Colorado

New this Year!

We have partnered with Copters for a Cause to provide helicopter rides and a ball drop.

100% of helicopter proceeds will make our community a healthier place to live, work, and raise a family!

2011 Presenting Sponsor



Trusted Radiology Experts

follow pvhsfoundation





or visit

generosityheals.org



Steve Porter, Northern Colorado Business Report

TOO FLASHY FOR THE FORT? – The city of Fort Collins is looking at possible changes to its sign code covering digital signs that display changing messages. Todd Heenan, owner of Fort Collins Club, said he would be upset if he had to take down this \$28,000 sign.

SIGNS, from 3A

“I think that got us off to a very bad start,” Atteberry said. “No policy has been adopted and there’s been no formal conversation with the council.”

Heenan asked why digital signs had become an issue.

“We need to understand what the concerns are and where they’re coming from,” he said.

Atteberry said concerns were initially raised in public comments taken during the city’s Plan Fort Collins effort last year.

“Signs are an appropriate public policy debate,” he said. “I think it is an appropriate thing to bring to council.”

Last updated in 2006

The city’s sign code was most recently updated in 2006 and includes some

fairly strict regulations for digital signs. The rules prohibit messages from changing more than once a minute and the message can only be in one color, either amber, green, blue or white. Red is specifically prohibited.

The regulations also prohibit flashing, blinking, scrolling, fading or animation. The signs must have automatic dimming software and the display cannot be more than 50 percent of the sign’s total area.

In addition to comments from Plan Fort Collins, the city also held public open houses on May 11 specifically to hear citizen concerns about digital signs.

Peter Barnes, city zoning administrator, said while the signs are generally not considered to be a traffic hazard, concerns have been expressed about their brightness, aesthetics and proliferating numbers.

While the number of digital signs has increased dramatically in the last two years, Barnes noted it’s still a small number compared to the 1,500 signs spread across the city.

“The number of (digital) signs has increased over the years, so we want to take a look at the city’s existing regulations,” he said.

Barnes said it’s up to city council to decide if the sign code should be updated.

‘Huge deal’

Business owners with digital signs say the signs have been a good investment. L.J. Houska of Houska Automotive, 899 Riverside Ave., said his company’s digital sign helped triple its tire sales and its messages raised more than \$50,000 for a new Poudre Valley Health System cancer center.

Heenan said the sign at the Fort Collins Club “has been a great tool for our business. In the first year, over 70 percent of the people who came in for a tour was a result of our sign.

“It’s a huge deal for us,” he said.

Atteberry said he would not be recommending a ban on existing digital signs.

“For me, it’s never been about doing away with the \$25,000 signs,” he said. “It’s the proliferation of these signs and how things may look 15 to 20 years from now.”

Atteberry said the city is not trying to hurt businesses that have invested in digital signs, contrary to what some might believe.

“This is not a city initiative to hurt business,” he said. “That’s unfair and unfounded.”

However, the agenda item for the Aug. 9 work session from city staff included a range of options for regulation, including prohibiting new digital signs and requiring existing signs be removed after an amortization period.

Mayor Karen Weitkunat, who attended the Aug. 3 meeting, said she was unsure of what was at issue.

“I honestly don’t know what we’re trying to fix,” she said. “My gut reaction is this is not necessary.”

Ann Hutchison, spokeswoman for the Fort Collins chamber, said the goal of the Fort Collins Sign Coalition is to head off any further changes in the digital sign code.

“Our Local Legislative Affairs Committee has reviewed the issue and feels that continuing the conversation on this is bad for business,” she said. “We’d like to turn off the issue now.”

2011 Bixpo Kick-Off

Business Leaders BREAKFAST

September 15 • 7:30 – 9:30 am

<p>The Breakfast includes the 2011 CFO of the Year Awards</p> <p style="color: #f4a460; font-size: 0.8em;">Registration</p> <p>Register online at NCBR.com. Click on Events under the Department heading.</p>	<p>Keeping Employees Engaged The better question might be: how do you keep good employees from leaving?</p> <p>Join Business Leaders who get serious about engaging employees to reduce turnover and improving the bottom line at Bixpo for a power breakfast focused on effective employee strategies.</p> <p>Our presenter is Dr. Milan Larson, an Associate Professor of Management at the Monfort College of Business. Throughout his career Dr. Milan has been passionate about the way organizations lead their employees to create the right culture for success. While working in the manufacturing industry as a manager, Dr. Larson was responsible for cost-saving projects that resulted in multi-million dollar savings through improved efficiencies and other cost-saving methods. He is known as a collaborative specialist who generates employee buy-in resulting in long-term success.</p> <div style="text-align: right; margin-top: 20px;"> <p>Dr. Milan Larson Associate Professor of Management Monfort College of Business University of Northern Colorado</p> </div>	
<p>Event Architect and Producer</p>	<p>Title Sponsor</p>	<p>Presenting Sponsors</p>
<p>Associate Sponsor</p>	<p>Marketing Sponsors</p>	<p>Speaker Sponsor</p>

HOTEL, from 1A

But Josh Birks, the city's economic development advisor, said finding a hotel developer to build a facility of the size and scope sought by the DDA without assistance isn't likely.

"A downtown hotel with the program that had been recommended by the consultants and was the DDA's preference is not likely without city participation," he said. "That was a branded, full-service, upscale hotel with a significant amount of meeting space. That kind of hotel cannot happen without some degree of city and DDA participation."

Matt Robenalt, DDA director, said he would present the council finance committee's decision to the DDA board on Aug. 11 (after the *Business Report* went to press).

Robenalt said he was unsure what the council finance committee action meant for the project's future.

"I think what we're ultimately wanting to understand at this point is when will it be the right time to engage in this conversation again," he said.

But Robenalt emphasized that the scope of a downtown hotel project is dependent on public help.

"The project concept as it stands today really stands on the involvement of the DDA and the city to achieve the highest possible impact to the downtown and the broader community," he said.

Hoteliers pleased

Local hoteliers say they're pleased the city is apparently backing away from participation in a downtown hotel.

"It's a very risky time for the city to get into the hotel business," said Ned Sickle, general manager of Hilton Fort Collins, 425 W. Prospect Road. "The city would have to issue bonds, and when the (occupancy) projections don't come to pass, somebody's going to have to step up to the plate and pay for it."

"My feeling is we've always felt there's room downtown for a hotel," said Steve Levinger, owner of the Armstrong Hotel, 259 S. College Ave. "But I think it's a pretty wise decision (by the finance committee) for the city and for protecting the city. If something went wrong, the city would be left holding the bag and we don't need it that bad."

Levinger, who's president of the Fort Collins Innkeepers Association, said he believes a downtown hotel could go forward without direct city participation.

"I think there's still opportunities for people to come in and get DDA grants and finance it privately," he said. "Private business should be financed by private business, not by the public."

Sickle is even more blunt in his appraisal of a publicly supported hotel, which he said would not offer much difference from what now exists in local facilities.

"What you're proposing is moving meetings from the Marriott and my hotel to this hotel," he said. "It's just moving existing business around. It's presenting challenges to existing hotels in this community."

Still needed

Both Manvel and Weitkunat say they are supportive of a downtown hotel. "I'm a staunch supporter of the downtown," Weitkunat said. "I have no issue with a downtown hotel and conference

center and I believe it has to happen.

"I don't think there's an issue in working with land (acquisition)," she said. "If it needs parking, the city has a role in that. But the hotel itself needs to stand on its own."

"I am still eager to have a hotel in downtown Fort Collins with convention space," added Manvel. "But as MAX (the Mason Corridor express bus) comes on line, we'll have much better connection to the Hilton, so that weakens the case for having a hotel you can walk to downtown. As we tie the town closer together, that reduces the urgency for me."

Neither Manvel nor Weitkunat expected a full city council vote on the finance committee's decision to not issue the RFP to seek a downtown development partner.

"I don't detect any enthusiasm right

FROM THE ARCHIVES

Read related stories, free of charge, online at www.ncbr.com

- "DDA dialing in on size of downtown hotel," Sept. 24, 2010
- "Hotel study: Private-public partnership likely," June 15, 2010
- "Site search widens for downtown hotel," Oct. 23, 2009
- "Downtown hotel creeps ahead without conference center," Aug. 1, 2008

now for a downtown hotel project," Manvel said.

"Certainly, someone could bring it forward but I don't see to what end," added Weitkunat. "There's at least three

of us who feel this way and at least one other. They might be just spinning their wheels."

Birks said the council's move away from taking a role in a downtown hotel came right when the project — a DDA priority for more than 25 years — was about to take off.

"Our analysis was complete and we were ready to seek a partner to explore the feasibility of the project," he said.

Birks said he's optimistic a city-assisted project is still a possibility down the road.

"I stand by the consultant's conclusion that a downtown hotel would be an asset for the downtown as well as the community," he said.

"The general feeling now is not the right time, but that doesn't mean there won't be sometime in the future to ask that question again."



Pack Your Bags!

August 26, 2011 6:00 P.M. - 11:00 P.M.

Otterbox Hangar
Ft. Collins/Loveland Airport

Come join the fun at the fifth annual NoCO Active 20-30 Suitcase Party. One lucky couple will be whisked away this evening for a wonderful 2-day trip to Napa Valley. Simply pack your suitcase and show up. If your ticket is drawn from the raffle, you'll be on your way to Napa that night!

All-inclusive night includes

An Event of the Northern Colorado Active 20|30 Children's Foundation benefiting at-risk and disadvantaged children's charities.



FOOD: Catered by Chimney Park

ENTERTAINMENT: Drinks, dancing, live music, and silent and live auctions

THE RAFFLE: Come prepared to jump on a private jet to Napa!

Sponsors:





- Bank of Colorado
- Flood and Peterson Insurance
- Kroll Factual Data
- Orthopedic Center of the Rockies
- UBS
- Verus Bank









- Adams Bank & Trust
- Abound Solar
- Banner Health
- First Bank
- First National Bank
- Kennedy and Coe
- Macdonald Financial Services





- NVIDIA
- Paragon Consulting Group
- Snaptran
- System Contractors







VISIT WWW.SUITCASEPARTY.COM FOR MORE INFORMATION

MMJ, from 1A

MMJ patients in Colorado alone.

According to Mark Couch, spokesman for the Colorado Department of Revenue, the state collected \$2.2 million in sales taxes from medical marijuana centers in the fiscal year that ended June 30, 2010, and \$5 million in the fiscal year that ended June 30, 2011.

He pointed out that these figures include the 2.9 percent collected on any taxable items sold, whether it's medical marijuana or a T-shirt. The first year's figures may be low, he added, because before state licensing of dispensaries took effect in August 2010, the department had no way of tracking which sales tax licenses belonged to medical marijuana centers.

Marijuana use for medical purposes has been allowed in the state since voters

approved Amendment 20 to the state constitution in 2000. Dispensaries — now officially called centers — sprang up like mushrooms after a spring rain in 2009 when the Obama administration signaled that it would ease up on enforcement of federal anti-marijuana laws against distributors and users obeying state laws.

Retail businesses also pay local sales taxes. Before Loveland banned MMJ sales last year, it collected \$84,000 in sales taxes from 17 centers between 2009 to 2010, according to Jim Wedding, the city's revenue manager. In Longmont, the revenue department reported that from 2010 to 2011 it collected about \$102,000 — the same as the annual salary of one police sergeant.

Longmont Public Information Officer Rigo Leal said that the city council decided to ban dispensaries because it was "what the people of Longmont were asking for.

Medical marijuana centers: How many are there?

Business license applications for 731 medical marijuana centers are currently viable in Colorado, according to Department of Revenue Public Information Officer Julie Postlethwait. She said that the department expects to see an increase in this number in the upcoming months as centers in cities with bans move to new locations where their license is once again viable.

By Aug. 1, 2010, the deadline for centers to have filled out the licensing forms, the department received 818 applications, Postlethwait said. There are 29 viable center licenses and five for infused product manufacturers in Larimer County, and seven center licenses and five infused product manufacturers in Weld County.

A legislative moratorium on new applications is currently in effect until July 1, 2012.

— Michelle LeJeune



Photo illustration courtesy Boulder County Business Report

All revenue is important in Longmont, but this is what they decided was best."

In Fort Collins, the grand total in taxes paid by medical marijuana dispensaries from January 2010 to June 2011 is \$440, 289, according to finance department figures. Fort Collins dispensaries are on track this year for a 29 percent increase in sales revenue, according to Ken Correia, owner of Solace Meds, also a member of the Medical Cannabis Association.

Legalization threat

Sheriff Smith said any sales tax that comes from medical marijuana isn't a fair trade compared to the trouble it causes. He believes that the real threat is full legalization.

"It's obvious to me what they are trying to do," he said.

Smith said that their image may be more conservative today, but when the dispensaries first came to town their marketing was all about partying. While he didn't have numbers to attach to specific crimes, Smith said the dispensaries are to blame for rises in illegal growers, home invasions and more kids involved in drugs.

July 1, 2011, marked the date when state law — specifically HB 1284, passed by the 2010 Legislature and signed by Gov. Bill Ritter in June of that year — also allowed cities to regulate or ban medical marijuana businesses. The issue was moot in Loveland, Greeley, Weld County and Windsor where commissioners, voters or city council had already voted to shut dispensaries within their jurisdictions.

