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Greeley Stampede turns financial corner

Event makes profit this year after being \$1 million in debt a year ago

By Steve Porter *sporter@ncbr.com*

GREELEY — There's lots of good things to say about the annual Greeley Independence Stampede's exciting rodeo action, memorable concerts and familyoriented fun.

But there's one more good thing that can be added to this year's Stampede: finishing in the black.

For the first time in several years, the Stampede will wrap up its books not owing money to

creditors, according to Ron Wildeman, chairman of the Greeley Stampede board of directors.

"There's been several years over the last 10 where more money was lost than made," Wildeman said. "We've been pushing hard to get the remaining invoices paid. We're confident we're in the black but we can't say exactly how much."

Wildeman said a final tally

should be ready to release "in the next couple weeks."

"We do know after visiting with carnival people that they had a very good year, and attendance numbers were up, rodeo numbers were up," he said.

Wildeman said the tone following this year's Stampede is far different from last year.

"Last year at this time we were struggling to pay off the vendors," See STAMPEDE, 33

Weld-Larimer loan fund gets \$650,000 injection

Money available to help create, preserve jobs

By Steve Porter *sporter@ncbr.com*

FORT COLLINS — A recent infusion of \$650,000 in federal Community Development Block Grant funds will help eligible Northern Colorado businesses hire new employees and expand their operations.

Larry Burkhardt, Upstate Colorado Economic Development president and CEO, said the money is available for loans under the Weld-Larimer Revolving Loan Fund administered by Upstate.

"Now we have some more money to continue making loans to Northern Colorado businesses and companies," Burkhardt said. "Some of these loan stories are pretty amazing."

Last year, for example, the fund lent \$500,000 to Bach

See LOAN FUND, 28



Steve Porter, Northern Colorado Business Report

LOAN BENEFICIARY – RB Interior Trim Vice President Albert Haller confers with Noel Guerrero on a cabinet project. RB in Fort Collins borrowed money twice from the Weld-Larimer Revolving Loan Fund administered by Upstate Colorado Economic Development to expand its operations and add employees.





Regis, Front Range expand with double switch

Regis consolidates in Centerra, FRCC takes vacated space

By Molly Armbrister

marmbrister@ncbr.com

Fall semester 2011 will bring changes for two of Northern Colorado's educational institutions.

Regis University has consolidated its Longmont and Fort Collins branches in one location in the Centerra development in Loveland, and Front Range Community College's Larimer campus will be expanding into the space vacated by Regis in Fort Collins.

The Fort Collins and Longmont locations have served local nontraditional learners in their communities well, according to Roxanne Gonzales, academic dean for Regis's College for Professional Studies, but in recent years have seen an increase in demand from surrounding communities.

Learners from Greeley, Loveland, Cheyenne, Wyo., and other cities will now be able to access a more central location with easy access to Interstate 25, Gonzales said. The new facility is located at 1605 Foxtail Drive in Loveland.

Kyle Lundy of Sperry Van Ness was the tenant representative for Regis in the transaction. The expansion reflects a trend in education and educational software to better accommodate students in order to educate a retrain people to get jobs and industries back on track, Lundy said.

Regis formerly inhabited space at 1501 Academy Court in Fort Collins, near the intersection of Prospect Road and Riverside Avenue, and at 2101 Ken Pratt Boulevard in Longmont.

The new facility will combine students from the two locations, as well as faculty and staff, into one campus. No jobs were added or lost in the consolidation, Gonzales said. Curriculum at the new campus will begin with the programs currently offered by Regis, she added, with any possible expansion of academic territory covered evaluated based upon demand.

The 12,500-square-foot campus will serve approximately 250 to 300 students, Gonzales said.

Programs offered by Regis online are accessible from anywhere, Gonzales said, and online learners will be able to visit the new facility for face-to-face advising.

Nontraditional students are the focus at Regis, and most have families and jobs to take into consideration along with their education. Such students are often more motivated in the classroom than traditional students and demand more from their instructors, according to Gonzales.

"Our students want to be in a rigorous environment, and the instructors love teaching the adult learner," she said. Fitting in with the national trend, the



Molly Armbrister, Northern Colorado Business Report

NEW TENANT COMING SOON – The building formerly occupied by Regis University at 1501 Academy Court, near the intersection of Prospect Road and Riverside Avenue in Fort Collins, will now be home to Front Range Community College Larimer Campus's Center for Adult Learning and continuing education department. Classes began at the facility Aug. 22.

student body at Regis is composed of about 65 percent females and 45 percent males.

The Loveland campus will open its doors for the fall semester Aug. 29. Although Regis consolidated two locations, there are still eight locations in operation, with the opening of a new campus in Thornton also on Aug. 29.

The Thornton campus, at 500 E. 84th Ave., will introduce a dual-language curriculum that requires students to be proficient in both English and Spanish to fulfill their graduation requirements. Faculty and staff at the Thornton campus are fully bilingual, a model that makes it "the first of its kind" among American institutions, according to Gonzales.

"Having all bilingual faculty and staff ensures students can communicate and receive services in their preferred language," Gonzales said. "Our bilingual faculty are rigorously selected and trained specifically to work with adult students."

Both new locations will allow Regis to See COLLEGES, 27



THE EYE Build it, and they will use it for whatever

As the mountain pine bark beetle continues to devastate Colorado forests, they are leaving behind massive piles of crappy wood. What to do with it all?

The Eye sees using it as a fuel source as a simple and guilt-free option. But two men in Fort Collins have come up with an idea that is both functional and a tongue-in-cheek reference to the waste material.

Roger Corliss, owner of Aspen Creations, and John Smock, who works with Corliss from time to time, are using the rough-cut pine purchased from The Forks Lumber Co. in LaPorte to build outhouses.

"We just started talking about it one day, so we built one," Corliss said. "It sat there for a few weeks until someone saw it and bought it on the spot."

Corliss and Smock have completed 10 or 11 outhouses since September 2010. Completely customizable, and accurate down the half-moon cutout in the door, the practical privies range in price between \$500 and \$800.

OK, but what are they really used for?

"Some are functional, some are decoration, some retailers use them to display products," Corliss said.

Despite being built from beetle-killed pine, Corliss attests to its strength and good looks.

"The wood is very pretty; it makes a nice outhouse."

If you can't hold it any longer and need an outhouse contact Corliss at 970-690-4245 or recycleouthouse@yahoo.com.

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Exec pay at region's public companies mostly up

Changes in top execs at half of local firms traded on exchanges

By Molly Armbrister *marmbrister@ncbr.com*

FORT COLLINS — For the third year in a row, the top-earning CEO of a local publicly traded company was Tom Gendron, CEO of Woodward Governor, who brought home a total compensation package of just over \$2.8 million in 2010.

Gendron's compensation last year, according to the company's proxy statement filed with the Securities and Exchange Commission, was a combination of base salary, options, incentive pay and miscellaneous items, all of which added up to an almost \$1 million increase from his total compensation of \$1.84 million in 2009.

The majority of the increase in Gendron's compensation came from option awards, which totaled \$1.37 million, while his base salary was \$700,000, just \$2,000 higher than in 2009.

Option awards vary year over year depending on company performance and market data, according to Woodward spokesperson Rosemarie Briani-Burden.

Gendron also received close to \$640,000 as part of Woodward's incentive plan, which consists of both a management incentive plan and a long-term incentive plan. According to the proxy statement, Gendron declined a bonus payout under the MIP for fiscal year 2010 due to "the magnitude of the company's year-over-year performance." The incentive bonus received was under the LTIP.

Woodward, whose fiscal year ends Sept. 30, posted net earnings of \$36.1 million for fiscal third-quarter 2011, or 51 cents per share, up from \$31.7 million, or 45 cents per share, in third-quarter 2010.

Looking forward, Gendron is optimistic about the progress Woodward is making.

"Our economic outlook as we close the year and approach fiscal 2012 is for a continuing moderate recovery," he said. "We expect a strong close to our year, and as a result, we anticipate sales for fiscal 2011 to be approximately \$1.7 billion, with earnings per share to be approximately \$1.85."

See EXEC PAY, 38

F O C U S

Coolest new trend: Self-serve frozen yogurt



Bob McDonnell, Northern Colorado Business Report

CULTURED ENTREPRENEURS – Owners Kris Fleischli and Wendy Ball, left, set out to create an upscale atmosphere at their self-serve frozen yogurt emporium, Spooners, in Front Range Village in Fort Collins. John Meyers' Coolberry sells the cold treats at three Northern Colorado locations, in Fort Collins, Loveland and Windsor.

Low shop overhead, simple operations, diners do the work

By Bob McDonnell news@ncbr.com

A tsunami of sorts is sweeping across

the United States: a wave of frozen yogurt. Frozen yogurt experienced a surge in popularity in the 1980s when consumers started looking for a healthy alternative to ice cream, and now it's back with a twist. In a growing trend that appears to have originated in California (and possibly Florida), self-serve frozen yogurt shops are opening all over the United States.

These new shops are a bit different from the ones in past decades. They feature self-serve yogurt machines where the customer mixes and matches flavors and adds toppings from a myriad of choices. The price of the serving is determined by its weight.

Darren Tristano, executive vice presi-

dent of food-industry consulting and research firm Technomic Information Services, calls self-serve a down-economy dream. Not only does it take fewer employees to run the shop, but consumers also get greater control over portion size, which is helpful when people are reducing their spending.

Yogurt is indeed experiencing a renaissance according to New York-based consumer marketing company NPD Group's Harry Blazer. In July 2010, Blazer said the yogurt category is clearly the defining food of this decade. His firm's data also shows that restaurant orders for frozen yogurt increased 43 percent nationwide from 2006 to 2010

"Yogurt will likely be a longer-lasting trend, and I see no reason why the frozen variety should fade out sooner," said Bret Thorn, food editor for *Nation's Restaurant News*.

Compared to other food-related businesses, frozen yogurt requires a low investment, with small locations and limited menus, he added.

The phenomenon is alive and growing throughout Northern Colorado.