In Longmont, the city council called for a July 1 shutdown, but postponed it when threatened with a lawsuit by local dispensaries. They wanted the chance to petition to put the issue on the November ballot. However, the petition failed for lack of sufficient signatures, and the ban was back on as of July 26.

Leal couldn't say how the ban would be enforced, only that the five Longmont dispensaries would have to "stop illegal activities," and that the city was "considering options."

Financial hit

Meanwhile, dispensaries currently in operation in Fort Collins have taken a financial hit from the latest set of state regulations, according to Solace Meds' Correia.

Replacing the old required video security cameras with mandatory Internet-ready video tracking equipment to provide law enforcement 24/7 surveillance, plus employee and manager fingerprinting and FBI background checks at the price of \$250 per manager and \$75 per employee, have cost Correia \$20,000. Forget getting a bank loan for a

small business, especially in his industry, he said. He tried, but had to find an alternative source of capital.

"The majority of my retirement fund is invested in my business," Correia said. "But when we were grandfathered in by the council, I felt the debt could be spread out over a long term."

Correia's business was granted an exception to Fort Collins' existing regulations, put in place earlier this year, that require dispensaries to be located at least 500 feet outside a residential area. While Solace Meds' location on Smokey Street is technically closer to homes than the ordinance allows, there is no access to the residential area from the cluster of industrial buildings off South College Avenue. Being grandfathered in would not protect Correia from a complete ban, however.

Correia is worried about the possible ban, but both he and Ackerman are optimistic that Fort Collins' city council, unlike Longmont's, will pass the issue on to voters.

The job right now, according to Ackerman, "is to educate the public on the pros and cons. We hope they will choose to keep us open."

Regulations evolving


The problem is that his industry is not well regulated, Ackerman added. Under HB 1284, caregivers can have only five patients, but can sell out of their homes. This puts operations without mandatory security cameras and extensive background checks in residential neighborhoods unless local regulations say otherwise. It's asking for trouble, Ackerman said.

Smith said that things were better when the caretaker model was the only thing going, because he saw fewer marijuana-related crimes before the explosion of dispensaries.

Muddying the waters still further are competing citizens' initiatives for constitutional amendments to legalize all marijuana use in the state — Legalize 2012, which intends to "fix Amendment 20, Colorado's flawed medical marijuana law," according to campaign literature, and the Regulate Marijuana Like Alcohol Act, which would remove all penalties for cannabis possession. If enough signatures are collected next year, one or both could appear on the November 2012 ballot.

Smith said he's convinced that dispensary owners are the top backers of the legalization effort; Ackerman insists he wants nothing to do with it.

"It's not necessary and it's confusing," Ackerman said. "They are talking about recreational use. I'm not interested in being involved in it. We sell to people in our registry where people pay \$90 for a card and all transactions are recorded and watched by the Department of Revenue."



Join Your Business Friends and Associates in Celebrating a Great Place to Work and Live

Larimer County and the Northern Colorado Business Report are partnering to create a publication that will both entertain and educate readers with useful information and fun historical facts.

~ Editorial Focus ~

- ❖ History ❖
- ❖ Recreation ❖
- ❖ Water and Agriculture ❖
- ❖ Culture, Art & Music ❖
- ❖ Health Care & Education ❖
- ❖ County Government Profile ❖
- ❖ Facts about Cities & Towns ❖

Your advertising message will be seen by thousands of residents including county employees, subscribers to NCBR and attendees of monthly citizen meetings.

Publishing: November 1, 2011
Advertising Deadline: September 23, 2011

Call Today!
SANDY POWELL
(970) 232-3144
spowell@ncbr.com

PHOTO BY TIM O'HARA

Northern Colorado
BUSINESS REPORT

1550 E. Harmony Road, 2nd floor :: Fort Collins, CO 80525 :: 970.221.5400 • Fax: 970.221.5432 :: NCBR.com

SYNERGY, from 2A

We'd never seen that before."

Earlier this summer, crude oil was selling for more than \$100 a barrel but recently fell to below \$90.

Generally rising prices for oil, coupled with advances in technology like horizontal drilling that allows operators to drill multiple wells from one rig, have made the oil-and-gas business more lucrative than ever — but also more financially risky.

Holloway notes that a conventional, vertical well costs about \$650,000 to drill while the new horizontal wells cost about \$4 million to \$5 million to drill.

And the spike in oil prices seen over the last three years has increased the competition and costs.

"When we got to over \$100 a barrel, everyone was getting out there at break-neck speed and costs began spiraling," he said.

Little can be good

Going up against oil giants like Anadarko and Chesapeake is tough, Holloway admits, but a small company can have its own advantages.

"We're in with a bunch of 800-pound gorillas out there," he said. "But we're finding our niche here and there and we're beating out the big boys on some of them," he said. "We're winning more than we're losing."

One tactic that Synergy is using is drilling on smaller, more confined sites in towns like Windsor, Mead and Greeley, where the company is drilling 15 wells on the Aims Community College campus.

Synergy is also getting in on the Niobrara strike in northern Weld County, where some monster wells have been drilled in the last couple years.

Holloway said Weld County remains a very good place to drill for oil and natural gas. "The low-hanging fruit is gone, but now the cost of technology is coming down so it's more affordable," he said. "There's still a lot to be discovered."

Investment interest continues in Synergy, which completed an \$18 million private placement offering last year. Traded over the counter until recently, late last month Synergy's common stock began trading on the New York Stock Exchange under the symbol SYRG.

The NYSE listing should help Synergy attract even more investment for its operations, Holloway said.

Currently, the company has 129 wells and Holloway said he expects Synergy will end the calendar year with between 150 and 160 wells. That should grow to about 200-plus wells a year from now, he said.

That's not that fast, considering the current boom, but Holloway said that's the way Synergy is proceeding, given the industry's unpredictability.

"We're very cautious, tiptoeing forward on our expansion plan," he said. "We've already had a boom-bust-boom in our three-year history, which is almost unheard of."

Still, Holloway says it's a good time to be a driller.

"We're really in a renaissance in the oil business, with new technology and young talent coming out of school where you can really reduce your risk in this industry, and that's basically where we are now," he said.

2011-2012

Business Report Events

The time and place for business information, connections and celebration. Sponsorship opportunities are available. Call (970) 232-3132.

	January 12, 2012 A lunch event Title sponsor: Monfort College of Business
	March 8, 2012 Union Colony Civic Center Awards presentation and reception Title sponsor: Monfort College of Business
	April 2012 The Green Summit shows how business and environmental stewardship go hand-in-hand. Exhibit space & sponsorships available.
	May 2012 Awards program and cocktail-hors d'oeuvres reception honoring 100 fastest-growing, privately-held companies in Northern Colorado.
	July 2012 Tickets \$32 per person includes lunch
	August 10, 2011: Embassy Suites, 7:30 - 9:30 a.m. Tickets \$39 per person includes breakfast Celebrating the contributions women make to the Northern Colorado community. An awards event. Sponsored by: Poudre Valley Health System; Better Business Bureau; EKS&H; Monfort College of Business; First National Wealth Management; Columbine Health, Palmer Flowers; Cache Bank and Trust; Women's Clinic of Northern Colorado; The Mantooth Company; SAthers Jewelers; Social Media Pilots; KUNC Radio and DaVinci.
	September 15, 2011 Embassy Suites, Loveland Exhibit spaces and sponsorships available. Sponsored by: Krueger and Clary, CPA; Palmer Flowers; Mad Wire Media; Social Media Pilots; Better Business Bureau; Health District of Northern Larimer County; KUNC Radio and DaVinci.
	September 15, 2011 At Bixpo — Embassy Suites, Loveland Tickets \$39 per person includes breakfast Sponsored by: Kennedy & Coe; AccentCare of Colorado; CBeyond; Monfort College of Business; Palmer Flowers; Social Media Pilots and KUNC Radio.
	September 15, 2011 5:30 - 7:30 p.m. Embassy Suites, Loveland A cocktails and hors d'oeuvres event. Tickets \$25 per person Sponsored by: Public Service Credit Union and Midtown Event Center.
	September 15, 2011 At Bixpo - Embassy Suites A lunch event filled with awards and fun. Sponsored by: Banner Health-North Colorado Medical Center & McKee Medical Center; Shirazi Benefits; Palmer Flowers; DaVinci Sign Systems; KUNC Radio; Social Media Pilots and Daily Endorphin.
	October 5, 2011 An awards event honoring young professionals. Nominations now open at ncbr.com. Sponsored by: Emerge Colorado, Fort Collins Area Chamber of Commerce-Envision; Loveland Chamber of Commerce-STIR, Active 20-30 and Palmer Flowers.

Put your company in the winners' circle.

With sponsor levels that fit a range of budgets there is an event package for every company to use in building relationships and creating business growth. To learn about how NCBREvents fit into your marketing plan call De Dahlgren, NCBRE marketing director, at 970-232-3132, or send an email to ddahlgren@ncbr.com.



When buying or selling luxury real estate in Colorado, always select a Coldwell Banker Previews certified Realtor.

No other company sells more luxury real estate in Colorado than Coldwell Banker Residential Brokerage.*

Visit us online at PreviewsMembersOnly.com



©2011 Coldwell Banker Real Estate LLC. Coldwell Banker®, Previews® and Previews International® are registered trademarks licensed to Coldwell Banker Real Estate LLC, An Equal Opportunity Company. Equal Housing Opportunity. Owned and Operated by NRT LLC. *Based on information from MetroList and Information & Real Estate Services, LLC for the period 1/1/10 through 1/31/10. FILTER: Sales Price: \$500,000-\$99,999,999 Prop. Types: SFH Condo TownHm Areas, ALL. Due to MLS reporting methods and allowable reporting policy, this data is only informational and may not be completely accurate. Therefore, Coldwell Banker Residential Brokerage does not guarantee the data accuracy. Data maintained by the MLS's may not reflect all real estate activity in the market.



2011 Larimer County Environmental Stewardship Awards

Deadline - Wednesday, August 31

Nominate a great environmentally friendly business in Larimer County.

For details, visit our web site at:
www.larimer.org/boards/eab/Awards/awards.htm



Questions regarding the Environmental Stewardship Awards should be directed to Doug Ryan, Health & Environment Department, 498-6777

COMMENTARY

EDITORIAL

Let the people vote the facts, not from fear

In one small town in southwestern Oregon, nearly 20 percent of the residents are registered participants in the medical marijuana industry. The number of people licensed to cultivate the crop more than doubled between 2009 and 2010.

How do we know this? The Associated Press counted the number of business licenses issued by the state government.

Elsewhere in this issue, writer Michelle LeJeune looks at the medical marijuana industry in Northern Colorado. A group of citizens has brought the question of whether to ban dispensaries within the city limits of Fort Collins to the city council's agenda on Aug. 16. Council could follow the lead of Longmont and use its authority to impose the ban, or, like Loveland, it could refer the question to voters.

We hope the issue goes before voters. Then it will be up to both sides to present clear, factual arguments on the possible outcomes.

On the one hand, legitimate businesses are operating under state regulations that went into effect just last month. The license application process is arduous; the investment in background checks and state-mandated security equipment can be expensive. And they pay their taxes, according to the Colorado Department of Revenue.

On the other hand, a group of citizens, including some in law enforcement, seem to have inextricably linked medical marijuana dispensaries with a whole range of drug-related crime and mayhem, seemingly with little hard evidence to definitively prove that link.

As for the argument that the explosive growth in dispensaries seen over the past two years will continue as long as they are allowed to operate, that will be a moot point for the next year, as the state has imposed a moratorium on new dispensary applications until July 2012.

Let's be totally clear: The issue going before the Fort Collins council is about banning the sale of medical marijuana, which is legal under the state constitution and regulated under both state and local laws. It has nothing to do with legalization of the recreational use of marijuana. That is a separate proposition that may or may not come before state voters next November, which is when the pros and cons of that issue can be debated.

For now, when it comes to serious discussion of whether medical marijuana dispensaries should or should not continue to operate within Fort Collins, let's all stick to the facts, not try to whip up some 21st-century reefer madness.



LETTERS TO THE EDITOR

The 'in' box is open

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

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

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

E-mail letters to Kate Hawthorne, khawthorne@ncbr.com or submit comments through our website, www.ncbr.com. Snail mail to NCBR Letters to the Editor, P.O. Box 270810, Fort Collins, CO 80527.

Businesses press city to drop changes to digital sign code

(*Business Report Daily*, Aug. 4, 2011)

Fort Collins' sign code is ridiculous. You can't even fly a flag with your company logo on it. But the city of Fort Collins can because they are exempt.

Chuck Boyer
Fort Collins

Go ahead and make it harder on Fort Collins businesses and drive them out of town with higher taxes and more regulations. Loveland really appreciates it when they move south a few miles.

Mike Loveland

Colorado State University lays off 34 in cost-cutting move

(*Business Report Daily*, Aug. 2, 2011)

I find it very interesting that with the millions being spent on new projects and renovations that layoffs of faculty and staff not to mention programs must be cut to balance a budget. While I, of course, understand that these are separate budget items and may come from different funding sources, it looks as though higher education continues to lose focus on the very reason it exists. To educate people. Oh and didn't tuition go up again big time this year? One cannot help but wonder and the explanations just really don't make sense.