Spooners

Wendy Ball teamed up with business partner Kris Fleischli to open Spooners in the Front Range Village on Harmony Road in June 2010. Ball, whose husband, Robb, is a soccer coach at Fossil Ridge High, wanted a business close to home to be near the couple's children. The business owners liked the location in the relatively new shopping area with lots of traffic and good visibility.

The shop has eight yogurt machines offering 16 flavors. The Colorado-made yogurt sells for 43 cents per ounce. As with all the new self-serve yogurt outlets, a mind-boggling area of toppings ranging from nuts to coconut to candy bar pieces and fresh fruit are also available.

The decor is "less whimsical" than some competitors according to Fleischli. The location has a fireplace, television and Wi-Fi connectivity for a relaxing experience.

"We want to be more upscale like a coffee shop," he said.

The shop is independently owned and the owners are considering franchising the See YOGURT, 34





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Northern Colorado gets ready for Bixpo No. 7

By NCBR Staff

LOVELAND — Sept. 15 is shaping up to be a luck day for Northern Colorado business people. That's when for the seventh year in a row, the *Northern Colorado Business Report*'s Bixpo, the region's premier see-and-beseen business event, offers a full day of nonstop networking.

The day kicks off early at the Embassy Suites-Loveland. The Business Leaders Breakfast starts at 7:30 a.m., with keynote speaker Milan Larson frm the Monfort School of Business at the University of Northern Colorado in Greeley. This year the breakfast is also serving up the Northern Colorado CFO of the Year Awards. The region's top chief financial officers — the professionals who have successfully guided their companies through the rough waters of the Great Recession — will be recognized for their efforts.

Attendees of the breakfast will then cross the hall to get a sneak peek at the Bixpo expo, before the doors open to the general public at 10 a.m. The region's largest business-to-business trade show features hundreds of vendors of products and services, with plenty of opportunities to make mutually beneficial business connections.

The expo floor will be open all day, but the BizFit Challenge Power Lunch starts at 11:30 a.m. This is where individuals and companies who have been participating in the BizFit Challenge will discover exactly who is the fittest of them all.

After an afternoon of schmoozing at the expo, attendees will be ready to rock – and Bixpo always rocks after hours. The expo floor turns into the social scene of the year at 5:30 p.m., with food and beverages and outstanding entertainment as part of the only regional business after hours in Northern Colorado. This



year's high-energy entertianment will be provided by the Midtown Event Center in Fort Collins. Even we aren't sure exactly what they are planning right now, but we know it will involve music, singing, dancing, maybe some comedy — and they have two stages to do it on.

Throughout the day, free workshops and seminars on topics from health and wellness to sales prospecting will be offered on the expo floor. A full lineup of presentations can be found on the *NCBR* website at www.ncbr.com, under the Events heading on the lefthand side of the homepage. Admission is free but seating is limited, so reservations are required.

Admission to the Bixpo expo is free all day. Cost to attend the Business Leaders Breakfast/CFO of the Year Awards or the BizFit Challenge Power Lunch is \$39 per person, which includes a meal. Tickets for Bixpo Rocks After Hours are \$25 per person, which includes cocktails and hors d'oeuvres. Reservations are available online through Sept. 14 at noon.

Bixpo sponsors include Kennedy& Coe; AccentCare of Colorado; CBeyond; Monfort College of Business; Kruger and Clary, CPA; Mad Wire Media; Better Business Bureau; Health District of Northern Larimer County; Public Service Credit Union; Midtown Event Center; Banner Health; Shirazi Benefits; Palmer Flowers; DaVinci Sign Systems; KUNC Radio; Social Media Pilots; Sandler Training; and Daily Endorphin.

For more information, contact De Dahlgren, *NCBR* marketing and event manager, at 970-232-3132 or events@ncbr.com.

C O R R E C T I O N S

In the Aug. 12 issue of the *Northern Colorado Business Report*, Colorado Precast Concrete Inc. was inadvertently left off the Largest Women-Owned Businesses list. Colorado Precast, which is 53 percent women-owned, would have ranked eighth on the list with \$7 million in revenues in 2010. The updated list will appear in *NCBR*'s Book of Lists in December.

Vista Solutions Corp. was accidentally omitted from the Computer Systems Integrators list, which appeared in the July 15 issue of *NCBR*. The updated list appears on page 24 of this issue, and will also appear in the Book of Lists.

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

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Brighton prepares for next Vestas economic wave

Second production facility will open before year ends

By Steve Porter *sporter@ncbr.com*

BRIGHTON — Count the town of

Brighton as perhaps the luckiest in Colorado, especially in these difficult economic times.

The town of about 35,000 residents in northern Adams County is looking forward to a Christmas present from Vestas Wind Systems, which plans to open a second production facility there "sometime" before the end of 2011, according to a company spokesman.

In July 2010, Denmark-based Vestas opened a nacelle production facility in north Brighton. The nacelle is the part of a wind turbine that sits atop the tower and includes equipment for controlling the turbine blades.

The nacelle plant is located in Brighton's Urban Renewal Authority area along the Union Pacific railroad line. A second plant, now in the final stages of construction, is located immediately northeast of the nacelle plant and will produce turbine blades larger than those manufactured at Vestas' first North American plant in Windsor, which opened in March 2008.

Vestas also has a tower production



Steve Porter, Northern Colorado Business Report

LOADING A NACELLE – Workers at the Vestas plant in Brighton load a just-built nacelle for delivery at the facility, which has been operating for a little over a year. The nacelle is the piece of the wind turbine that sits atop the turbine and controls its operation.

facility in Pueblo that opened last year and will ultimately employ about 500.

When both Brighton plants are open and fully operational, they are expected to employ a total of about 1,300 with production workers earning a starting wage of between \$20 and \$25 per hour.

And even though the nacelle plant is only operating at less than half capacity with about 300 of the 750 total workers expected to eventually be employed there — the economic impact has been noticed, said Brian Lewis, chairman of the board of the Brighton Chamber of Commerce. "We've definitely seen an uptick in new businesses starting in downtown Brighton and the surrounding community," he said. "(Workers) are spending money in the local economy. Houses are moving pretty quickly and the inventory is getting tight again."

Lewis said he could not directly attribute the housing bump to Vestas workers but added, "I know other communities whose housing is not moving and I do hear of many in the local community who have been hired out at Vestas."

Vestas economic engine in Windsor

Vestas' Windsor blade factory opened in March 2008 and was the first of four to be built in Colorado to fill orders in North America. It continues to bring economic prosperity to the town, according to Stacy Johnson, Windsor's business development manager.

Johnson said the facility now employs more than 700 and is still hiring production workers after having five expansions since it opened.

Johns said Vestas so far has spent between \$80 million and \$90 million on infrastructure improvements alone.

"For the town of Windsor, it's a big win and it's an economic engine that's still producing for our community," she said.

Good deal for all

Landing 1,300 high-paying jobs in the middle of an economic recession was a coup for Brighton, and Raymond Gonzales, the president and CEO of Brighton Economic



GONZALES

Development Corp., said it started with that old real estate cliché.

Jeffrey Barnett

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See VESTAS, 26

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Colorado hops industry finding its stride

Advances, support from brewers fuel progress of crop

FORT COLLINS — Colorado's hopsgrowing industry has been taking baby steps getting started the last few years,

but it's about to begin making big strides, according to those involved in it. Hops, the part



AGRIBUSINESS

of the brewing process that determines the level of "bitterness" in beer, have been cultivated on Colorado's

Steve Porter Western Slope for several years. More rural land, more

water availability and better growing conditions - less hail and wind have focused the state's hop-growing on that side of the Continental Divide.

But over the last three or four years, more hops have started to be grown on the state's eastern side.

"In 2007, there was only one acre of hops in Boulder that I knew of. There's at least 75 acres now," said Ali Hamm, a certified master brewer who's spearheading the formation of the Colorado Hop Growers Association.

Hamm said the association is a "loose group" of mostly part-time hop growers who are working toward establishing their own full-fledged operations to supply the state's craft brewers.

Those brewers, like Odell Brewing Co. in Fort Collins, would like to buy as much Colorado-grown hops as possible to support the fledgling industry.

Joe Mohrfeld, Odell's head brewer, said the brewing company has worked with Colorado State University's specialty crops department to obtain hops for its "Hand Picked Pale Ale" and other special seasonal beers.

Mohrfeld said Odell would like to buy more state-grown hops to use year round.

"We're looking this year toward using (the hops) in other beers throughout the year," he said. "We're

starting to see more growers and in the next few years we hope to be using Colorado hops for more than just seasonal beers. It's a great thing for Colorado, the small growers and for us."

Mohrfeld said Odell has paid a little more for Colorado-grown hops to help support the industry.

"We're willing to pay more so they can get going with their operations," he said. "We're paying a little more per pound, but we think it's well worth it."

Mohrfeld said the quality of Colorado-grown hops has proved to be "exceptional."

"We're doing everything we can to support the (hop) farmer to produce a quality hop that we can use consistently," he said.

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Demand growing

Glen Fuller, a hop farmer near Paonia on the Western Slope, said he sees a bright future for the incipient industry over the next couple years.

"We've got about eight acres right now, and by next year we ought to be pretty strong with over 50 acres," he said. "We'll get there."

Fuller said the demand for Coloradogrown hops is increasing steadily.

"Most of mine are going to Miller Coors for their Colorado Native beer. They're striving for a beer with 100 percent Colorado ingredients."

Ron Godin, a CSU area agronomist, has been working on the Western Slope the last several years to establish that area as a hop-growing hotbed. But he sees growth beginning on the Front Range as well.

"I'm getting calls all the time from Front Range growers," he said. Godin said hops have been shown to grow well on both sides of the state but the challenge now is to grow enough to meet the demand.

"The problem is quantity," he said. "The quality is there from the research we did. We had better numbers than the industry standards. Most of the hops harvested this year are already sold. We just can't yet produce the quantities they need.'

Godin notes that getting started as a hops grower is not easy, with a large investment to be made in growing and harvesting equipment and a growth

cycle that takes at least two years to reach a useable crop.

But hops farmers are getting a big boost from Summit Plant Laboratories in Fort Collins, which is helping provide disease-free starter material for their operations.