Ralph Francis
Fort Collins

FHA loan limits set to fall come Oct. 1

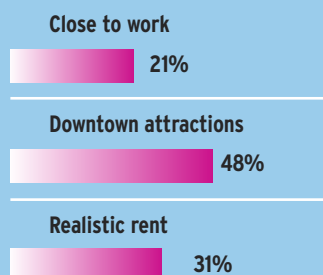
(*NCBR*, July 29, 2011)

With all due respect to the mortgage lending and real estate groups seeking to extend this federal stimulus program, Ms. Armbrister, perhaps with a shade of cynicism, points out a critical flaw. Although FHA underwriting standards have seen a measure of overdue refinement, the program remains a preferred avenue for those lacking the credit qualifications demanded of conventional financing options.

"In an attempt to help those with bad credit and to bolster the suffering hous-

See LETTERS, 30A

NCBR poll watch



These results reflect responses to the online poll at www.ncbr.com July 25 - Aug. 9.

What would make you want to live downtown?

Next question:

Should Fort Collins change its sign code to restrict digital signs?

Answer now at www.ncbr.com. Responses will be accepted through Aug. 22.

Northern Colorado BUSINESS REPORT

OFFICE

1550 E. Harmony Road, 2nd floor
P.O. Box 270810
Fort Collins, CO 80527
800-440-3506 • 970-221-5400
Fax: 970-221-5432

www.ncbr.com

PUBLISHER

Jeff Nuttall
Direct: 232-3131 jnuttall@ncbr.com

NEWS

Editor
Kate Hawthorne
Direct: 232-3142 khawthorne@ncbr.com

Reporters

Steve Porter
Direct: 232-3147 sporter@ncbr.com

Molly Armbrister
Direct: 232-3139 marmbrister@ncbr.com

Copy Editor/Web Editor
Noah Guillaume
Direct: 232-3152 nguillaume@ncbr.com

Chief Researcher
Mariah Gant
Direct: 232-3149 mgant@ncbr.com

MARKETING

Director of Marketing and Events
De Dahlgren
Direct: 232-3132 ddahlgren@ncbr.com

Marketing/Events Assistant
Melissa Matonis
Direct: 232-3135 mmatonis@ncbr.com

ADVERTISING

Director of Sales
Dan Conway
Direct: 232-3145 dconway@ncbr.com

Senior Account Executive
Lindsay Gilliland
Direct: 232-3133 lgilliland@ncbr.com

Account Executive
Julie Constance
Direct: 232-3148 jconstance@ncbr.com

CUSTOM PUBLISHING

Custom Publishing Manager
Sandy Powell
Direct: 232-3144 spowell@ncbr.com

PRODUCTION

Production Manager
Bernie Simon
Direct: 232-3140 bsimon@ncbr.com

Art Director

Chad Collins
Direct: 232-3141 ccollins@ncbr.com

ADMINISTRATION

Office Manager / Front Desk
Tiffanie Moore
Direct: 232-3130 frontdesk@ncbr.com

CIRCULATION

Circulation Manager
Janet Hatfield
Direct: 232-3146 jhatfield@ncbr.com

CONTRIBUTING WRITERS & PHOTOGRAPHERS

Carl Dierschow, Kathy Gilliland, Ivy Hughes, Michelle LeJeune, Brian Schwartz, Tracee Sioux, Rulon Stacey, Michelle Venus, Joshua Zaffos

BizWEST MEDIA LLC

THE ALLIANCE OF AREA BUSINESS PUBLICATIONS



Patient welfare, not new hospital, PVHS priority

The president and chairman of the board of directors for North Colorado Medical Center Inc. published a guest editorial in mid-July in Northern Colorado newspapers saying Poudre Valley Health System plans to build a hospital in west Greeley. Subsequently, the *Northern Colorado Business Report* published an article about his information and thankfully offered a more well-balanced account.

I'd like to make sure *NCBR* readers have all of the correct information.

The fact is that PVHS has never even discussed the possibility of building a hospital in west Greeley or anywhere in Weld County. We agree with the chairman's assertion that such duplication often serves only to increase health-care costs.

However, I can't believe that Banner Health System — the Phoenix-headquartered organization that manages NCMC and owns McKee Medical Center in Loveland — is overly concerned about duplication because it has announced plans to build a third hospital in Morgan County.



GUEST COLUMN
Rulon Stacey

As the largest locally controlled provider of health care throughout Northern Colorado, PVHS is committed to ensure that our internationally recognized patient-care services remain both accessible and affordable to you.

For that reason, we will continue to work with physicians you have grown to know and trust in Loveland, Fort Collins, Windsor, or at the Greeley Medical Clinic in Weld County to explore innovative ways to provide state-of-the-art care close to the homes of community members.

The PVHS goal is for regional neighbors in the health-care profession to work collaboratively so collectively we focus on what's right for patients and physicians. We will continue to work with regional and local providers wherever possible.

The road has been less smooth at times than we would like. Since formalizing our relationship with the Greeley Medical Clinic we've endeavored to use existing medical services in Weld County, even if those services were part of another health system.

Unfortunately, our options were limited a year ago when NCMC leadership elected to deny access to the hospital to specialists working with GMC.

Regardless, GMC and PVHS are committed to finding every way possible to meet the medical needs of residents of Greeley, Windsor and the rest of Weld

County, as well as Larimer County and elsewhere in our region, with our outstanding clinical care.

Plan for growth, collaboration

Our joint plan for growth in Fredrick with Longmont United Hospital and our recent management agreement with the hospital in Sidney, Neb., are two recent examples of collaboration to ensure local control to keep quality high and costs low. Additionally, our impending affiliation with University of Colorado Hospital will ensure the PVHS tradition of world-class quality continues side by side with UCH's world-class research and education.

Inaccurate assumptions and conclusions as were displayed in the most recent guest editorial serve only to confuse community members and erode the reputations of PVHS; McKee Medical Center, Medical Center of the Rockies, Loveland; Poudre Valley Hospital, Fort Collins; and NCMC. If my actions in the past have contributed to this inaccuracy, I want to apologize for the confusion.

Northern Colorado residents are fortunate because we have excellent hospitals in PVH, MCR, NCMC, and McKee. Like MCR and PVH, NCMC is a Magnet hospital for nursing excellence, a distinction enjoyed by only a small percentage of U.S. hospitals.

We also have access to the foremost in new technology, such as the TrueBeam STx linear accelerator PVHS is now installing and will be treating cancer patients with in the very near future.

As PVHS works to enhance services offered by our two hospitals — MCR and PVH — we have opened new clinics and affiliated with existing ones to maximize quality while creating efficiencies to keep costs down.

Such efforts are crucial as we work to address national health-care reform. Organizations must work together to be more efficient and undergo a fundamental shift from the current model of treating patients in hospitals to keeping patients healthy so they remain out of hospitals.

I hope all of us in the Northern Colorado health-care community will be better able to work collaboratively as we address the constantly changing healthcare environment.

I encourage you to stay in touch with PVHS by reading www.pvhs.org and my blog at visionary.pvhs.org. Please offer your thoughts on what we do well and where you think we can improve. With all of us working together, I am confident we will better meet your health-care needs.

Rulon Stacey is president and CEO of Poudre Valley Health System.

Business Marketplace BUSINESS REPORT

Business Owners



Own your own New ATM machine or we will place New ATM. Need 110 outlet and local phone line and you are ready to go.

Phone 307-630-8115
Email: jwyatm@msn.com

Want to purchase minerals and other oil/gas interests.

Send details to:
P.O. Box 13557, Denver, CO 80201

Is your Company Secure?

On-site curbside document destruction

— piece of mind



ABSOLUTE SHREDDING
SECURE DOCUMENT DESTRUCTION

Locally Owned and Operated
970-818-1456
www.absoluteshreddingllc.com

Subscribe to the Business Report

Thousands of business leaders get it. Now you can too.

Call 970.221.5400.



Northern Colorado **BUSINESS REPORT**



Subscribe today for only **\$49.97.**

970.221.5400 • Fax: 970.221.5432 :: www.NCBR.com

Director Of Accounting And Attest



Kennedy and Coe, LLC (www.kcoe.com) is a regional CPA firm, member of the Major Firm Group of the AICPA, and serves the privately-owned business market with the mission of enhancing the well-being of those businesses and owners. Become part of the firm that is comprised of genuine people using creative ideas to achieve valuable results for both our people and clients. We are the leading innovator among the Major Firm Group in the adoption of value pricing.

We are looking for an experienced CPA to lead and manage the firm's accounting and attest practice. This is a key leadership role and some major responsibilities include: strategic advisor to CEO and other firm leaders; develop the firm's A&A practice; oversight of overall engagement quality of firm's A&A practice; manage and support A&A technical training for staff; manage pre-issuance reviews, engagement quality control reviews, internal inspections and peer review program; maintain relationships with legal and liability advisors; as well as other A&A responsibilities typical in a public accounting environment. Position's location may be in Wichita or Salina, KS; or Loveland, CO.

If you possess the following qualifications, we want to hear from you: passion for the success of people and clients, current CPA certificate; 10+ years public accounting experience, with emphasis in the A&A area; demonstrated leadership abilities; strong project and people management skills; advanced technology skills and high level of technical A&A expertise; experience working with closely-held business clients in a variety of industries; and excellent communication and interpersonal skills

We offer excellent benefits, including paid time off; health, dental and vision insurance; life management programs, 401k and profit sharing plans. Apply on-line at www.kcoe.com or email resume and cover letter with salary requirements to blue@kcoe.com or mail to Kennedy and Coe, LLC, P.O. Box 2086, Salina, KS 67402-2086 by August 31, 2011. EOE.

BREWTYME
OFFICE COFFEE AND VENDING SERVICES

TREAT YOURSELF TO A VARIETY OF SNACKS AND DRINKS

CHIPS
GRANOLA BARS
COOKIES
NUTS
COKE PRODUCTS

CRACKERS
PRETZELS
PASTRIES
CANDY
PEPSI PRODUCTS

AND MUCH MORE!
COFFEE SERVICES ALSO AVAILABLE

WE PRIDE OURSELVES ON SUPERIOR CUSTOMER SERVICE

970.482.5551
WWW.BREWTYME.COM

LETTERS, from 28A

ing market, FHA loan limits were raised...”

By all means, taxpayers should be very willing to stand behind larger mortgages for those least qualified to buy a home. Until that logic is proved senseless once again it allows lenders and Realtors to continue blowing their own bubbles that make a larger mess for everyone. Is it no longer possible to allow markets to expand and contract through supply and demand dynamics, or have we abandoned that principal in favor of a centralized economy? That strategy has paid off in spades elsewhere!

Joe Rowan
Fort Collins

Penny Flats to be ready to rent by April
(NCBR, July 29, 2011)

“The planned 141-unit project stalled as the Fort Collins market entered the economic downturn.” Wrong, the location is so bad, close to the railroads, that nobody wanted to buy and live there! Of course, renters do not have the same expectations.

Christophe Attard
Fort Collins

Cautious optimism for Latino businesses, entrepreneurs

(Latino Voices, NCB, July 29, 2011)

This is a fabulous article that includes so much good data and information. With this I see a much more complex portrait that I am happy to read (esp. after the devastating wealth gap Pew report came out this week, which was just downright depressing). Thanks again for this great information!

Lori Peek
Fort Collins

November ballot issue would lower Larimer County jail tax

(Business Report Daily, July 29, 2011)

We don't need any more jails or police. There are too many police now that have to fill their quota with arrests. And, there are many people put in jail for minor infractions. The whole justice system would grow if we gave them more dollars, including judges, lawyers, bureaucrats, etc. Larimer County should have an operational budget that maintains, but does not grow the institution while taxing the citizens more.

This is way too much! They can do the job with less than they are asking.

Ralph Loveland

Solutions sought to stem losses at Ranch
(NCBR, July 15, 2011)

After reading this article I find myself wondering why these debt/revenue questions weren't asked before the facilities were built. This isn't just some small oversight. Were the “planners” so out of touch that they didn't perform some sort of cash flow analysis or business plan before embarking on this project? My opinion is that the so called planners were working from a typical government mentality. Spend first, ask questions later. If the bills aren't covered, raise fees and taxes, or borrow more. If all else fails, blame your predecessor.

Travis
Northern Colorado

POLL COMMENTS

Editor's note: Let us know how you really feel by answering our online poll, then leave an extended comment at www.ncbr.com.

What would make you want to live downtown?

I love the urban vibe of downtown, the convenience of being close to restaurants and shops, and knowing I'm supporting our independent local merchants and small businesses. I like the friendly atmosphere, being able to walk to events and enjoy the variety of art and cultural resources downtown.

Mary Bahus-Meyer

**NORTHERN COLORADO BUSINESS
DECISION MAKERS**



SERVED UP EVERY 2 WEEKS

Northern Colorado
**BUSINESS
REPORT**

1550 E. Harmony Road, 2nd floor • Fort Collins, Colorado 80525
Contact: 970/221-5400 • www.ncbr.com

BRINGING YOUR MESSAGE CLOSER TO YOUR MARKET

By providing in-depth, local business news and by forming solid ties with our community, we've developed unparalleled reader loyalty among the key business decision makers in Northern Colorado.

When you advertise in the Northern Colorado Business Report, your message is being directly delivered to the audience you most want to reach. Further, as a member of *The Alliance*, we can provide access to over 1.2 million business professionals in the U.S., Canada, Mexico, Puerto Rico and Australia.