Tom Smith, lab owner, said he got involved in propagating hops about three years ago and now produces about 10 different varieties he sells to farmers in Colorado and other states.

"Last year we sold about 30,000 plants and this year it's going to be about 60,000, so we've doubled our sales," he said.

Smith said he knows of no other company that's doing what Summit Plant Laboratories is doing.

"As far as commercial growing, we're the only one I know of that's producing material that shows no viruses," he said.

Currently, the three biggest hop-growing states are Washington, Oregon and Idaho. Colorado has a long way to go to catch up with growers there, but Smith said Summit Labs is producing the "mother stock" that could pave the way for a vibrant Colorado hop-growing industry.

"If we start with clean stock, it's going to give us an edge with increased yields and increased vigor and help avoid problems down the road," he said.

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

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The Legal Aid Foundation of Colorado salutes the following individuals and law firms from Larimer County who contributed to legal aid this year. The Larimer County Campaign for Justice raised nearly \$20,000 to provide civil legal services for low-income individuals and families. Thank you for making justice a reality for so many.

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Weld County housing market gaining strength

Slowly but surely, prices and demand on an upward trend

Weld County's residential market is picking up steam, albeit slowly, accord-

ing to new statistics and industry professionals. John DeWitt,

managing broker of Re/Max Alliance of Greeley and chairman of the board of Upstate Colorado, says that both new and

existing home



REAL ESTATE Molly Armbrister

sales are up, and home prices are increasing, however incrementally.

Existing home sales have increased in recent months, while new housing developments are also becoming more attractive to those in the market, according to DeWitt.

Buyers are willing to pay more for a new house than an existing one, DeWitt said, and following the recent wave of foreclosures, developers can build homes on vacant lots in a subdivision at lower cost than in previous years.

According to the most recent data by Information and Real Estate Services LLC, a multiple listing service for Northern Colorado sponsored by the boards and associations of Realtors in Fort Collins, Loveland-Berthoud, Greeley, Longmont and Boulder, the median home price in Greeley/Weld County was \$136,900 in July, up 1.4 percent from \$135,000 in July 2010. "The market has picked up year-

over-year and prices have come up in some neighborhoods simply because there is less inventory," DeWitt said. IRES data released last month

showed listings for single-family detached residences in Greeley/Weld County decreased year-over-year from 733 in July 2010 to 555 this July.

In addition to increased affordability, an influx of people to the Northern Colorado region has also been beneficial to the Greeley housing market, according to DeWitt. He credits companies such as JBS USA, which purchased a majority of Pilgrim's Pride out of bankruptcy last year, and Vestas Blades in Windsor for bringing jobs to the area. Even when such businesses aren't located in Weld County, Greeley benefits from having large employers within commuting distance.

Rental vacancy rates in Greeley have increased, causing median rents to dip, both of which are expected when more homes are purchased rather than rented. The vacancy rate in Greeley increased from 3.8 percent in the first quarter to 6.7 percent in the second quarter of this year, while the average

"Prices have come up in some neighborhoods simply because there is less inventory."

John DeWitt, managing broker Re/Max Alliance of Greeley

rent decreased from \$660 to \$649.

Firestone on the upswing

Further south in Weld County, another community is experiencing an uptick in residential activity, and can also partially credit job opportunities in nearby cities.

Because of its close proximity to Interstate 25 and its affordable homes, Firestone serves as a bedroom community for workers employed in places such as Boulder, Longmont, Loveland and Fort Collins, according to town manager Wesley LaVanchy.

"We have housing within a mile of I-25," LaVanchy said. "And that makes Firestone attractive to people who might work in other cities."

With "the majority" of Firestone res-

idents commuting to other cities, town government is trying to come up with ways to cut back on traveling expenses, according to LaVanchy. For example, carpooling is prevalent among residents who work in the same destination city.

The median home price in Firestone is a bit higher than in Greeley, at \$194,000 in 2010, but LaVanchy said the town of just over 10,000 is experiencing an infill of subdivisions that were previously unfinished.

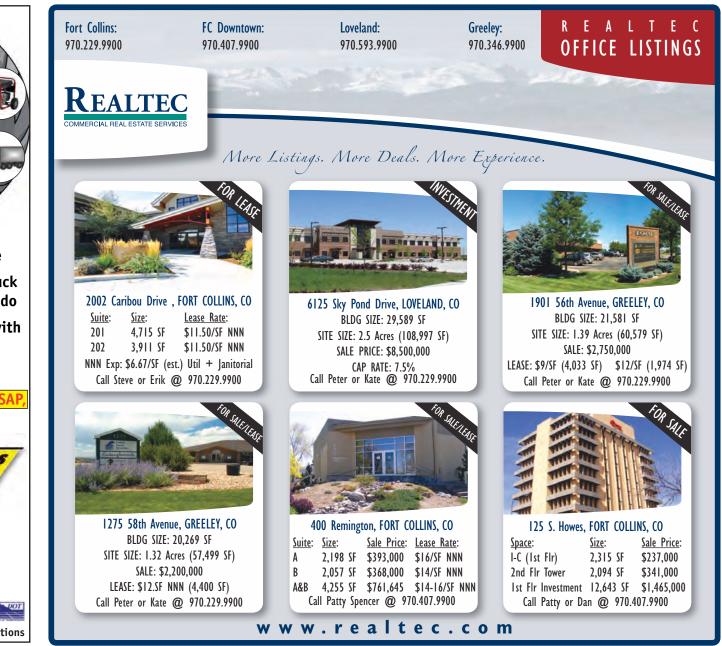
Rick Jablonski, developer of Firestone Villas, consisting of 45 singlefamily homes located three miles northeast of the interchange of I-25 and Colorado Highway 52, has found a good niche and price point, LaVanchy said.

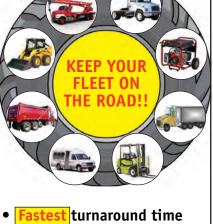
Investors can purchase homes in the Firestone Villas development in groups of five for \$995,000, which brings the cost of each home to \$199,000, just above the median home price.

Other developments are under way, according to LaVanchy, who said the outlook on the residential market in Firestone is "optimistic."

"Right now there's a lot of waiting for building permits to catch up," LaVanchy said. "There's just some lag time between proposing a project and actually getting the project started."

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





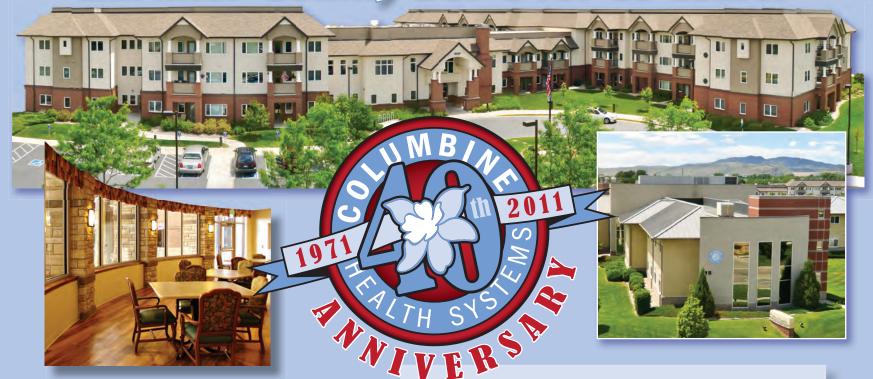
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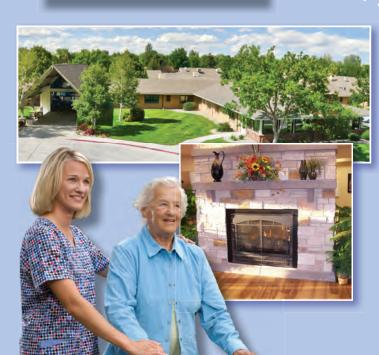


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Columbine West Health & Rehab Facility

Lemay Avenue Health & Rehab Facility

North Shore Health & Rehab Facility

Lemay Avenue



THE EDGE



TIME OUT

Snapshots of life outside the office

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COLUMNS



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On The Job People in the news, on the move Page 13

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

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Public companies Page 22

Computer systems integrators Page 26

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Auto dealerships Page 32

Pay me now, or pay me sooner

There's an app for that, as financial transactions move to mobile phones

There is an iconic scene in the classic slasher film American Psycho where the über-evil Patrick Bateman is sitting at the table of an upscale New York restaurant with a handful of fellow Wall Street execu-

tives. When the bill for the meal arrives, in a flash, the well-paid investment bankers throw their platinum and gold credit cards onto the sterling silver tray.

While this flippant use of plastic money doesn't seem so odd in our era of electronic banking and such, this particular movie was set in the 1980s when such behavior wasn't so commonplace. Its use in

YOUTWINKFACE!

Ron Zasadzinski



GEEK CHIC Michael D. Wailes

commonplace. Its use in the film conveys an

See GEEK CHIC, 10



SPLIT THE CHECK BETWEEN ANDROID AND APPLE – Someday in the not-too-distant future, we may all be able to pay for goods and services through our mobile phones, with little more than a scan of the appropriate app over a merchant's transaction terminal.

Michael Wailes, Northern Colorado Business Report

Why subject matter experts win in social media

Engage your audience to create trust and business

Subject Matter Experts can attract large followings in any social media platform including Twitter, Facebook, LinkedIn, Google+ and more. Recognized as authorities in their field, SMEs enjoy a high amount of engagement and interaction with their fans and followers.

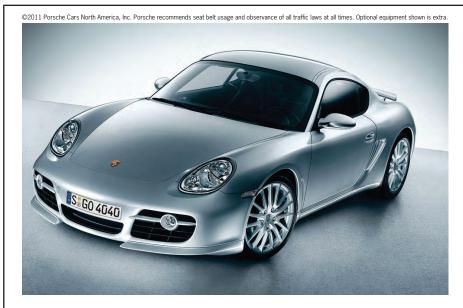
In what subjects are you an expert? When using social media for business, one of your goals is probably bringing in more customers and increasing your bottom line. Having specific goals in social media just like every part of your marketing effort enables you to stay focused, create content to support that goal, and measure results. Positioning yourself as an SME is one effective technique to bring in more business. This approach can be applied to both retail sales and service businesses.

Within the social media realm, what does one do as a Subject Matter Expert?

• Share useful information: tips, how-tos, lessons learned in the trenches, best practices, efficiencies learned through experience, what matters and what doesn't in your industry.

■ Share original thoughts about your field, which can include items from the list above as well as position pieces, examples of how you think about things, thoughts on the state of your field, trends, and where things are headed in the future.

■ ASK questions! This is a key engagement technique. Ask your followers where they think things are heading, See SOCIAL MEDIA, 27



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GEEK CHIC, from 9

air of pretentiousness.

The use of credit/debit cards isn't even considered remotely pompous today; it is pure and simple convenience. According to the folks over at CreditCard.com, it is estimated, from a 2008 survey, that 72 percent of consumers in the United States have used a debit card within the past year. And in 2010, there were a combined 520 million debit cards issued by Visa and MasterCard in circulation in the United States alone.

That is a crazy big number, but it gets even crazier when you consider that the 2010 Census showed the country's population hovering just below 309 million people. Yep, you read that right; there are more debit cards than people in the Good Ole' U.S. of A. But that is just how we operate today.

In a few of my past columns, I've discussed the equally explosive growth of mobile phone usage in the United States — about 223 million mobile phone users over the age of 13, according to Nielsen. Again, it is just how we operate today.

You would think that combining these two ubiquitous elements somehow might make a lot of sense — and a whole lot of cents for somebody. Well, the Internet colossus Google agrees, and earlier this year announced that it was introducing a mobile payment system that would allow you to purchase goods and services by combining your mobile phone with your debit/credit card.

Your phone is your wallet

The appropriately named Google Wallet is an app that utilizes near-field communication technology to transmit your credit/debit/pre-paid/gift card information to a specialized receiving device, such as a cash register equipped for NFC transactions, to complete your purchase. NFC uses radio signals over incredibly short distances, under two inches, to connect and complete the transaction.

The underlying technology is not unlike the RFID used in MasterCard's PayPass or Chase's Blink contactless credit card systems, where you simply touch or wave your card in front of a specialized point-of-sale terminal and the transaction is completed without the card being swiped through the reader. The idea is to speed up and simplify the payment process in areas of high

www.ncbr.com | Aug. 26-Sept. 8, 2011

traffic — mass transit systems, fast-food restaurants, mobile marketplaces.

Google Wallet is still very much in its infancy. It is only available to a select group of consumers — users of the Samsung Nexus S Android phone on the Sprint network with a qualifying MasterCard or Google pre-paid card and, of course, only at those merchants who are willing to upgrade their POS terminals to devices that can handle the transactions. Google hopes to eventually be able to roll out the service onto other phones, networks, and credit card companies—including the booming gift card market.

The company also hopes to bundle the service with discount and brand/merchant loyalty programs, so you could essentially load a coupon onto your mobile device, and when you make your transaction, the coupon would automatically be applied to your balance along with any loyalty points that may be coming to you.

What about security?

Anytime credit cards and the online world merge, there is always a chorus of concern over security. And while no system is completely impervious to the dastardly deeds of the vast criminal underground, who are surely burning stolen midnight oil to figure out a way to exploit this system, Google and the program's partners have taken extra precautions in both software and hardware to keep your private financial information hidden from prying eyes.

According to Google's Wallet website, payment credentials are stored on a separate chip within the mobile device called the Secure Element. The Secure Element is separated from the device's operating system and other hardware. Only authorized applications, like Google Wallet, are able to access the Secure Element, and then only after the user enters a PIN number.

Google also points out that lost or stolen phones should naturally be treated as lost or stolen wallets — contact your financial institutions as soon as possible to report it.

Google isn't the only one pursuing a mobile payment solution. AT&T Mobility, T-Mobile USA and Verizon Wireless have joined forces to form a venture named ISIS, which says it will launch trials of a NFC-enabled mobile phone payment service sometime in early 2012. Payment partners in this venture include American Express, Discover, MasterCard and Visa.

Square, a new startup, has developed a device that plugs into iPads, iPhones, and Android devices to allow users to swipe credit cards to complete transactions. Not quite as streamlined as the NFC-enabled solutions, but a simple solution for mobile vendors found on street corners and markets.

With this many payment options, your deadbeat friends now have no excuse not to pick up the tab, or at least pay their share. So will that be cash, card, check, or ... phone?

Until next time: Cogito. Lego. Diligo.

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



TIME OUT



CLOSE ENCOUNTERS – 1. Retired NASA astronaut turned inspirational speaker Rick Searfoss addressed a crowd of about 300 attendees at the Rocky Mountain Innosphere's Aug. 11 Innovation After Hours held on the former Agilent Technologies campus in Loveland, future site of the ACE technology park. **2.** Lola Lucero with Assistance League - Greeley and Chris Owen with Strategic Financial Management start the day off with Greeley Chamber Business Before Hours at NextCare Urgent Care on Aug. 10. **3.** Firestone was well attended during an evening social for elected officials at St. Vrain State Park on Aug. 12 with Mayor Chad Auer, Mayor Pro-Tem Paul Sorensen, Trustee Matt Holcomb and Trustee Bobbi Sindelar in attendance.

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







2011 Golf Tournament

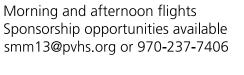
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Trust needed to take business to next level

Trust in yourself, ideas, partners and employees

Take a minute and think back to the best business advice you ever received. How has it helped you move your business to the next level?

I asked the board of directors for the Better Business Bureau this question and want to share three of their responses.

■ Mona Pearl, executive vice president and chief operating officer of Align, Cheyenne: "A mentor/friend once counseled me regarding a situation I needed to address with an employee. For a year I watched the employee struggle to succeed in a position for which I'd hand-selected him. We were on a downhill slide in this area of our business, but I didn't want to hurt the employee's feelings - especially since I'd been so positive about his ability to do the job. My mentor said to me, 'If you don't have this conversation now, where

will you be a year from now?' I still abide by this 'rule.' No matter how difficult it will be today, it will only get more difficult if it's put off."

Zachary Wilson, partner in The Wilson Law Firm, Fort Collins: "On my first day as an associate attorney, my boss told me to always be honest and candid with my clients, co-workers and fellow attorneys, because if I ever lost my reputation for integrity, I could never get it back. He also handed me a timesheet and told me to make sure to keep track of my time if you don't bill, you don't survive."

■ Mike Pierce, business development director for Burns Marketing, Johnstown: "The best advice I've ever received came from Napoleon Hill, author of 'Think and Grow Rich.' The quote is: 'What the mind of man can conceive and believe, it



BBB NEWS Pam King

can achieve.' You must truly believe in your concept and truly believe in yourself. Having a strong belief allows you to extend outside your comfort zone with more confidence."

All three of these examples show that having trust in yourself and in your decisions is an integral component of taking your business to the next level.

Inspiration in unexpected places

In my experience, if you have trust, taking a business or organization to the next level becomes easier. You'll find inspiration in unexpected places, you'll face adversity with courage, you'll value difference of opinion and you'll not be afraid of meaningful risk-taking.

In his book "The Speed of Trust," Steven Covey tells the story of a New York donut and coffee vendor who implemented a self-pay system to eliminate long lines resulting from having to make change for each customer. "By extending trust in this way, Jim was able to double his revenues without adding any new cost," Covey wrote.

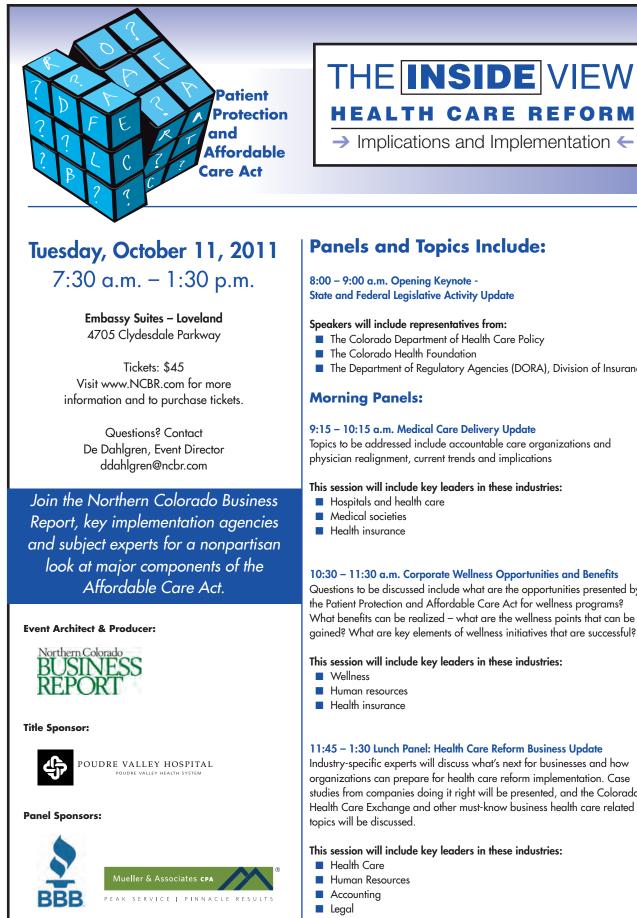
Trust eliminates many roadblocks to taking that next step up the ladder. Warren Buffet once completed a multimillion deal on a handshake, thanks in large part to his inherent trust in the other party.

While this particular example is the exception to the rule - written agreements save many a headache (and lawsuit) later on — the point is that the business transaction was only possible because of trust.

Covey cited a study sponsored by the Warwick Business School where researchers analyzed 1,200 outsourcing contracts over a 10-year period. Relationships that relied on trust as the primary driver rather than solely on the written agreements outperformed the value of their contracts by 20 to 40 percent.

Covey calls this a "trust dividend" - and it's an important component of taking your business to the next level.

Pam King is president and chief executive officer of the Better Business Bureau serving Northern Colorado and Wyoming.