Get in front of your target audience: contact us today.

A proud member of

THE ALLIANCE
OF AREA BUSINESS PUBLICATIONS

www.alliancebizpubs.com

"We die a little each time we compromise ourselves and put off those things we know in our heart we must do."

Christine Comaford, founder
Mighty Ventures LLC

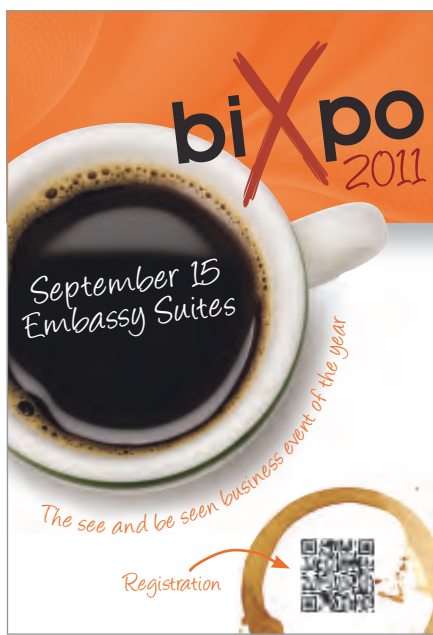


COMAFORD

WHAT'S WORKING, from 9A

A: We broke even in 2008.
Q: Did you use a business plan?
A: No, but we did write a business summary.
Q: What were the biggest challenges? What do you know now that you wish you'd known sooner?
A: The area I struggled with for much of my career was in working with others. For a long time, I truly believed that I had to do it all on my own. It wasn't until I turned 34 that I realized the difference the right team can make. I've had to learn to let go and allow others the space to contribute. You can have a much larger impact on the world if you can find others that click with you. What I've learned is that life exists in the people you meet and the things you build together. You might build a friendship, a family, a product, a company, or an experience, but it's all about collaboration. I've discovered that it's when you put yourself out there that you experience the greatest personal growth.
Q: Are there one or two qualities you can attribute your success to?
A: Tenacity. I owe my persistence to having to overcome adversity early in life. My dad wanted a son, he got a daughter. My dad told me at an early age things like, "You're not pretty," and "You're not very smart." At some point in my life, I realized I could make a choice: I could believe him and wallow in self-pity and be a victim, or I could choose not to buy into it and define my own life. I know that everyone makes statements and decisions based on their own conditioning, based on the stories from their past they unknowingly cling to.
Q: How do you define success and fulfillment?
A: Joy and peace. If I died tomorrow I'd say I rocked it. At some point I finally realized that I am enough, I do enough and I have enough. I've gained the perspective from my hospice work that we don't have long and there's no point in putting things off. We die a little each time we compromise ourselves and put off those things we know in our heart we must do. I believe that fulfillment exists in moments, but it's not sustainable because it's always moving forward. You feel fulfilled, then some time passes and you stretch and you grow and you have new experiences.
Q: How do you deal with adversity today?
A: Whenever I come across something that I get upset by I ask two questions. 1. How important is this in the grand scheme of things? 2. What's the

lesson in this? I believe there's a great lesson in everything, and in knowing that part of me needs to grow because I brought this situation into my life. My dad said cancer was the best thing that ever happened to him, after my mom. He said Nancy was first but that cancer was second because it helped him see how valuable his life was. It enabled him to turn his life around in his last four months. So, I totally believe in crash-course life lessons. My dad got to have that peace and he got to really feel love before he died. He graduated. Who cares if you cram? If you pass the exam it doesn't matter.
Q: Is there anything else you want to share?
A: As the founder, it's hard but important to not get attached to your own company. I call it "founderitis" when people botch financing and acquisitions because they feel their company is more valuable than it is. Then, of course, no one else comes along later and the company goes under. Instead, think of your company as a living, breathing organism and it's your responsibility simply to be the caretaker and the shepherd for a period of time. Entrepreneurs have a healthy dissatisfaction. I think if you're totally happy with the way everything is going and you don't really feel any need to make a big contribution or whatever, then keep doing what you're doing. I think that a lot of people just have dissatisfaction and don't do anything about it. Then there's a healthy dissatisfaction that motivates you to move forward, to stretch and to grow.



Connecting you With Your Customers.

- Business Telecommunications Solutions (Voice and Data)
- Voice Processing Systems
- Voice over IP Solutions
- Call Center Applications and Management
- Call Accounting Packages
- Paging Solutions
- Voice and Data Cabling
- Extended Warranty and Partnership Programs
- Service, Repair, and Remote Support
- Moves, Adds, and Changes
- Full Project Management
- Business Financial Solutions

970-282-7500

www.telecofc.com

WELD COUNTY

Celebrating 150 Years

Join Your Business Friends and Associates in Celebrating 150 Years of Growth

Weld County and the Northern Colorado Business Report are publishing a magazine that follows the growth of industry and business in the county over the last 150 years and speaks to the future economic development of this vibrant county.

Focusing on key industries and icons the magazine will highlight what has made Weld County a great place to work and live.

Agriculture

Water

Energy, Oil and Gas

Health Care

Education

Arts & Culture

Cities and Towns

What Does the Future Hold?

Your advertising message will be seen by thousands of residents, subscribers to NCBR and companies moving to Weld County.

Distribution:
Weld County Day on November 21
NCBR
Online at NCBR.com

Advertising Deadline:
September 23, 2011

Call today!

SANDY POWELL

(970) 232-3144

spowell@ncbr.com

Northern Colorado
**BUSINESS
 REPORT**

1550 E. Harmony Road, 2nd floor :: Fort Collins, CO 80525 :: 970.221.5400 • Fax: 970.221.5432 :: NCBR.com



Choice. Affordability. Wellness. That's the real value of Anthem.

With Anthem Blue Cross and Blue Shield, you can offer your employees more than just health coverage. You can offer them a health benefits package that provides real value...for you and for them.

- A range of affordable health, dental and vision plans.
- Wellness care resources and tools your employees can use to live healthier.
- Potential cost savings through the strength of our network.

Real value for your employees and the benefits they need. Value for your company by helping to manage costs and create healthier employees. Find out more about Anthem's complete solutions for your company today at [anthem.com/connects2](https://www.anthem.com/connects2).

Anthem  
Health. Join In.SM

HEALTH | DENTAL | VISION | LIFE | DISABILITY

Life and Disability products underwritten by Anthem Life Insurance Company. Anthem Blue Cross and Blue Shield is the trade name of: In Colorado and Nevada: Rocky Mountain Hospital and Medical Service, Inc. In Connecticut: Anthem Health Plans, Inc. In Indiana: Anthem Insurance Companies, Inc. In Kentucky: Anthem Health Plans of Kentucky, Inc. In Maine: Anthem Health Plans of Maine, Inc. In Missouri (excluding 30 counties in the Kansas City area): RightCHOICE[®] Managed Care, Inc. (RIT), Healthy Alliance[®] Life Insurance Company (HALIC), and HMO Missouri, Inc. RIT and certain affiliates administer non-HMO benefits underwritten by HALIC and HMO benefits underwritten by HMO Missouri, Inc. RIT and certain affiliates only provide administrative services for self-funded plans and do not underwrite benefits. In New Hampshire: Anthem Health Plans of New Hampshire, Inc. In Ohio: Community Insurance Company. In Virginia: Anthem Health Plans of Virginia, Inc. trades as Anthem Blue Cross and Blue Shield in Virginia, and its service area is all of Virginia except for the City of Fairfax, the Town of Vienna, and the area east of State Route 123. In Wisconsin: Blue Cross Blue Shield of Wisconsin ("BCBSWI"), which underwrites or administers the PPO and indemnity policies; CompCare Health Services Insurance Corporation ("CompCare"), which underwrites or administers the HMO policies; and CompCare and BCBSWI collectively, which underwrite or administer the POS policies. Independent licensees of the Blue Cross and Blue Shield Association. ©ANTHEM is a registered trademark of Anthem Insurance Companies, Inc. The Blue Cross and Blue Shield names and symbols are registered marks of the Blue Cross and Blue Shield Association.

NORTHERN COLORADO BUSINESS REPORT PRESENTS

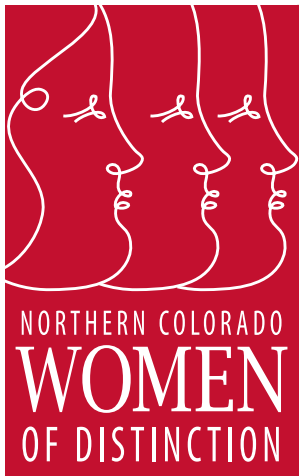
WOMEN OF DISTINCTION

LEADERS • MENTORS • DOERS

THE PREMIERE CELEBRATION RECOGNIZING

FEMALE LEADERSHIP IN NORTHERN COLORADO

AUGUST 10, 2011 • EMBASSY SUITES • LOVELAND



Special Section B
Aug. 12-25, 2011
www.ncbr.com

EVENT ARCHITECT & PRODUCER

TITLE SPONSOR

PRESENTING SPONSORS

MARKETING SPONSOR



Women of Distinction continue impressive tradition of excellence

It is my deep honor to be hosting the third annual *Northern Colorado Business Report Women of Distinction Awards*.

The 2011 honorees are no less impressive than the previous two classes. They represent some of the best business people of either gender in our region, as well as some of the most energetic volunteers and mentors, always willing to give of themselves for the greater good.

As you can see in the following pages, where this year's 11 Women of Distinction are profiled, our selection committee once again chose wisely and well. It's not an easy job, either. This year's pool of nominees numbered near 80, and all were more than worthy of inclusion.

I'd like to thank the sponsors whose generosity makes it possible for *NCBR* to bring the accomplishments of these impressive women to the attention of the Northern Colorado business community: EKS&H; the BBB serving Northern Colorado and Wyoming;

Monfort College of Business at the University of Northern Colorado; First National Wealth Management; Columbine Health Systems; Cache Bank & Trust; DaVinci Sign Systems Inc.; KUNC; Social Media Pilots and the Caldera Event Group LLC.

And, as always, thanks to the *NCBR* staff who make all our events possible - you all are also persons of the highest distinction.

Sincerely,

Jeff Nuttall, publisher
Northern Colorado Business Report



distinction

EKS&H is proud to support the nominees and winners of the Northern Colorado Women of Distinction.

We applaud your leadership and contribution to our community.

Serving others and building trust

EKS&H

www.eksh.com

DENVER • FORT COLLINS • BOULDER



NORTHERN COLORADO WOMEN OF DISTINCTION

2011

inside

BANKING & FINANCE

Julie Piepho3B

BUSINESS AND BUSINESS SERVICES

Pam King.....4B

EDUCATION

Colleen Laub.....5B

REGION'S LARGEST WOMEN-OWNED BUSINESS LIST

.....6B

GOVERNMENT, ENERGY AND UTILITIES

The Hon. Julie Field7B

HEALTH CARE

Ann Yanagi, M.D.8B

NONPROFIT - CREATIVE INDUSTRIES

Annette Geiselman.....9B

NONPROFIT - HUMAN SERVICES

Leona Martens.....10B

OUTSTANDING MENTOR

Jean Schober Morrell11B

EXCEPTIONAL VOLUNTEER

Yonne Myers12B

REAL ESTATE, CONSTRUCTION AND DEVELOPMENT

Deanna McCreary13B

LEADING LADY OF NORTHERN COLORADO

Trudy Sargent14B

BANKING & FINANCE

Piepho leads by helping others be their best

By Molly Armbrister
marmbrister@ncbr.com

FORT COLLINS – Julie Piepho’s idea of leadership is focused on helping others be their best, whether it means helping them push past obstacles or finding a way to correct a mistake. These are practices she has had plenty of opportunities to develop during her more than 30-year career in the mortgage industry.

Piepho has been making a difference in the Northern Colorado market, both in her career and through volunteering, since 1985 when she took a job at Reliance Equities Inc. after holding several positions in the mortgage sector in Wyoming.

In 2011, as the executive vice president of Cornerstone Mortgage overseeing operations, compliance, sales, and implementation, Piepho has been chosen as a *Northern Colorado Business Report* Woman of Distinction in the category of Banking and Finance.

Piepho is a member of the Colorado Mortgage Loan Originator Board as well as the vice chair of the National Mortgage Bankers Association’s State Legislative and Regulatory Committee. In 2008, after seven years on the board of directors and executive committee, Piepho took the chair of the Colorado Mortgage Lenders Association.

Piepho, who said she is excited to be honored by her peers as a Woman of Distinction, is a certified mortgage lender, as well as a master certified mortgage banker.

No matter what path one chooses, Piepho said, it is important to be fully committed to that path and “fierce-

ly passionate” about it.

One of the community service projects about which Piepho is most passionate is the Alzheimer’s Memories in the Making Art Auction, which she has emceed and served as the chairperson in previous years. The annual event auctions paintings by artists with dementia, the proceeds of which go to state-level programs and services for individuals with Alzheimer’s. Last year’s auction raised more than \$87,000.

Combining her career with her penchant for community service, Piepho founded the CMLA Future Mortgage Leaders of Colorado, a program committed to identifying, cultivating, and educating the next generation of mortgage leaders. Piepho created the curriculum and acts as a mentor to the individuals selected for the program.