The Department of Regulatory Agencies (DORA), Division of Insurance

10:30 - 11:30 a.m. Corporate Wellness Opportunities and Benefits

Questions to be discussed include what are the opportunities presented by the Patient Protection and Affordable Care Act for wellness programs? What benefits can be realized - what are the wellness points that can be gained? What are key elements of wellness initiatives that are successful?

organizations can prepare for health care reform implementation. Case studies from companies doing it right will be presented, and the Colorado Health Care Exchange and other must-know business health care related

ON THE JOB

HEALTH CARE

Eaton Family Medical Clinic announced the addition of an internal medicine specialist Lance Barker, D.O., to the clinic. Barker began seeing patients on Fridays in Eaton on Aug. 12. He also has office hours at Medical Arts Centre of Windsor. Barker is board certified in internal medicine. He received his doctorate in osteopathic medicine from the Des Moines University College of Osteopathic Medicine in Iowa.

TECHNOLOGY

Numerica Corp. added three members to its Loveland-based staff. Jeffrey Aristoff, Ph.D., will develop algorithms to track orbiting objects and debris for improved space situational awareness. Karl Obermeyer, Ph.D., is the newest member of Numerica's technical group that provides track-processing support for the Missile Defense Agency's National Team B. David Zhang, Ph.D., will work on an airborne infrared sensor integration solution for the Missile Defense Agency. Numerica is looking for additional candidates with advanced degrees in applied math,

puter science, statistics or related fields.

ACADEMICS

The Institute of Business and Medical Careers hired Trish Bowen as campus director at the Greeley Campus where she will be involved in ensuring campus compliance with regulatory standards of the Department of Education. Her mastery and leadership in strategic planning, fiscal management, retention and operations will benefit the staff

Kyle Henley has been named director of Denver public relations for Colorado State University. He will help lead CSU's media relations, marketing and community relations activities in the Denver metro region. He will also provide communications support for the CSU System, which includes the CSU campus in Fort Collins, CSU-Pueblo and the

ACCOUNTING

past two years.

Soukup. Bush and Associates CPAs P.C. in Fort Collins, passed the Uniform Certified Public Accountant Exam and obtained his CPA license from the Colorado Board of Accountancy. Boomgarden is a 2009 graduate of University of Wyoming and has performed **BOOMGARDEN**

audit and tax services for clients of Soukup, Bush and Associates P.C. for the

Sarah Willox is the newest team member at TLC Payroll in Fort Collins. Willox has over 15 years of experience in bookkeeping and payroll for small to

medium size businesses.

LAW

Michael C. Payne, senior associate at Otis, Coan & Peters LLC, has been admitted to practice law in the state of Nebraska as a member of both the Colorado and Nebraska State Bar Associations

MEDIA/MARKETING

Jet Marketing hired Liz Beck as a project manager. Beck will be responsible for developing and managing Jet Marketing clients in their pursuit of effective marketing solutions. Prior to joining the team at Jet Marketing, Beck was a project manager for Lightsource Creative BECK

Communications in Fort Collins and director of Communications for Purgatory at Durango Mountain Resort in Durango.

Nate Morton with the

Firestone Police Department

has been promoted to ser-

geant from his previous posi-

tion as detective. Morton will

be the town's first detective

sergeant. While he will

remain part of the investiga-

PAYNE

GOVERNMENT

ZHANG electrical engineering, com-

and students in Weld County.

CSU-Global Campus.

Steven B. Boomgarden, staff accountant for

at his alma mater. **MISCELLANEOUS** The International

> Veterinary Academy of Pain Management recognized Robin Downing as a Certified Veterniary Pain Practitioner. Downing has been owner and hospital Windsor Veterinary Clinic PC **DOWNING** for 20 years. She founded

motion, job change or career news of note, e-mail it to Noah Guillaume at nguillaume@ncbr.com, or mail it to On The Job at NCBR, P.O. Box 270810, Fort Collins, CO 80527.



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ARISTOFF

BARKER



tions team, Morton will assist in the patrolling of Firestone. MORTON His primary duties are serving as the department's only forensic interviewer, supervising sex offenders and the property/evidence room, investigating felony and serious misdemeanor cases, working with the Weld County

sniper with the Weld County Swat Team.

District Attorney's Office on cases and serving as a

BOARDS

Randy Watkins has been elected president of the University of Northern Colorado Alumni Association Board of Directors for a twoyear term. The president is the official spokesperson and is a voting member of the board. Watkins previously served as treasurer and has remained very involved

If you have an item to share about a pro-



director/practioner



01 🛄

The Downing Center for Animal Pain Management LLC in 2006 and serves as its director and veterinary practitioner.

BRIEFCASE

Nonprofit notes

United Way of Larimer County is seeking volunteers to participate in the organization's process of distributing dollars to nonprofit programs in the community. Applications to serve on the Allocation Committee will be accepted through Aug. 31. If you are interested, email Joy Nyenhuis, Community Investment Associate, with United Way of Larimer County, at jnyenhuis@uwaylc.org.

The **Women's Fund of Weld County** is accepting applications for grants to fund programs that address the unmet needs of women and girls in Weld County. Grant amounts may range from \$500 to \$5,000. The deadline to submit an application is Sept. 1. To download a grant application or to learn more about The Women's Fund of Weld County and the grant process, visit www.weldwomensfund.org.

More than 150 golfers and sponsors convened for the 2011 Realities Cup Invitational Golf Tournament at **Ptarmigan Country Club** in July. The Realities Cup raised over \$37,000 for the **Realities For Children Emergency Fund**, which provides services and assistance to abused and neglected children in Larimer County, when all other resources have been exhausted.

KUDOS

Loveland Habitat for Humanity is celebrating the construction of its 100th home this fall and as part of the celebration, the affiliate will be putting on a four-day Build-A-Thon, Sept. 21-24. The event will take place in Habitat's new subdivision – Willow Park –just behind the 29th Street Post Office in Loveland. Three homes, including the 100th, will be constructed by teams during the event.

The American Society of Irrigation Consultants recognized Fort Collins-based **Aqua Engineering Inc.** with two Merit Awards for Excellence in Irrigation. The program recognizes quality of project planning, design functionality, and environmental responsibility. The projects recognized include the **Denver Botanic Gardens** Irrigation System

2011 Bixpo Kick-Off

:] [:] Business Leaders BREAKFAST

September 15 • 7:30 - 9:30 am



The Breakfast includes the 2011 CFO of the Year Awards





Register online at NCBR.com. Click on Events under the Department heading.

Keeping Employees Engaged

The better question might be: how do you keep good employees from leaving?

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.

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.



Renovation and Water Conservation Analysis for **Denver Water**.

The Water Pollution Control Facility for the city of Greeley was chosen as the recipient of the 2011 Plant Performance Merit Award presented by the Rocky Mountain Water Environment Association. One award is presented annually to a wastewater plant in the three-state area of Colorado, Wyoming and New Mexico.

The town of Windsor received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada. The award reflects the commitment of the governing body and staff to meeting the highest principles of government budgeting.

NEW PRODUCTS AND SERVICES

New Belgium Brewing has dipped into the world of publishing with "Tour de Fat: Sights, Sounds, Feelings, Flavors," a coffeetable art book celebrating the first 11 years of the Colorado brewer's traveling, philanthropic bike festival. The limited edition hardcover book chronicles the trials and triumphs of building an event from the ground up. The book is available online at www.newbelgium.com or at Tour de Fat events throughout the year.

Gold's Gym in Loveland was selected to offer the Silver Sneakers Fitness Program. The program is an innovative health, exercise and wellness program helping older adults live healthy, active lifestyles that has a unique selection process and requires certified instructors with specialized equipment.

NEW LOCATION

One Tribe Creative has moved to 200 S. College Ave., Suite 140 in Old Town Fort Collins. The branding and marketing firm also refreshed its logo, announced plans to launch a blog, and redesigned its website at www.onetribecreative.com.

ANNIVERSARIES

Dream Theater Colorado in Fort Collins is celebrating 30 years of serving the Northern Colorado area. The electronic system integrator was founded in 1981 focusing on sales and installation of large, C-Band satellite dishes for both residential and commercial clients. In 2003, the company was purchased by Mark and Debbie Hovey and now focuses on home theaters, audio and video systems, Internet connected homes, and residential and commercial integrated systems.

PROJECTS

Funding Partners, a nonprofit community development financial institution, partnered with **MGL Partners LLC** to support the **Nebo Villas Development**, a 1.9-acre lot in the city of Aurora. The \$250,000 loan for predevelopment financing will provide MGL Partners with early stage construction financing for the development of a 50-unit affordable housing project as part of the redevelopment. The project's four-story building will offer one-, two- and three-bedroom units that will include Energy Star appliances, forced-air heating, central air, washer and dryer hookups and individual utility meters.

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.



Dr. Milan Larson Associate Professor of Management Monfort College of Business University of Northern Colorado

CALENDAR

- Aug. 26 NoCo Active 20/30 Suitcase Party, from 6 to 11 p.m., Fort Collins-Loveland Airport. Contact: NoCo 20/30 at 9704883022 or kerrie@mantooth company.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. 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 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 Tour de Farms, from 8:30 a.m. to 1:30 p.m., Local urban ag project in Fort Collins. Cost: \$35/rider. Contact: Amy Alcorn at amy.d.alcorn@gmail.com.
- Aug. 27 13 Annie Warbucks, starting at 0 a.m., Candlelight Dinner Theatre, 4747 Market Place Drive in Johnstown. Contact: Candlelight Dinner Theatre at 970-744-3747 or www.colorado candlelight.com.
- 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. 27 - Lincoln Center Tour, from 1 to 4 p.m., Lincoln
- Center, 417 W. Magnolia St. in Fort Collins. 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: RMRP at 970-484-7756 or www.rmrp.org.
- Aug. 30 Vestas Career Fair, from 11 a.m. to 8 p.m., Southwest County Services Building, 4209 Weld County Road 24 1/2 in Longmont.
- Aug. 31 Natural Gas Symposium, presented by Colorado Engine and Transportation Innovation Cluster, from 4 to 7 p.m., Rocky Mountain Innosphere, 320 Vine St. in Fort Collins. Cost: free. Registration Deadline: Day of. Contact: Charisse McAuliffe at 970-407-0005, ext. 809 or charisse@vandynesuperturbo.com.
- 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.
- 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.
- 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: preregistration deadline is 5 p.m. the day before the event. Contact: Jim Worthen at 970-667-6311 or info@loveland.org.
- 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. 2 15 FOOD A Photographic Exhibition, The Center for Fine Art Photography, 400 N. College Ave. in Fort Collins. Cost: FREE. Contact: Nicole Stahly at 970-224-1010 or nicole@c4fap.org.