Piepho stresses to all of those she mentors the importance of asking questions and maintaining a sense of curiosity, and to the young women especially, the courage to push past the obstacles related to gender that are sometimes encountered when building a career.

“You’re here to help other people be their best,” Piepho said.

“Julie truly believes in giving back to the industry that has contributed to her professional success,” said Debra Meogrossi, owner of ShadowNet Solutions LLC, in her letter supporting Piepho’s Women of Distinction nomination. Meogrossi is also co-founder of Women Helping Others, a Giving Circle of Volunteers of America, another organization for which Piepho volunteers.



Julie Piepho
Executive Vice President
Cornerstone Mortgage

BUSINESS PARTNER

Kunc 91.5
Turn Up Your World

LOCAL, NATIONAL, AND WORLD NEWS - DIVERSE MUSIC AND ENTERTAINMENT

Institute of Business & Medical Careers™

Congratulations to the 2011 Women of Distinction Nominees!

We thank the amazing 7,500 female students and 350 women employees who have chosen the Institute of Business & Medical Careers since 1991.

HIRING MADE EASY AS 1-2-3

CALL IBMC FIRST for your NEW EMPLOYEE FAST!

1 Connect and Explore 2 Search and Post 3 Interview and Hire

Visit College Central Network (CCN) to look at resumes or post your job opening. It's quick, it's easy, it's FREE, available 24/7.

www.ibmc.edu (800) 495-2669
Campuses in: Fort Collins | Greeley | Longmont | Cheyenne

Follow us on Facebook and LinkedIn

"Building Diversified Relationships Through Integrity, Ethics & Value"



Amanda Val Rick Robin

(970) 667-4202



Action Staffing Solutions

www.ActionSolutionsIncorporated.com

1409 W. 29th St. located in The Group Real Estate building on 29th and Taft in Loveland

Awarded "National Professional of the year for the Staffing Industry" by Presidential Who's Who

BUSINESS & BUSINESS SERVICES




Pam King
President/CEO

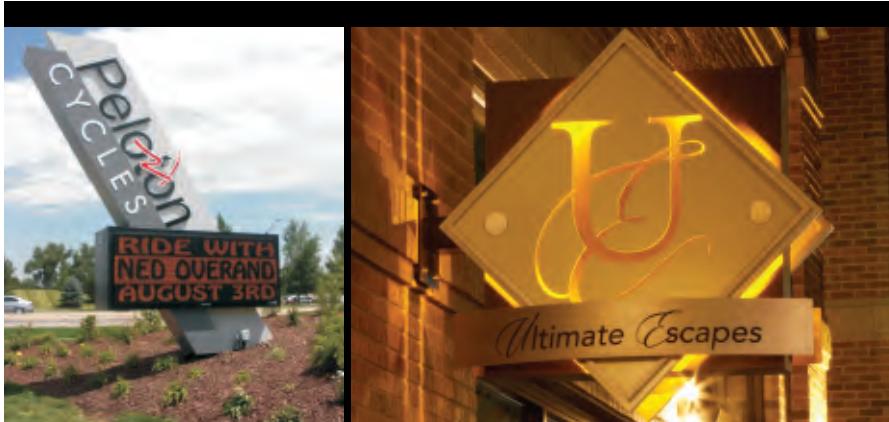
BBB serving Northern Colorado and Wyoming

					
Paul Hummel, ChFC Chartered Financial Consultant 935 Cleveland Avenue Loveland, CO 970-669-9720	Kevin Dunningan, MBA, CFP® CERTIFIED FINANCIAL PLANNER™ PROFESSIONAL 300 E. 29th Street Loveland, CO 970-622-2366	Andrew Moore Investment Representative 935 Cleveland Avenue Loveland, CO 970-613-2185	Michael Tarantino, CDFA™ Investment Representative 303 E. Mountain Avenue Ft. Collins, CO 970-292-0105	Denise Martz Investment Professional 3227 Timberline Road Ft. Collins, CO 970-292-0115	Tyler Rusch, CDFA™ Investment Representative 2695 W. Eisenhower Blvd. Loveland, CO 970-622-7408

local

Located at 

Investment Centers of America, Inc. (ICA) member FINRA, SIPC, is not affiliated with Home State Bank. Securities and insurance products offered through ICA and affiliated insurance agencies are "not insured by the FDIC or any other Federal Government agency *not a deposit or other obligation of, or guaranteed by any bank or their affiliates *subject to risks including the possible loss of principal amount invested.




DA VINCI

SIGN SYSTEMS, INC.

the art and science of identification



970-203-9292
4496 BENTS DRIVE, WINDSOR, CO 80550
WWW.DAVINCISIGN.COM

Leadership, ethics mark King's business career

By Michelle Venus
news@ncbr.com

FORT COLLINS – With over 17 years with the Better Business Bureau serving Northern Colorado and Wyoming, Pam King knows just about everybody. Everybody who has an interest in ethical business practices, that is.

As the president and CEO, King stands behind the organization's motto: "Start with trust." Her organization serves businesses and consumers in more than 38 counties in both states. During her tenure, she has increased revenue by 351 percent and net membership by 127 percent. Significant accomplishments, indeed, and just one of the reasons King has been named the *Northern Colorado Business Report* 2011 Woman of Distinction in the category of Business and Business Services.

Under her direction, the local BBB was the first in the nation to partner with universities – Colorado State University, University of Northern Colorado and University of Wyoming – to give students a real-world education experience in business ethics by researching the annual Torch Awards.

In 1997, King initiated a program with Pinnacle Assurance to provide business participants group insurance designed to reduce workers' compensation costs by promoting risk management and accident prevention in the workplace. These innovative programs, as well as others, have garnered national awards for the BBB.

"Pam is a competent and dynamic leader. I have known and worked with her for almost 15 years," said Mike Pierce of Burns Marketing, chairman of the BBB Foundation's Advisory Board. "She is very forward thinking

and willing to take risks to better the Bureau as well as the services the Bureau provides to the business community. Pam's command of fiscal responsibility is outstanding."

After graduating from Colorado State University, King started her career at the Greeley/Weld Chamber of Commerce. Within five years, she moved up the ranks to become president and CEO. Pam was the 12th woman in the United States – and the first in Colorado – to achieve Certified Chamber Executive designation from the American Chamber of Commerce Executives.

Since the early 1980s, King has volunteered her time and expertise to many Northern Colorado nonprofit organizations. She has co-chaired numerous committees and was the executive vice chair for the United Way of Weld County; on the advisory boards for Aims Community College and Congressman Hank Brown; and on the Board of Directors for First National Bank of Greeley, the Colorado Association of Nonprofit Organizations and Foothills Rotary Foundation. Today, she is a member of Clear Channel Communications' advisory board and is on the Dean's Leadership Council at the UNC Monfort College of Business.

"I have been very fortunate to have worked over the last 31 years with so many outstanding people for wonderful causes," she said.

King's business and volunteer activities have not interfered with her family time.

"She has done it all," said her daughter, Christine, a senior at Clemson University. "She has a wonderful family, with all six kids going to college, and she runs a successful nonprofit organization. I hope to be selfless, strong and wise, just as she is."

EDUCATION

IBMC's Laub both teacher and student of life

By Tracee Sioux
news@ncbr.com

FORT COLLINS – Colleen Laub has been a pioneer in the vocational education industry for more than two decades.

As chief operating officer and owner of the Institute of Business and Medical Careers, she helps educate 1,000 students a year on four campuses in Northern Colorado and Wyoming. And “career” is not just part of the school's name – 87 percent of graduating students find placement in medical and business occupations.

“What I love about IBMC is that it's very purpose-driven, and we're helping other people follow their dreams and become all they can be, not just with the students, but also with staff,” Laub said. “Our motto is ‘Leading you to a better life.’ It's not just helping someone get their degree, it's more deep-rooted than that; it really is leading them to a better life.”

Laub is the *Northern Colorado Business Report's* 2011 Woman of Distinction in the area of education.

She and her husband, Rich Laub, CEO of IBMC, moved to Fort Collins in 1990 and purchased Medical Careers Training Center in 1991. In 1995, The Laub Co. Inc. changed the name to Institute of Business and Medical Careers, with the vision statement: “Caring Individuals, Changing Lives.”

Laub says IBMC achieves exceptionally high standards in three areas: student retention, making sure students finish the program and graduate despite crises and obstacles in their lives; student placement, ensuring

that graduates find jobs in their field of study; and student loan repayment, ensuring that they are gainfully employed so they are able to repay loans.

Laub and IBMC serve as dream-makers for many nontraditional students who, for various reasons, don't have time, money or aptitude for a university degree.

“A four-year college isn't for everybody, so we do attract more nontraditional students,” Laub explained. “IBMC is for someone who wants to get in and get into their career. It really is their dream, they've always wanted to be in a career where they are helping others. It could be a high school student who doesn't see themselves in a university setting, single mothers who need to make ends meet quickly, or older mothers who have focused on raising their families and are now reentering the workforce.”

IBMC isn't just for women, either.

“Our male population has grown with the downturn in the economy and all the layoffs, they are starting a brand new careers,” Laub said. “IBMC changes their lives in a short period of time and gives people a high potential of job placement.”

Laub reflects on the impact other women have had in her life.

“When I look at recognizing women, I can see, in my personal life, I've been blessed to have so many remarkable women along my path who have shaped my life,” she said. “From my three sisters, mother and mother-in-law and all the professional women that I have worked with. I'm so grateful that there are people in my life who are patient enough to continue to teach me.”



Colleen Laub
Owner/COO

The Institute of Business and Medical Careers

Caring for All Women Always

Serving Loveland: 2500 Rocky Mtn. Ave., North Medical Office Bldg., Suite 150



Eric Yeh, MD



Kaea Beresford, MD



Robert Burke, MD



John Carlton, MD



Welcome Dr. Nicole Roberson,
Board Certified, OB/GYN

Welcoming New Patients

Please call to schedule
your appointment

970.493.7442 • 888.441.6983

Board Certified Physicians,
Midwives,
Nurse Practitioners,
Physician Assistants

ON-SITE SERVICES INCLUDE:

General and High Risk Obstetrics, Midwifery Care, Gynecology, Robotic Surgery, Bioidentical Hormone Replacement, Adiana/Essure Birth Control, Urodynamics, Digital Mammography, Bone Density Scanning, AIUM Certified Ultrasonography, Healthcare, Parenting and Prenatal Classes