Sept. 2 - 29 - Embodiment: A Portrait of Queer Life

In America, The Center for Fine Art Photography, 400 N. College Ave. in Fort Collins. Cost: FREE. Contact: Nicole at 970-224-1010 exhibitions@c4fap.org.

- Sept. 2 Faces of Haiti, from 6 to 9 p.m., Global Village Museum, 200 W. Mountain Ave. in Fort Collins. Cost: \$10 suggested donation. Contact: Heather Herrell at 970-484-3678 or heather@treeswaterpeople.org.
- Sept. 3 Tour de Fat, from 9 a.m., Civic Center Park, Laporte Avenue and Howes Street in Fort Collins. Sept. 6 - Environmental Policy in an Era of Political
- Polarization: Prospects for Conflict and Consensus, from 3:30 to 5 p.m., Lory Student Center Room 230, Colorado State University in Fort Collins. Cost: Free. Contact: Kerri McDermid 970-492-4155 or kerri.mcdermid@ at colostate.edu.
- Sept. 6 Front Range PC Users Group, from 7 to 9 Sept. 8 11 Longs Peak Scottish Irish Highland

p.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. Contact: Front Range PC Users Group at http://www.frpcug.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.

Festival, Stanley Park, in Estes Park.

- 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 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/quests. Registration Deadline: 09/07/2011. Contact: Pat Sikora at 303-499-5723 or patsik@aol.com.



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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.

Collect all information before you call your lawyer

Business disputes can't be resolved by attorneys alone

Your secret recipe for a microbrew is missing or you find someone manufacturing an invention you've patented. The law protects both, even informa-

tion that doesn't seem "official" because it's not patented. What to do? You have work

to do before you call your lawyer.

Collect information. Beware who you talk to: You may prejudice their thoughts by what

you say, or give away

suspicions to someone involved in the problem, like an employee selling information to a competitor. Collect related documents, internal memos, emails, contracts, letters, notes.

• Organize it to tell your story. Don't leave anything out — sometimes what you think is unimportant is essential. Don't omit "bad facts." They may not be "bad facts," but if they are, we need to know them and deal with them. Then define your goal: Is it money? To



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When you see your lawyer, take everything you've collected. We love documents. Be ready to give contact

To get "justice?"

get someone to stop doing something?

information for everyone who may have information. There may be no need to contact them yet, but get the names together while they're fresh in your mind. And, if they're employees, your lawyer may need to have them "hold" any documents they have so the good evidence is not destroyed.

Unfortunately, unless you have a working relationship with your lawyer already, you should plan to bring your checkbook to the initial meeting. Most lawyers require retainers from new clients or existing clients with new problems.

Ask questions

Lawyers ask a lot of questions, but you should ask questions, too. Get some answers that you're comfortable with before you leave the law office:

■ What needs to be done and when? What do I do? What do you do?

- What is a reasonable time frame
- for each step? What are the fees and costs I'll have?

■ What's the best way to communicate?

■ What should I expect next? Remember that unless your lawyer is working for a set fee, the fees and costs quote will be an estimate that can

change depending upon what the opponent does and what the lawyer discovers. My pet peeve: Clients who don't

realize the importance of the job of collecting information and checking documents for accurate facts. Even in business litigation, emotions run high and clients may want to do the lawyer's job or the court's job — arguing what is "just," what the law "ought to be," what arguments should be made — based on emotion.

Try to remember that you're hiring your lawyer to stand between you and the problem. Try not to make the lawyer's job harder (and your bill higher). Set a reasonable goal — and "justice" is not a reasonable goal in business disputes.

After you leave the office, the lawyer will probably reorganize your material - your organization wasn't bad, just not the way we might need it. The lawyer may contact others involved to gather more information, then review the law — we don't always know everything off the tops of our heads.

The lawyer will then advise you of the likely risks and rewards of proceeding. At this point, you need to work together to define clearly your goal - remember, it's not "justice" - and it must be something attainable under the law.

Then, you decide whether (in order of increasing "violence") to "walk away;" to negotiate; to mediate; to arbitrate; or to litigate. There are benefits and drawbacks to each course of action.

The decision is not an easy one, nor one that should be made in haste.

If you decide to arbitrate or to litigate, it will be expensive and slow (arbitration is expensive and slow). Furthermore, if you have a business relationship with your opponent, you will surely damage, if not destroy, that relationship in the process. Moreover, if you win, will you ever be able to collect what the arbitrator or court awards you?

Some disputes need to be litigated in court. If you have one of those, realize that it will somewhat disrupt business. Find a lawyer you trust and enjoy working with, because you will spend a lot of time together, and with skill (and some luck), you'll achieve your goal (but not "justice").

Before litigation, try working out your problems. Then communicate often with your lawyer to get informed about the potential risks and rewards of litigation.

For the lawyers reading this, remember the dispute may be the most important thing in your client's life. Let him or her know what's happening during the litigation; return phone calls.

Next time: What to expect if you choose litigation.

Alan F. Blakley, Esq. is a lawyer with CR MILES PC in Fort Collins. He may be reached at afblakley@crmiles.com. The information included in this column is general information. You should contact your own lawyer before making any legal decisions.

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• "The larger curbside recycling containers motivate people."



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DAILY IN REVIEW United Properties drops out of ACE park project

Editor's note: Daily in Review is a partial digest of stories reported in the Business Report Daily online service between Aug. 8 through 22. 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.

LOVELAND — Minneapolis-based United Properties elected Aug. 22 to withdraw from the redevelopment of the former Agilent campus in Loveland for the Aerospace and Clean Energy Manufacturing and Innovation Park.

United Properties was selected by the Colorado Association for Manufacturing and Technology to act as the redevelopment partner for the 811,000-square-foot, fourbuilding property. CAMT has indicated it will continue with redevelopment of the park, which has significant tenant interest. On June 21, CAMT and United

Properties signed 60-day exclusive right to negotiate agreement with the city of Loveland, which owns the site.

"In our experience in commercial real estate development, a project of this requires complexity significant resources, time and the collaboration of many parties to bring the project to a successful completion," said Frank Dutke, president of United Properties, in a prepared statement. "During our limited exploratory period, two components critical to us - available credit tenancy and acceptable financing terms — do not appear to be achievable within the required timeframe. Regrettably, we have decided not to pursue this opportunity at this time."

The city now has the option to work with a different developer. Four Coloradobased developers had bid on the project before United Properties was selected.

Fort Collins council to discuss downtown hotel role

FORT COLLINS — Citing a need to hear the full council's position on any potential role by the city in helping finance a downtown hotel, Fort Collins Councilman Kelly Ohlson said he would schedule a work session to give all seven members a chance to be heard on the subject.

Ohlson said the council should have an opportunity to discuss a decision by the council's finance committee on July 18 to essentially remove the city from a direct financial role in the building of a downtown hotel and conference center as is advocated by the Downtown Development Authority.

"This is a big issue and something we need to get a read on from the whole council," Ohlson said Aug. 11 during a meeting of the DDA board of directors.

Ohlson, along with fellow councilman Ben Manvel and Mayor Karen Weitkunat, told DDA representatives at the July finance committee meeting they believed the city should not have a role in financing the proposed hotel, given the downturn in the national economy and the competition it would provide to existing hotels.

The council finance committee specifically rejected a request by the DDA to put out a Request for a Proposal for a potential development partner in the project. That partner would have helped the city better understand the cost of a downtown hotel project and suggest various funding alternatives.

A DDA-funded study of the downtown hotel project — which calls for a full-service hotel with a conference space of between 15,000 and 20,000 square feet — has always hinged on some degree of city financial participation, up to and including the city guaranteeing the debt on the project.

NBH purchases branches of another Colorado bank

DENVER — NBH Holdings Corp., parent company of Bank Midwest, National Association, that purchased Greeley-based Bank of Choice last month, has purchased 16 branches of Community Banks of Colorado as well as the rights to the Community Banks of Colorado name.

Boston-based NBH Holdings and Greenwood Village-based Community Bankshares Inc., holding company of Community Banks of Colorado, announced the deal Aug. 8.

Community Bankshares will retain 20 branches now known as Community Banks of Colorado but will rename and rebrand them. The new name has not been disclosed. Community Bankshares also owns four branches in California, which will also be renamed, but none of the branches owned by either company is located in Larimer or Weld counties.

Employees at the 16 branches purchased are expected to continue working in their current locations.

Waste Management to expand e-waste recycling

HOUSTON — WM Recycle America LLC, a subsidiary of Waste Management, has acquired Loveland-based Access Computer Products Inc. with plans to expand recycling of discarded electronics or e-waste.

Access Computer Products specializes in reverse logistics, remarketing and recycling services for cell phones, ink and toner cartridges, and other consumer electronics, one of the fastest growing commodities in the waste stream.

WM Recycle America also acquired Mordell LLC, also based in Loveland, which is responsible for refurbishing and selling the recycled computer equipment obtained through Access.

The terms of the deal were not disclosed.

The company said the acquisitions support WM's other recycling efforts and will contribute to its goal of tripling the amount of material recycled by WM to 20 million tons by 2020.

BUSINESS LITERATURE

'I'm Feeling Lucky' goes behind the screen at Google

Employee No. 59 tells inside story of search engine

By Terri Schlichenmeyer *news@ncbr.com*

The meeting is at 4.

You're giving a presentation. It's not done.