www.fcwc.com

Serving Fort Collins: 1107 S. Lemay Ave, Suite 300



Beverly Donnelley, MD



Warren James, MD



Susan Kozak, MD



Kevin Tool, MD



Elizabeth Serniak, MD



Kara Micetich, MD



Angela King, MD



Philip Priebe, MD



Maude Vance, MD



Bradley Stern, MD



Terri Leiser-Gross, CNM



Lani Nielsen, CNM



Kelly Jean Clarkson, CNM



Cassandra Selby, CNM



Lara Bureau, PA-C



Abbey Seuffer, PA



Roxanne Slayden, PA



Peggy Milano, NP



Stesha Irons-Kahl, CNM, NP

Largest Women-Owned Businesses

Ranked by revenues



RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	REVENUES 2010 REVENUES 2009	PERCENT OWNED BY WOMEN EMPLOYEES 2011	PRODUCTS/SERVICES	PERSON IN CHARGE TITLE OF PERSON IN CHARGE YEAR FOUNDED	OWNER (S) E-MAIL WEB SITE
1	1	NEW BELGIUM BREWING 500 Linden St. Fort Collins, CO 80524 970-221-0524/970-221-0535	\$145,000,000 \$125,000,000	54% 400	Belgian-style craft beers, including eight year-round and four special-release brews.	Kim Jordan CEO 1991	Kim Jordan nbb@newbelgium.com www.newbelgium.com
2	3	CO'S AUTO GROUP INC. 4150 Byrd Drive Loveland, CO 80538 970-292-5200/970-292-5719	\$43,680,000 \$35,870,000	100% 51	BMW and MINI Cooper automobiles, sales, parts, service, pre-owned cars and trucks.	Christina Dawkins Owner 1974	Christina Dawkins Rosalie VanHerwaarden sales@cosbmw.com www.cosbmw.com, miniofloveland.com
3	4	GOOD DAY PHARMACY - COMPANY WIDE 3780 E. 15th St. Loveland, CO 80538 970-461-1975/970-667-1095	\$24,000,000 \$22,000,000	60% 100	Family-owned pharmacy chain specializing in prescriptions, medical equipment sales and rentals, medical supplies, prescription compounding, local prescription delivery, online refills and product shopping. The Special Care Services Pharmacy serves assisted living, long term care and alternative care in Colorado.	Marla Worley, R.Ph. Vicki Einhellig Pharmacy manager President, COO 1985	David Lamb Vicki Einhellig Nancy Lamb goodday@gooddaypharmacy.com www.gooddaypharmacy.com
4	5	COLORADO CUSTOMWARE INC. 1109 Oak Park Drive Fort Collins, CO 80525 970-212-4001/970-223-4204	\$10,980,635 \$10,844,579	100% 107	Assessment, tax collection and data visualization software for state and local government.	Lori Burge President and CEO 1989	Lori Schlotter info@ccti.ws www.coloradocustomware.com
5	2	GRAY OIL CO. 804 Denver Ave. Fort Lupton, CO 80621 800-464-4729/303-857-1641	\$9,641,579 \$8,164,259	60% 66	Fuel, lubes and chemicals.	Tina Jurhee Powell Owner and president 1937	Tina Jurhee Powell tina@grayoil.net www.grayoil.net
6	7	EMPLOYMENT SOLUTIONS PERSONNEL SERVICES INC. 4206 S. College Ave., No. 107 Fort Collins, CO 80525 970-407-9675/970-407-1214 970-407-9675/	\$8,485,000 \$6,250,000	51% 14	Staffing services.	Rick Wagner Owner, President 1994	Rick Wagner Katherine J. Wagner rick@employmentsolutions.com www.employmentsolutions.com
7	10	RHINOTRAX CONSTRUCTION INC. 4161 Mulligan St. Longmont, CO 80504 303-682-9906/303-532-0106 303-682-9906/303-532-0106	\$8,000,000 \$4,000,000	100% 12	Office, industrial, retail, industrial renovation, tenant finish, multi-family ground up and renovation.	Michele Noel President 2004	Michele Noel info@rhinotrax.com www.rhinotraxconstruction.com
8	8	VISTA SOLUTIONS CORP. 2619 Midpoint Drive, Suite F Fort Collins, CO 80525 970-212-2940/970-212-2950	\$6,368,738 \$6,199,166	51% 12	Full-service IT partner, offering business-class technology; unique and customized hardware, software, and services.	Linda Vomaske Owner 1992	Linda Vomaske info@vistasolutions.net www.vistasolutions.net
9	9	PORTER INDUSTRIES INC. 5202 Granite St. Loveland, CO 80538 970-667-5239/970-635-2566	\$4,900,000 \$5,300,000	51% 200	Safe and healthy cleaning and restoration services for businesses and homes. Corporate office is LEED-EB Gold Certified. LEED Accredited Professional is on staff.	Steve Hendrickson President and CEO 1967	Marilyn Stone steve.h@porterclean.com www.porterclean.com; www.maid-clean.com
10	12	MOTHERLOVE HERBAL CO. 3101 Kintzley Court Laporte, CO 80535 970-493-2892/970-224-4844	\$2,750,000 \$2,500,000	100% 11	Herbal products for pregnancy, breast feeding and babies.	Kathryn Higgins Owner and founder 1990	Kathryn Higgins kathryn@motherlove.com www.motherlove.com
11	NR	WINDLION INC. DBA EXPRESS EMPLOYMENT PROFESSIONALS 2711 W. 10th St. Greeley, CO 80634 970-353-8430/970-353-9485 970-353-8430/970-353-9485	\$2,460,817 \$1,670,000	100% 4	Temporary help, professional recruiting, HR audits and consulting.	Kathy Wallace Egan Owner 1976	Kathy Wallace Egan kathy.egan@expresspros.com www.expresspros.com
12	NR	ALLURA SKIN & LASER CLINIC 2032 Lowe St., Suite 103 Fort Collins, CO 80525 970-223-0193/	\$1,900,000 \$1,450,000	100% 19	Skin care, facial lasering, botox, dermal fillers, hCG diet, spa, massage, laser vein treatments, bio identical hormones.	Rebecca A. de la Torre M.D. 2008	Rebecca A. de la Torre info@alluraclinic.com www.alluraclinic.com
13	NR	ST. VRAIN BLOCK CO. 5150 Grand View Blvd. Dacono, CO 80514 303-833-4144/	\$1,700,000 \$1,600,000	100% 15	Concrete blocks, landscaping products, pavers, retaining wall block and structural units.	Dorothy Ryan Anna Ryan Michelle McDaniel President Co-Owner, Vice president Safety training, Administration 1946	Colleen Ryan Anna Ryan Shannon Cebula Michelle McDaniel Dorothy Ryan Dan Ryan stvrainblock@mesanetworks.net www.stvrainblock.com
14	NR	DIESEL SERVICES OF NORTHERN COLORADO 1828 E. Mulberry St., Unit D Fort Collins, CO 80524 970-221-9280/970-221-9286	\$1,500,000 N/A	100% 15	Repair service for all trucks, tractors, trailers, fleets, forklifts, earth movers, compressors, generators, cranes, booms and mobile repair service.	Marybeth Snyder Owner, manager 1998	diesell@frii.com www.dsnc.biz
15	NR	LINDEN 223 S. Howes St. Fort Collins, CO 80521 970-221-3232/970-221-0375	\$1,200,000 \$1,200,000	100% 10	Smart marketing services - including research, Web development and design, branding, strategy, advertising & media planning, public relations, design, multimedia, copy writing and printing.	Susie Cannon Owner 1996	Susie Cannon susie@golinden.com www.golinden.com

Region surveyed includes Larimer and Weld counties and the city of Brighton.
N/A-Not Available.
NR-Not ranked/no previous rank.
Businesses must be at least 51 percent women-owned to be eligible for this list.

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

You're committed to your success. So are we.

We want you to know that you can count on us, and that your aspirations are a priority. We'll work with you to create a plan that works for your business. No matter what your goals, we can help you meet them.

Mueller & Associates CPA (970) 667-1070 • 762 WEST EISENHOWER BLVD., LOVELAND, COLORADO 80537 • MUELLER-CPA.COM

PEAK SERVICE | PINNACLE RESULTS

Committed to Excellence. Focused on You.

Offering Trusted, Quality Plastic Surgery Care To Make You Look and Feel Your Best

Breast Augmentation
Breast Lift
Eyelid Surgery
Facelift

Fractionated CO₂ Laser
Lip Augmentation
Liposuction

Rhinoplasty
Tummy Tuck
General Reconstructive Surgery

Front Range
PLASTIC & RECONSTRUCTIVE SURGERY
WARREN P. SCHUTTE, MD

\$500 off Facelift
offer expires 8.31.2011
Call for details.

Locations in
Loveland
Longmont

(970) 372-2310 (303) 872-8250

www.fronrangeplasticsurgery.com

GOVERNMENT, ENERGY AND UTILITIES



The Hon. Julie Field
District Court Judge
State of Colorado Eighth Judicial District

Victims of violence have advocate in Field

By Tracee Sioux
news@ncbr.com

FORT COLLINS – Judge Julie Kunce Field was chosen as a 2011 *Northern Colorado Business Report* Woman of Distinction for her extensive legal work on behalf of survivors of domestic violence and sexual assault.

Judge Field was appointed in January as district court judge in the Eighth Judicial District for the State of Colorado, the only sitting female justice in the district. During her distinguished career, Field has passionately advocated for, and defended, domestic violence victims and their families, and has conducted training on such matters in 49 states.

"What brought me to working on family law issues is, I think, everything else stems from that," she explained. "If people have peace in their homes, they are able to be productive in the world. If they don't, it's harder for them and it affects all the different aspects of our world, whether we know it or not. It's a distraction at work and it takes an enormous financial toll when people are unsafe in their homes. It impacts not only that family, but everyone that family interacts with, including social agencies, employers, schools and community organizations."

Field founded The Confidentiality Institute in 1998 and served there until she was appointed to the bench this year. The Institute educates the community, legal authorities and social agencies about significant confidentiality and privacy challenges for survivors of domestic violence and sexual assault throughout the United States.

"I started doing work around confidentiality as it relates to domestic violence and sex-

ual assault in 1998, when I was asked by a colleague to look at issues related to confidentiality, privacy and victimization and to write a manual for domestic violence and sexual assault agencies," Field said. "I thought it was going to be a six-month project, but it turned out to be a 13-year project."

One of the reasons the project grew is that laws and technology are constantly changing.

"The advent of the Internet and social media presents more issues for domestic violence and sexual assault victims," she said. "This issue is not in the forefront of people's minds but it's foremost in people's safety."

Field has also taught law at the University of Denver and the University of Colorado-Denver, and has served on the board of directors of the Crossroads Safehouse in Fort Collins since 2000, including a term as president.

"Crossroads Safehouse is just a crown jewel in not just our community of Northern Colorado but also statewide. It's a national model, I think, for how to work with victims of domestic violence while maintaining their dignity, honors who they are and shows how to do that work with integrity," Field said.

Judge Field has served as a mediator and arbitrator for the Colorado Office of Dispute Resolution, has taught law at the University of Colorado, the University of Denver, Washburn University Law School, the University of Michigan Clinical Law Program and served as co-director at the Women and the Law Clinic in Ann Harbor, Mich.

Judge Field is married to Stuart Field, a physics professor at Colorado State University. The couple have two children, Sam and Ellen.

How's Your Financial Fitness Program?

Keeping your family healthy from a financial standpoint requires **KNOWLEDGE** of priorities and goals.

With our convenient financial planning services, you can identify your **PRIORITIES** and set a strategy in place for achieving your goals. Let us provide the **ROADMAP**.

Call today to find out more about our financial planning services.



Denise Martz
Financial Advisor
denise.martz@investmentcenters.com
www.denisemartz.com
970-292-0115

Located at:
Home State Bank
3227 Timberline Rd
Fort Collins, CO 80525

Investment Centers of America, Inc. (ICA), member FINRA/SIPC and a Registered Investment Advisor, is not affiliated with Home State Bank. Securities, advisory services and insurance products offered through ICA and affiliated insurance agencies are *not insured by the FDIC or any other Federal Government agency * not a deposit or other obligation of, or guaranteed by any bank or their affiliates * subject to risks including the possible loss of principal amount invested.

CPA HANNA, HOLDREDGE & ASSOCIATES
CERTIFIED PUBLIC ACCOUNTANTS, P.C.
"Professional Service with a Personal Touch"

QuickBooks Consulting
Tax Preparation
Monthly Bookkeeping
Payroll

Now Accepting
New Clients

Call Today!
667-2555

Women owned
since 1993

www.lovelandcpas.com

a-train[®]
marketing communications inc.

GET YOUR BUZZ ON...

Facebook®... Branding ... Twitter®... PR ... What does it all mean?

Don't worry; we've got you covered. A-Train Marketing Communications, Inc. is a full-service agency committed to bringing attention to you. From strategic planning and message definition, branding and positioning to print & web communications — and Facebook® and Twitter® — we do it all. And we do it all to give you the buzz you deserve.

www.atrainmarketing.com

215 W. Oak Street, Suite 800 A | ph: 970.419.3218
Fort Collins, CO 80521 | fx: 970.482.3442

HEALTH CARE

Yanagi keeps busy helping others

By Steve Porter
sporter@ncbr.com

FORT COLLINS – Ann Yanagi, M.D., loves being a physician and helping others.

"I love the practice of medicine because of the trust bestowed upon me each time a patient allows me to be part of their care," she said.

Yanagi has been an emergency medicine physician since 1988 and currently serves in the Occupational Health Services Department at Poudre Valley Health System.

According to Ruth Lytle-Barnaby, executive director of Foundation and Community Development at PVHS, Yanagi began her emergency room career at a time when female ER doctors were "more of a rarity."

In her nomination of Yanagi for the Woman of Distinction honor, Lytle-Barnaby said Yanagi was instrumental in creating the SANE (Sexual Assault Nurse Examiner) program in cooperation with the state's Eighth Judicial District.

"She used her experience to identify the need to create a very workable solution to the problem of collecting evidence from victims of sexual assault while providing the medical exam for the victim at the same time," Lytle-Barnaby wrote.

Brownie McGraw, juvenile coordinator for the Larimer District Attorney's office, said Yanagi has

been very active on the board of the Health District of Northern Colorado and was involved in the planning and implementation of the change from a tax district to a not-for-profit system.

In her nomination letter, McGraw also noted Yanagi's many community activities, including chairing the Fort Collins Symphony board. She added that Yanagi's "compassionate nature" is a special attribute.

"Because of her organization skills and her compassionate nature, her passion for caring for others and her determination to do the right thing because it is the right thing to do, she is loved and respected," McGraw wrote.

Lytle-Barnaby noted Yanagi's involvement in numerous health care and community activities but that she still finds the time and energy to take on new challenges.

"Ann is warm and approachable to all she meets and freely gives away her time and talents to help others in any way possible," she said.

Yanagi said good living habits and her BlackBerry help her manage her expanding commitments. "I try to eat well, and I'm lucky I can sleep like a rock," she said. "Add in some exercise and the rest seems to fit in there as long as I have a BlackBerry to keep things straight."

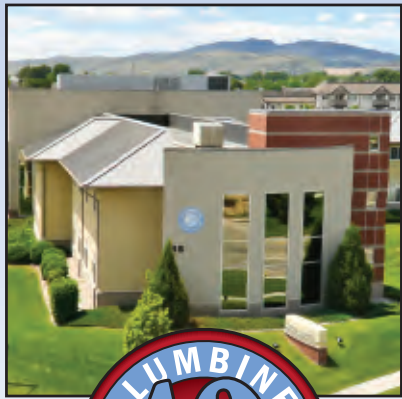
Lytle-Barnaby also praised Yanagi's capacity to be a good role model for others.

Yanagi said she owes any role modeling honors to those who were role models for her.

"I learned my role modeling from my role models, who were compassionate and caring people," she said. "It's fairly easy to pass on once you get the hang of it – and it feels great."