But you know what to do: You go online, type a few words into a rectangular box, hit "enter" and ta da! - find what you need and save your own bacon. Oh, and you also find the annual migratory patterns of Tibetan yaks, a voice-cast list of the Monchhichis, and a funnel cake recipe like Grandma used to make.



BOOKS

"I'm Feeling Lucky: The Confessions of Google Employee Number 59" by Douglas Edwards 2011, Houghton Mifflin Harcourt, \$27 / \$31.95 Canada

Searching online is addictive, fun and simple, but somebody had to make it so. Read "I'm Feeling Lucky" by Douglas Edwards and see what goes on behind the screens at an iconic onlinebased corporation.

Edwards desperately wanted to work for a tech company. It was 1999, he'd been watching the tech revolution as it bloomed, and the dot-com bubble was inflating. The possibilities seemed unlimited.

He noticed Google, but he initially didn't think it would amount to much. Search engines operated with massive, powerful equipment then, and Google — based on an algorithm devised in 1996 by two Stanford students — operated on efficiency and frugality. Edwards was hearing good things, though, and he longed to be a Googler.

He finally got an interview, and with 33 days left in the 20th century, he became Google employee number 59.

At first, the job was fun and exciting, though a bit surreal. Constant free snacks were around for the taking and two masseuses worked on-site. One never knew when a street hockey game might break out. The dress code was "...wear clothes."

But Edwards felt awkward. He had no job description, there was no set budget, and no organizational chart. Ideas had to go through Google's creators and were denied or allowed with no explanation. Engineers were the core of the company and Edwards, a "word guy," had to fight for every step (and misstep) he made.

Eventually, every workday was 13 hours long. Middle-of-the-night emails and phone calls were common. Edwards' kids grew up knowing that Daddy was tethered to his computer. So when his "last and strongest ally" left the company, Edwards knew, without looking it up online, that his days were numbered.

Though he says repeatedly that he's a "word guy" and has a degree in English, author Edwards speaks tech fluently. This book is filled with stories of racks and codes, clicks and POPs, cages and cables. Edwards often pours forth with an alphabet soup of acronyms on one hand, then deftly switches to marketing talk on the other.

And I was mostly tired of it by page 80.

But I kept reading because Edwards is a funny writer. Readers who aren't so well-versed in technology and its terms will still laugh at his inner-sanctum stories because he's a keen observer of the absurd and is just as willing to poke a little fun at himself. Think: "The Office," Silicon Valley-style.

Overall, "I'm Feeling Lucky" is worth a look-see, but only if you're technosavvy or you're willing to muddle through the tech-talk. For you, then, it's a book to look up.

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

The Northern Colorado Business Report and Kennedy and Coe are pleased to announce the 2011 CFO of the Year Awards. NORTHERN (COLORADO <u>Northern C</u>olorado KENNEDY AND COE, LLC 2011 CFO of the Year Criteria 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 The Northern Colorado Business Report and carry the responsibilities of that office. Candidates must work in Northern Colorado 2. Kennedy and Coe, LLC will recognize chief (Larimer and Weld counties). financial officers in our region whose efforts The company for which the candidate works must be headquartered in Northern Colorado successfully navigate a company's financial future. Honorees will be recognized at the Bixpo 2011 opening event, Business Leaders The Northern Colorado CFO Awards will be presented to CFO's based their company's size ranked by number of Breakfast, September 15, 2011. 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

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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.

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, ddahlgren@ncbr.com



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Bixpo Event Schedule

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7:30 – 9:30 a.m. High Meadows Ballroom Tickets: \$39 Presenting Sponsors:



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Bixpo Expo Business Leaders Preview of Bixpo Twenty Eleven 9:30 - 10:30 a.m. Front Range Exposition Hall



Exhibitor VIP Suite Opens at 9:30 a.m. Open to all Bixpo exhibitors and event sponsors Hosted by:

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Converting Clicks to Customers



An in depth look at marketing for the 21st century. What works, what doesn't work, and why internet marketing is the only way to go. **9:30 - 10:30 a.m.** Location: Bixpo Expo Hall Free

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10:30 a.m. Bixpo Expo opens to the public - FREE Title sponsor:





Front Range Exposition Hall Bixpo Exposition open throughout all Bixpo events



Banner Health

Shirazi

BizFit Power Lunch and Challenge Awards **11:30 a.m. - 1:30 p.m.** High Meadows Ballrooms Tickets \$41

Presenting Yourself with Impact



Thursday, September 15, 2011 Embassy Suites, Loveland, CO

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YouTwinkFace Practical Social Media Marketing Workshop FREE for Bixpo exhibitors and attendees



1:30 - 2:30 p.m. Location: Bixpo Expo Hall Free

Converting Clicks to Customers



An in depth look at marketing for the 21st century. What works, what doesn't work, and why internet marketing is the only way to go. **2:00 - 3:00 p.m.** Location: Bixpo Expo Hall Free

Power Up Your Diet: Eat for Success Health District

2:30 – 3:30 p.m. Location: Bixpo Expo Hall Free

5:00 – 5:30 p.m. Expo closed to set up for Bixpo Rocks After Hours



Public Service

5:30 - 7:30 p.m. Live music from two stages Bixpo Exposition re-opens Tickets: \$25 online pre-registration; \$35 at the door

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Bixpo 201

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Presenting Yourself With Impact 1:00 – 3:00 pm	
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Sponsored by: Health District	
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	
Location: Bixpo Expo Hall	
Workshops at bi PO Onverting Clicks to Customers	
Presented by:	
9:30 – 10:30 a.m. & 2:00 – 3:00 p.m. Location: Bixpo Expo Hall	
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10:30 – 11:30 a.m. & 1:30 – 2:30 p.m. Location: Bixpo Expo Hall	Di-Ci+

Event Architect and Producer Northern Colorado BUSINESS REPORT

Embassy Suites For the full scoop on Bixpo, contact:

De Dahlgren at Events@Bixpo.com

September 15, 2011

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September 15 • 7:30 - 9:30 am

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Dr. Milan Larson

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RANK	PREV RANK	COMPANY Address Phone/fax	REVENUES 2010 (000S) NET INCOME 2010 (000S) REVENUES 2009 (000S) NET INCOME 2009 (000S)	STOCK PRICE 52-WEEK High 52-WEEK LOW	PERCENT 1-YEAR NET REVENUE GROWTH EMPLOYEES-NATIONAL	PRODUCTS/SERVICES	PERSON IN CHARGE YEAR FOUNDED WEB SITE	TICKER SYMBOL Stock exchange Fiscal year end
1	1	WAL-MART STORES INC. 702 S.W. Eighth St. Bentonville. AR 72716 479-273-4000/479-273-4053	\$421,849 \$16,389 \$408,085 \$14,370	57.57 48	3% 2,100,000	Retail/discount department stores and Sam's warehouse membership club.	Mike Duke CEO 1969 www.walmart.com	WMT NYSE Jan. 31
2	NR	BP P.L.C. 1 St. James's Square London, N/A SWIY APD 44 20 7496 4000/44 20 7496 4630	\$297,107 (\$3,324) \$239,272 \$16,759	62.32 27.02	24% 79,700	International oil and gas company.	Robert W. Dudley CEO, Executive director 1954 http://www.bp.com	BP NYSE Dec. 31
3	2	CHEVRON CORP. 6001 Bollinger Canyon Road San Ramon, CA 94583 925-842-1000/925-842-3530	\$199,291 \$19,024 \$168,320 \$10,483	91.60 67.31	18% 62,000	Integrated oil company.	David J. O'Reilly 1879 www.chevron.com	CVX NYSE Dec. 31
4	3	HEWLETT-PACKARD CO. 3000 Hanover St. Palo Alto, CA 94304 650-857-1501/650-857-5518	\$126,033 \$8,761 \$114,552 \$7,660	54.52 38	10% 324,600	Products, technologies, software and solutions for individuals and businesses.	Catherine A. Lesjak Chief financial officer and Executive VP 1960 www.hp.com	HPQ NYSE Oct. 31
5	4	JP MORGAN CHASE BANK NA 270 Park Ave. New York City, NY 10017 212-483-2323/312-732-3366	\$102,694 \$15,764 \$100,434 \$8,774	47.81 35.63	2% 250,095	Bank holdings.	James Dimon CEO & Chairman 1824 www.chase.com	JPM NYSE Dec. 31
6	5	WELLS FARGO & CO. 420 Montgomery St. San Francisco, CA 94/63 866-878-5865/415-677-9075	\$93,249 \$11,632 \$98,636 \$7,990	33.88 23.25	-5% 266,600	Holding company whose subsidiaries are engaged in banking-related businesses.	John G. Stumpf President & COO 1870 www.wellsfargo.com	WFC NYSE Dec. 31
7	6	THE KROGER CO. 1014 Vine St. Cincinnati, 0H 45202 513-762-4000/513-762-1160	\$82,189 \$1,116 \$76,733 \$70	23.86 19.16	7% 338,000	Operates retail food and drug stores including King Soopers and Loaf N Jug.	David B. Dillon CEO 1883 www.kroger.com	KR NYSE Jan. 31
8	7	THE HOME DEPOT 2455 Paces Ferry Road Atlanta, 6A 30339 770-433-8211/770-384-2356	\$67,997 \$3,338 \$66,176 \$2,661	37.98 27.07	3% 189,390	Home-improvement retail.	Francis S. Blake CEO & Chairman 1978 www.homedepot.com	HD NYSE Jan. 31
9	8	TARGET CORP. 1000 Nicollet Mall Minneapolis, MN 55403 612-304-6073/612-696-3731	\$67,390 \$2,920 \$65,357 \$2,488	60.77 48.64	3% 355,000	General merchandise and food discount stores.	Gregg W. Steinhafel CEO 1902 www.targetcorp.com	TGT NYSE Jan. 31
10	10	UNITED PARCEL SERVICE INC. 55 Glenlake Parkway N.E. Atlanta, 6A 30328 404-828-6000/404-828-6562	\$49,545 \$3,488 \$45,297 \$2,152	73.76 56.15	9% 400,600	Package delivery services.	D. Scott Davis CEO & Chairman 1907 www.ups.com	UPS NYSE Dec. 31
11	9	LOWES COS. INC. 1000 Lowes Blvd. Mooresville, NC 28117 704-758-1000/N/A	\$48,815 \$2,010 \$47,220 \$1,783	28.22 19.59	3% 161,000	Home improvement retailer.	Robert A. Niblock CEO & Chairman 1946 www.lowes.com	LOW NYSE Jan. 31
12	13	INTEL CORP. 4701 Technology Parkway Fort Collins, CO 80528 408-765-8080/N/A	\$43,623 \$11,464 \$35,100 \$4,369	24.22 17.67	24% 82,500	Semiconductor chip design and manufacturing, software.	Paul S. Otellini CEO, President, Director of executive committee 1968 www.intel.com	INTC NASDAQ Dec. 25
NA-Not Ava NR-Not Prev	viously Ranl	ked via Yahoo! Finance.		1		ва	sed upon responses to Business Report su	rvey researched by Mariah Gant lists, e-mail research@ncbr.com

NR-Not Previously Ranked Information gathered via Yahoo! Finance. 52-Week High and Low numbers gathered from the 2010 fiscal year for each company.