Ann Yanagi, M.D. Physician, Occupational Health Services Poudre Valley Health System



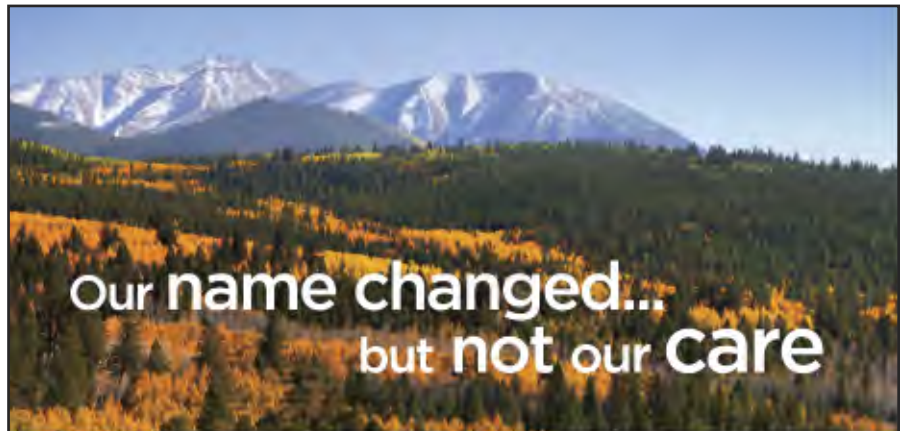
Caring for Seniors for the last 40 Years!

Congratulations!

Proudly employing this year's winner of the Outstanding Volunteer award - Yvonne Myers

Columbine Health Systems would like to congratulate all of the Women of Distinction nominees

www.columbinehealth.com



When Mountain Valley Health Care decided to become part of AccentCare, one of the nation's leading providers of home health care services, we knew the quality, trusted care the people of Northern Colorado had come to expect would not only continue... but thrive.

Being part of the AccentCare family has enabled us to grow and continue to offer the communities we serve the highest quality care possible... delivered by the same compassionate, trusted hands our patients, physicians and referral sources have come to expect.

AccentCare of Colorado provides a wide range of home healthcare services including nursing, rehabilitation and hospice.

AccentCare of Colorado...care you can trust



For more information call us at 800. 368. 7137 or fax us at 800. 490. 0944

NONPROFIT — CREATIVE INDUSTRIES



Annette Geiselman
Executive Director
Discovery Science Center

Geiselman works for what she believes in

By Molly Armbrister
marmbrister@ncbr.com

FORT COLLINS – When the new Museum of Discovery opens its doors on North College Avenue in Fort Collins early next year, eight years of hard work by Annette Geiselman will have come to fruition.

As co-executive director of the Discovery Science Center, Geiselman began work on the \$24 million project in 2004. Her first step was to form the public/private partnership with the city's Fort Collins Museum, finalized in 2008, that made construction of the new museum possible. The project finally broke ground in September 2010.

Geiselman's work on the museum project, specifically her fundraising efforts for the cultural and educational addition to the Northern Colorado region, have earned her the honor of being named a 2011 *Northern Colorado Business Report* Woman of Distinction in the category of Nonprofit Creative Industries.

"Working out the details for a new kind of organization with a unique mission has required great creativity and perseverance," said Ray Caraway, president of the Community Foundation of Northern Colorado, in his letter recommending Geiselman for the award.

Geiselman's background is in both chemistry and business administration, but when she began her career as a chemist in Minnesota, she was a long way from putting together a museum in Colorado. Geiselman, who earned her MBA from Colorado State University in 2001, said that every job she has taken has led ever closer to what she really wants to do: advocate for a cause she believes in.

"Advocacy is energizing for me," said

Geiselman, who has been involved in Northern Colorado's nonprofit sector since 2000, when she took a position as program coordinator for Hach Scientific Foundation in Loveland. "My current role has allowed me to optimize opportunities and work for what I believe in."

Optimization of opportunities has led to the creation of a focused cultural facility that combines history and science in a localized manner.

The concept of the Museum of Discovery is to create context for the exhibits with hands-on and artifact-based experiences. Additionally, the museum is expected to be a resource for learning and community connections in Fort Collins but also all of Northern Colorado and Southern Wyoming.

Even through recent temporary financial difficulties faced by the museum, Geiselman "stands firmly behind it," she said.

Outside of her work with the Discovery Science Center, Geiselman has volunteered with the UniverCity Connections initiative to further the organization's arts and culture objectives. She was also a member of the 2010-11 class of Leadership Northern Colorado.

"Annette consistently demonstrates a spirit of appreciation, inclusiveness, collaboration, responsibility and accountability," according to her nomination as a Woman of Distinction. "Annette's personal and professional demeanor and character are an example to all those fortunate enough to know and work with her."

"Being awarded this distinction is amazing to me," said Geiselman, a mother of two daughters, one a Colorado State University alumna and the other a current CSU student. "I am humbled and honored and proud to be part of this community."

You'll find tomorrow's Women of Distinction in our classrooms today.

Just walk through the halls of the University of Northern Colorado's Monfort College of Business and you'll see them—a new generation of bright, motivated women. They're challenged by our award-winning faculty. They take advantage of professional opportunities to work with companies like yours. We won't be one bit surprised if one day they're named Women of Distinction, too.

Congratulations to this year's recipients.

www.mcb.unco.edu
www.facebook.com/MonfortCollege



MONFORT
COLLEGE of BUSINESS

UNIVERSITY of
NORTHERN COLORADO

Bringing
education
to life.



NONPROFIT – HUMAN SERVICES

Martens has her priorities in the right place

By Ivy Hughes
news@ncbr.com

GREELEY – At a time when businesses and individuals were pulling back on donations to nonprofits, Leona Martens managed to raise nearly \$4 million for a new 35,000-square-foot facility for the Weld Food Bank.

“We did it slowly,” said Martens, executive director of the food bank. “We wanted to make sure that what we did was correct not only for the food bank but also for the investors.”

Her consideration for investor interests kept her away from the debt trap. As the money for the building was raised, walls went up, and she waited until the cash was in the bank before moving on to the next phase of construction, finally completing the project in 2005.

“We worked with contractors so we were building in phases,” Martens said. “We’d ask them for a good stopping point, figure out how much it would cost to get there, raise the money, and as soon as we had it we would tell the contractors to go for it.”

While Martens clearly understands basic economics, that capital campaign was her first major fundraiser.

“I think challenges are exciting and when you go into it with the thought that it’s going to be fun and interesting and you’re doing it to be successful, then you just have to figure out the steps to accomplish it,” Martens said.

When Martens took over the Weld Food Bank in 1990, food donations were scarce and the freezer situation was dicey. At that time, the organization was providing less than 1 million

pounds of food a year. Martens immediately reached out to grocery stores and farmers. She also organized food drives.

“We now do 8 million pounds of food a year,” Martens said. “The growth has been phenomenal.”

Although donations have waned through the recession, the Weld Food Bank has maintained services while other nonprofits have not. Martens attributes this to the strong relationship she has with the community; her reputation for being honest and up-front certainly has helped with major donors.

“You can’t do the ‘cry wolf’ attack,” Martens said. “You have to say this is what we’re facing, this is what we need, and explain how the person or organization can help.”

You also have to make the rules or at least work with what’s available. At a time when Colorado was one of the least effective states at getting food stamps to its residents, Martens embarked on a campaign to take advantage of a federal program that partially reimburses an employee tasked with disseminating food stamps. Now the Weld Food Bank has the U.S. government covering part of the cost of getting aid to qualified individuals.

Martens has faced monumental challenges in her professional and personal life. She’s currently fighting cancer for the third time in four years. However, later this month, when she returns from treatment in Texas, she’s heading to the Sturgis Motorcycle Rally in South Dakota.

“This is an annual trip,” Martens said. “You have to have your priorities.”



Leona Martens
Executive Director
Weld Food Bank



LANDSCAPE
DESIGN
INSTALLATION
RENOVATION
MAINTENANCE



LIVE OUTSIDE



lindgrenlandscape.com

970.226.5677

OUTSTANDING MENTOR

Morrell finds rewards in watching young people grow

By Ivy Hughes
news@ncbr.com

GREELEY – “When I grow up I want to be Jean Schober Morrell.”

What better testament than a letter from a mentee professing a desire to become her former mentor?

Teacher. Educator. Mentor. This is Morrell, the humble, spirited, first female dean of students at the University of Northern Colorado who is this year’s *Northern Colorado Business Report* Woman of Distinction honoree as Outstanding Mentor.

Morrell’s relationship with mentoring and volunteering has come full circle. She moved to Colorado from Michigan on the recommendation of a mentor from her days getting her bachelor’s degree at Bowling Green State University in Ohio.

“I’ve had supervisors who have been really encouraging with me along the way, that have believed in me and given me added responsibility, so I’ve always tried to do the same with my staff members and people I’ve met through my volunteer work,” Morrell said.

Morrell spent 32 years with UNC working with students and student organizations. She helped guide undeclared majors toward careers; helped students develop a student body code of conduct; worked with students, police officers and administrators to develop a crisis management team; and worked with a national student exchange program that allowed students to pay in-state tuition at participating out-of-state schools.

“I really enjoy working with young people,” Morrell

said. “I get back so much more than I give because it’s so rewarding to see someone grow, develop and blossom. It’s just exciting to think that I may have had one little part in that. That makes me feel really good.”

Morrell played a major role in the establishment of A Woman’s Place, Weld County’s only domestic violence agency. In 1979, Morrell and a group of volunteers decided to do something about the fact that there was no safe house in the county. They started meeting with social service groups and researching domestic violence. In 1981, they opened A Woman’s Place.

While Morrell’s list of accomplishments is long and she’s somewhat used to public recognition, she finds it a bit embarrassing. When asked about the Jean Schober Morrell Award for Student Affairs Leadership, which was established after her retirement in 2007 to recognize a UNC administrator who has demonstrated outstanding leadership, as she read the description out loud, she paused to make self-effacing comments such as, “Oh my Lord, it goes on” or, “I’m sorry, I’m just so floored by this.”

Morrell still works part-time for UNC as the Senior Advisor for Leadership and Annual Gifts. She also continues volunteering. A breast cancer survivor, she’s very involved with the American Cancer Society. No matter what she’s doing, Morrell is always a mentor.

“Mentoring to me is like being the wind beneath somebody’s wings,” Morrell said. “To be a good mentor you need to take a sincere interest in what happens with them, their development and their growth. Treating others with dignity and respect is also critical.”



Jean Schober Morrell
Senior Advisor
University of Northern Colorado

Success becomes you.
Scentsational good wishes & congratulations
to Northern Colorado Women of Distinction.



3710 Mitchell Drive, 970.226.0200
Fort Collins
www.palmerflowers.com

Our Number One Job is to Make You Look Spectacular!

EXCEPTIONAL VOLUNTEER

Volunteering way of life for Myers

By Steve Porter
 sporter@ncbr.com

FORT COLLINS – Yvonne Myers didn't go to college to work with senior citizens.

Her dad had been a stutterer and after getting some speech therapy, it changed his life. Myers wanted to do the same for others, so she set out to become a speech therapist.

But a conversation with a persuasive Colorado State University counselor led her into a new program at CSU – gerontology.

"She talked me into it," Myers recalled of the counselor's pitch. "When you're 20, you don't really think much about working with older people. But now I just couldn't imagine doing anything else."

Myers has been health systems director at Columbine Health Systems since 1998, beginning her association with the older adult health-care organization in 1990.

Hanging out with older people is something Myers said she enjoys immensely.

"They've experienced life, and they're not on the treadmill of achievement anymore," she said. "They're really enjoying what life has to offer. They're real and in the moment and they don't have to prove anything anymore. It's refreshing."

Directing the operations of the sprawling Columbine system takes much of her time and energy, but Myers also somehow manages to volunteer with 14 local boards, committees and other groups, including serving on CSU's Gerontology Interdisciplinary Studies Program External Advisory Board.

"Part of my mission is to inspire young people to get into gerontology," she said.

She is an accomplished speaker, having given more than two dozen presentations on caring for

older people to associations and elderly care groups throughout the state and nation.

She's particularly interested in Alzheimer's disease and has received numerous awards from the Rocky Mountain Alzheimer's Association.

Myers also has been a strong advocate for creating local jobs and has served as chair of the Larimer County Workforce Investment Board for the last six years.

In her nomination of Myers as a Northern Colorado Woman of Distinction, Joni Friedman, Larimer County Workforce Center director, said Myers has shown herself to be a visionary leader.

"She can set a vision and then is hands-on to achieve it," Friedman said. "If it's important, Yvonne is there and ready to move mountains. Yvonne is a person of great commitment and leadership, generous in sharing her talent and time and selfless in her passion for building a better community."

Nancy Hartley, dean of the College of Applied Human sciences at CSU, said Myers has given back to CSU repeatedly over the years. In addition to serving on the gerontology advisory board, Myers supervises CSU interns who get on-the-job experience at Columbine and often hires them when their internship is completed.

Hartley noted Myers even teaches classes in the department and helped spearhead a scholarship program for students interested in careers in aging.

"She is an incredible asset to our community and an unwavering advocate for some of our most vulnerable – and, as she would remind us, treasured – members of our society: the aging," Hartley said in her WOD nomination.

Myers said volunteering has simply been a way of life since she was in high school. "It's just who I am," she said. "I like to be active and know that I'm making a difference."



Yvonne Myers
 Health Systems Director
 Columbine Health Systems



We've been in the field longer than you'd think.

Bringing Northern Colorado over 50 years of combined, home-grown experience.

Marketing • Advertising • Graphic Design • Illustration
 Web • Photography • Copywriting • Event Planning
 Public Relations • Social Media

mantooth
 marketing company

970.482.7644 • mantoothcompany.com



Feeling Up In The Air About **Social Media?**



Sit Back and RELAX!

We're Ron Zasadzinski and Laurie Macomber and Crew, and we do your:

Planning • Profiles • Posts
And Grow Your Fans/Followers/Tribes

Experienced.
 Strategic. Tactical.
 Delegate your Social Media work to us.

TAKE OFF
 with Social Media Pilots.



Call 970-212-4685 to get out front.

REAL ESTATE, CONSTRUCTION AND DEVELOPMENT

Personal relationships most important to McCrery

By Molly Armbrister
marmbrister@ncbr.com

FORT COLLINS – Deanna McCrery says she would not be a realtor today if she had not made herself a part of volunteer work in the Northern Colorado market, particularly by becoming part of the Junior League of Fort Collins in 1984.

“For a woman new to a community, one of the best things to do is find a meaningful nonprofit and get involved with it,” McCrery said. “It will help you learn and make connections with people other than your neighbors and coworkers, and will broaden your horizons at the same time.”

McCrery began her career at The Group Inc. Real Estate as a receptionist, after hearing from one of her networking connections that the position was open. She worked her way to her current position as a broker associate/partner, and served on the company’s board of directors from 2002 to 2004.

Her work at The Group combined with her volunteer activities has earned McCrery the honor of being named one of the *Northern Colorado Business Report’s* 2011 Women of Distinction, in the category of Real Estate.

In addition to her contributions to the Junior League, which include a term as president, McCrery currently serves on the board of directors of Respite Care, is a Women’s Foundation of Colorado honorary trustee, and serves as chairman of WomenGive, a leadership philanthropy network for women affiliated

with the United Way of Larimer County.

“WomenGive would not be what it is today without the support and leadership provided by Deanna,” said Gordan Thibedeau, president and CEO of UWLC. “She is an active community supporter who gives generously of her time and talent to efforts across our community.”

In her career, Deanna values the personal relationship brokers must form with their clients.

“When I call up a client a year after I’ve helped them find a home, and they tell me how happy they are to be there, I get such a feeling of satisfaction,” McCrery said. “It’s truly rewarding to help people find a place they love.”

McCrery gained new appreciation for her career and her native state of Colorado during a brief period spent in Las Vegas fulfilling her dream to live somewhere bigger and warmer than Northern Colorado.

McCrery worked as a concierge at the Bellagio hotel in Las Vegas for a year in 2008, and while she considers the experience a privilege and one that was “invaluable as it related to the service-oriented field of selling real estate,” she learned that there is no place like home.

Finding a mentor is a must for young women beginning their careers, said McCrery, who learned from those around her in both her volunteer and career capacities to gain confidence and grow as a person.

“Your mentor doesn’t necessarily have to be someone older than you,” she said. “It can be someone your own age or even younger than you. It should just be someone who does business in a way you respect.”



Deanna McCrery
Certified Residential Specialist
The Group Inc.

Thank you to our

Sponsors of Distinction

Event Architect		Presenting Sponsors			
Title Sponsor	Honoree Breakfast Sponsor	Swag Bag Sponsor	Pin Sponsor	Pin Design By	
Marketing Sponsor	Event Partner	Social Media Sponsor	Media Sponsor	Production Sponsor	
Tears of Joy Sponsor		High Sign Sponsor		Corporate Table Hosts	
				AccentCare of Colorado B. Sue Wood Cornerstone Mortgage Company 1st National Bank Greeley Stampede Institute of Business & Medical Careers (IBMC) The Group, Inc.	

LEADING LADY OF NORTHERN COLORADO

Sargent leads the way for regional cooperation

By Michelle Venus
news@ncbr.com

GREELEY – Northern Colorado owes Trudy Sargent a huge thank you.

For 15 years, the transplanted Wyoming native spearheaded activities to further the Community Foundation of Northern Colorado's efforts in Greeley, Fort Collins, Loveland, Longmont, Berthoud and Estes Park. Each of these communities now has its own thriving community foundation.

"It's amazing what can be accomplished when everybody works toward the same goal," Sargent said. "This could only happen through Diane Hogerty's vision, along with Bill Gunn, Tom Frazier, Donn Hopkins and Brad Bischoff."

Such sharing is typical of the remarkable Sargent, the *Northern Colorado Business Report's* 2011 Leading Lady. This is the first year a Woman of Distinction has received this award, which recognizes a woman who has accomplished pioneering achievements in Northern Colorado.

Sargent started her career, after graduating from the University of Wyoming with a B.A. in political science and mathematics, in sales and marketing with Western Girl International in Phoenix and then San Francisco. But she soon came back to the Rocky Mountains, and after a stint with Johnson Publishing Co., moved to First National Bank in Fort Collins.

In her 23 years with First National, Sargent accomplished a lot of firsts. She was the first woman to be hired at an officer level; the first woman to manage a major division, Trusts; the first woman to achieve the position of senior vice president; and the first woman to report directly to President Tom Gleason.

Sargent took time to fulfill her accounting requirements at Colorado State University and added the initials CPA after her name. She also attended the Pacific

Coast Graduate School of Banking and graduated with honors. With this added knowledge, Sargent went on to found, with the late JoEllen Thornton, the Northern Colorado chapter of the International Association of Financial Planners.

Sargent's community contributions include serving on the board of directors for Court Appointed Special Advocates; as director and treasurer for the Fort Collins Chamber of Commerce for three years and as a founding member of the Fort Collins Breakfast Rotary – in fact, she was the only woman on that founding committee. Sargent was also a member of the Leadership Fort Collins class of 1982.

In 2009, Trudy was selected to serve on the Greeley Stampede committee. She and Trish Sandau became the third and fourth women to serve on the committee in its 88-year history. Sargent and her husband, Wes, were the Grand Marshals of the Stampede in 2007, and she currently serves as treasurer and chair of the hospitality committee.

"Looking back at my 65-plus years, every experience has an impact on the woman I am today," she said. "The negatives all forced me to accept greater challenges and find new levels of strength and direction. Would I change anything in my life today? Maybe I would have accepted that offer to go to Nashville and be a country singer; maybe I'd work at being a better golfer and have skied the blacks at an earlier age, and spent more time eating my own cooking, but those are just details and the big picture is perfect. I love my life and would not change a thing!"

Bonnie Dean, a friend and associate said, "Trudy gives both her time and her treasure – from the heart – for the benefit of all Northern Colorado, and she is a great bridge between all our major communities. She takes a forward view of our region's problems and opportunities, and she is a major contributor to everything in which she becomes involved."

Thanks, Trudy.



Trudy Sargent
Certified Public Accountant
B. Sue Wood & Associates, CPAs

Call us for a free screening of your varicose veins.

THE VEIN AND LASER CENTER
OF NORTHERN COLORADO

970.267.2661
1915 Wilmington ■ Fort Collins
www.ColoradoVeinAndLaser.com

September 15, 2011
Embassy Suites

bixpo

The see and be seen business event of the year

Business Leaders Breakfast featuring the 2011 CFO Awards, 7:30 am
BizFit 2011 Challenge Power Lunch, 11:30 am
Business Expo, 10:00 am - 7:30 pm
Bixpo After Hours, 5:30 - 7:30 pm

www.NCbr.com

Northern Colorado
BUSINESS REPORT

Business Report Daily
Early Edition

Business Report Daily

INSIDE YOUR A.M. INBOX

INSIDE YOUR P.M. INBOX

THE INSIDE SCOOP.
TWICE A DAY.

Sign up today at **NCBR.com** for the new early edition or both if you're not already receiving the p.m. edition.

Congratulations to all 2011 Northern Colorado Women of Distinction Nominees

Banking & Finance

Gail Grant, Great Western Bank
Julie Piepho, Cornerstone Mortgage Company
Nicole Reeves, FirstBank

Business and Business Services

Debra Benton, Benton Management Resources
Ann Hutchison, Fort Collins Chamber of Commerce
Jennifer Lynn Peters, Otis, Coan & Peters, LLC
Maureen Boyt, Renaissance Executive Forums
Pam King, Better Business Bureau
Kelly Peters, Northern Colorado Economic Development Corporation
Pam Bricker, Greeley DDA
Sarah MacQuiddy, Greeley Chamber of Commerce
Katy Piotrowski, Career Solutions
Debra Foster-Morris, Auto Collision Specialists
Katie Zwetzig, Tandem Select

Education

Kristi Bohlender, Colorado State University Athletics
Colleen Laub, Institute of Business & Medical Careers
Linda Trimberzger, Weld County School District 6
Kathleen Kelly, Colorado State University
Margarita Lenk, Colorado State University College of Business
Karen Trusler, Weld RE-4 School District
Delia Haefeli, Winograd K-8, Greeley
Marsi Liddell, Aims Community College
Vicki Wilson, University of Northern Colorado School of Nursing

Government, Energy and Utilities

May Bunjes, Atmos Energy
Betsey Hale, City of Loveland
Laurel Kubin, Colorado State University Extension
Julie Field, State of Colorado Eighth Judicial District

Health Care

Lisa Diederich, Heart Center of the Rockies
Jackie Fields, M.D., Healing Gardens
Ann Yanagi, M.D., Poudre Valley Health System
Dorothy "Dot" Dorman, Harmony Foundation (Estes Park)
Julianne Fritz, North Colorado Medical Center

Nonprofit – Creative Industries

Juliana Bishop Hoch, Loveland Opera Theatre
Annette Geiselman, Discovery Science Center
Kim Lang, Canyon Concert Ballet & Dance Center
Cheryl Donaldson, Discovery Science Center
Dani Grant, Spokesbozz/ Mishawaka Amphitheater/ Chippers Lanes

Nonprofit – Human Services

Keely Aggers, United Way of Larimer County
Kathleen Henry, Colorado State University Foundation
Candace Mayo, Fort Collins Habitat for Humanity
Floss Blackburn, Denkai Animal Sanctuary
Laurie Klith, The Center for Family Outreach
Tracy Mead, ELTC
Louann DeCoursey, Sexual Assault Victim Advocate Center
Leona Martens, Weld Food Bank
Sr. Mary Alice Murphy, The Murphy Center for Hope
Lydia Dody, Hope Lives Foundation
Bev Thurber, Early Childhood Council of Larimer County

Outstanding Mentor

Robin Downing, Windsor Veterinary Clinic and The Downing Center for Animal Pain Management LLC
Jean Schober Morrell, University of Northern Colorado Office of Development & Alumni Relations
Linda Trimberger, Weld County School District 6
Rita Peterson, Assoc. in Building & Design
Amy Prieto, Colorado State University Prieto Battery

Exceptional Volunteer

Mary Atchison, Library Board
Linda Clark, Project Self-Sufficiency
Yvonne Myers, Columbine Health Systems
Joyce Benesh-Williams, I.E.A.M. Motivators
Janene Dellenbach, Project Self-Sufficiency
Cindy Richmond, WomenGive of United Way
Cindy Chavez, Mountain Valley Health Care

Real Estate, Construction and Development

Felecia Burke, North American Title Co.
Deanna McCrery, The Group Inc.
Tami Spaulding, The Group Inc.
Lauren Hansen, Information Real Estate Services
Rita Peterson, Assoc. in Building & Design
Shirley Watson, Coldwell Banker

Leading Lady

Trudy Sargent, B. Sue Wood & Associates, P.C.

10 Things

Every Woman Can't Afford Not to Know About Finances



#2 – 9 out of 10 women will be solely responsible for their finances at some point during their lifetime. *(Are you prepared?)*

#5 – On average, women receive lower Social Security benefits than men. *(How can you supplement your benefits?)*

#8 – Over 75% of women are widowed at an average age of 56. 1 in 4 of these women are penniless within 2 months of being widowed. *(How can you develop a financial gameplan to prevent this from happening to you?)*

Get the complete list, strategize with our financial planning professionals and make new friends with First National Wealth Management's popular Women's Series. For nearly a decade, we've been providing educational seminars designed to educate women about spending, saving and investing in a safe, comfortable, no-pressure environment.

The first step towards preparing yourself for a better financial future is to e-mail us at wealthmanagement@1stnationalbank.com. We'll send you articles, tips and invitations to upcoming events. Join us to see what happens when women gather.

Sources: Womensmedia.com; Women and Investing; International Longevity Center-USA, Ltd.



Financial Planning | Investment Management | Trust & Estate Services
Private Banking | Retirement Plan Services
Fort Collins • Loveland • Greeley • Boulder
1stnationalbank.com • 800/970.495.1293

Investment Products are: Not FDIC Insured • May Go Down in Value • Not a Deposit
Not Guaranteed By the Bank • Not Insured By Any Federal Government Agency

First National Wealth Management is a division of First National Bank of Omaha.

Deposit and Lending Products are: MEMBER FDIC



Congratulations from the 4,217 extraordinary women of Poudre Valley Health System!

Celebrating our region's exceptional women and
the 2011 Women of Distinction honorees!



POUDRE VALLEY
HEALTH SYSTEM
pvhs.org