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INNOVATION Local IT firms take clients into the cloud

Technology drives small businesses far beyond the PC

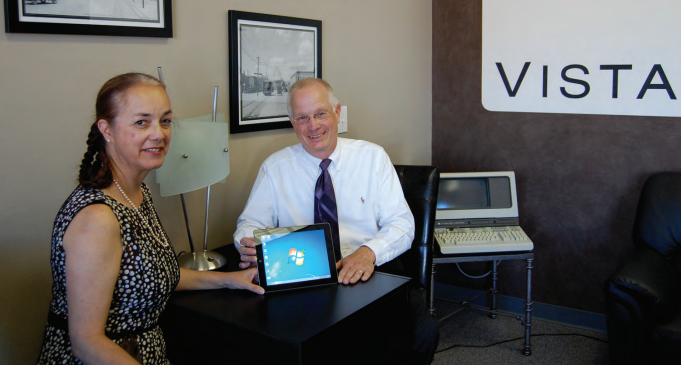
By Joshua Zaffos news@ncbr.com

FORT COLLINS — Bob Vomaske, CEO of Vista Solutions Corp., has some tough-love advice for clients and computer users set in their ways: It's time to give up — and get over — the personal computer.

"No other item will a business spend that much money on and know they will be unhappy with it between 36 and 48 months down the road," Vomaske said. "It's had a pretty good ride, but it is technology that is fundamentally 20 years old."

Based in Fort Collins, Vista Solutions is encouraging customers, including Fortune 500 companies in the aerospace and health-care industries, to think outside the box, beyond the desktop hard drive, and toward "the cloud," the Webbased alternative to using hard-drive storage and servers. Or, as Vomaske calls it, "the Internet with a different paint job."

Vista Solutions enables customers to



Kate Hawthorne, Northern Colorado Business Report

CLOUD GATHERERS – Linda and Bob Vomaske, owners of Vista Solutions Corp. in Fort Collins, show off an Apple iPad running the Microsoft Windows 7 operating system – the next step away from the personal computer, and a far cry from the 1975-vintage HP unit in the background.

connect to a computer desktop from a number of devices, including iPads and other tablets. And while many individual and corporate users still need to be goaded into relinquishing the physical security of having their hard drive sitting right next to their workspace and their servers in their offices, the cost and data benefits that come with online and virtual management increasingly outweigh the conventional way of computing.

See VISTA, 25



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Commercial real estate? There's an app for that

CoStarGo puts good data on properties on brokers' iPads

By Molly Armbrister

marmbrister@ncbr.com

FORT COLLINS — As the 21st century marches on, new technology is making its way into every kind of business. With the introduction of CoStarGo, an app specifically designed for the iPad 2, commercial real estate brokers can access all the information they need to educate clients on a property with the touch of a finger.

CoStarGo, made available to users in Denver on Aug. 9 and users nationwide on Aug. 15, was created by CoStar Group Inc., a Washington, D.C.-based provider of commercial real estate information, analytics and marketing services.

Commercial real estate firm Sperry Van Ness is already making full use of the app, with about half of its 13 brokers equipped with iPad 2s.

Steve Kawulok, managing director at SVN, estimated that the rest of his team would receive their backordered iPads in September, at which point the entire company will be CoStarGo-equipped. With the app, brokers can access sales, leasing and historical activity instantaneously, with what Kawulok calls "a very integrated feature." Best of all for Kawulok, the infor-

mation is reliable. **KAWOLOK**

Reliable third-party research is vital in providing the client with the information needed to make a smart decision regarding a real estate purchase.

"CoStar has been actively researching our market for probably 10 years," he said.

CoStar, which has a branch in Denver, gathers its data through the efforts of 900 researchers on the ground nationwide who interview real estate professionals, inspect properties and records, take photographs and make 5 million data updates per day.

The app uses a geo-location feature to hone in on the exact location of users and provide information for commercial spaces in the area.

Previously, brokers had to do all of their research in their offices, providing the findings to clients after the fact, which created lag time in the buying process.

Kawulok recently made use of the app

while meeting with a developer at a coffee shop, pulling up the property in question and analyzing the details with the client.

"Normally I would have to schedule another meeting, go back to my office and look up more information on all the things we discussed," Kawulok said. "But we were able to go over everything before our coffee got cold."

App a game changer

According to Kawulok, apps created by other companies have come along before, but CoStarGo is a "game changer."

"None of the other apps have put it all together like this," he said.

Listings catalogued by the app are not limited to those held by the company for which a specific broker works. Every commercial property in a given market is listed with detailed data.

In addition to being a boon to brokers, CoStarGo is beneficial to potential buyers because the information included in the app is more relevant than a blanket market report. Clients can find information regarding not just whole markets but also submarkets and property types to allow them to see activity similar to their interests.

Brokers can "hone in on the fly" to the specific information a client needs to

know, Kawulok said.

Potential buyers are more cautious than they have been in the past, and providing them with as much information as possible helps them feel more comfortable and confident when making a real estate decision, he added.

Apps are not the only technological advancement in the realm of real estate. Websites such as Zillow.com and Trulia.com are directed at residential real estate, but the increasing presence of real estate information online means more informed clients who can have more educated conversations with their brokers.

More educated clients save time and are also more assured of their decisions when it comes to making a purchase.

CoStarGo is available at the Apple App Store free of charge to subscribers of CoStar's online products, according to the company.

"We believe CoStarGo will be a transformational product for our industry and our company," said CoStar Group Founder and CEO Andrew C. Florence. "CRE professionals will be able to deliver real-time data and information on the go, which we expect will increase productivity and customer satisfaction."

Looking ahead, CoStar plans to use feedback from the initial launch of CoStarGo to make upgrades to the app.





VISTA, from 23

Vista Solutions isn't alone among regional information-technology companies that are evolving and integrating along with the sea changes in the world of IT. Recent acquisitions involving Northern Colorado firms Connecting Point of Greeley, and HEIT Inc. of Fort Collins, have local businesses growing into larger enterprises and taking willing passengers into the cloud.

From proto-PCs to tablets

The personal computer was born and went through its early growth stages in the late 1960s and 1970s. Among the pioneering local computer businesses was Hasp Corp., which began in 1975 selling proto-PC data terminal equipment, along with calculators and surveying tools, produced by companies such as Hewlett Packard and IBM. Hasp continued to provide computer hardware to clients for several decades, while other businesses also emerged to sell hardware or provide a range of IT software services.

Vomaske and his wife, Linda, bought Hasp in 2003. At the same time, they also bought Vista Solutions, which started in the 1990s in Loveland as a consulting firm.

"It just made sense to us that you'd want to integrate a company focused on best-in-class hardware along with a company that is focused on proven software solutions," Vomaske said.

Within that scope, Vista Solutions has brought cloud-based and virtual computer arrangements to businesses that might not otherwise experiment with new IT systems or change their habits.

"We're taking technologies and lessons learned in one environment (large corporations), and making them economically and practically available to small businesses in Northern Colorado," Vomaske said.

Starting in 2005, Vista Solutions developed virtual desktop services for "a large auto manufacturer out of Detroit," to minimize in-house maintenance and support Vomaske said. After all, for all the good that personal computers offer businesses, the modern PC-based office must deal with their shortcomings and failures — viruses, data corruption, backup problems and other common malfunctions. Vomaske said virtual services and other data-relaying and storage solutions have developed to remove those hardware-based potholes and let a company's software perform its job.

Recently, Vista Solutions, which counts 13 employees and about \$6 million in annual revenue, has enabled customers to access Windows 7 on Apple iPads and other tablets running non-Microsoft operating systems, another step in the evolution of virtual managed services. Other developments, such as Virtual Microsoft's Desktop Infrastructure and the rise of "thin client" blade servers that save space and reduce power consumption, also enable IT firms to give small business customizable experiences backed by reliable datacenter services.

"About every software vendor is reinventing applications so they're 'thinner,' faster and they can run on a cloud environment," added Ted Warner, president of Connecting Point, a Greeley-based IT firm that has served a range of local, small and mid-sized businesses since 1985. "A lot of great solutions are being built to run across the Internet."

Grow with the cloud

Connecting Point is among several regional IT businesses that are expanding with the cloud. Warner said the company, which has a staff of 30, just closed a new deal to establish a Denver office in the next month. In March, Connecting Point also purchased the computer division of a Laramie accounting/consulting firm to stretch into southern Wyoming.

"Individual businesses are becoming more and more dependent on their technology," Warner said, and the last decade has provided more powerful and cheaper computing options for smaller enterprises.

The increase in bandwidth availability — and the related drop in price — is feeding the trends, Warner said, while allowing companies like Connecting Point to improve their support of clients.

"The old model was way more reactive," Warner said. "The less they call us the better it is for us, and for them." Another local company, Fort Collins-

based HEIT Inc., which specializes in data-security support for the financial industry, was bought by Computer Services Inc., a publicly traded company from Paducah, Ky., on Aug. 10. According to a press release, HEIT has a customer base of 400 clients, and the acquisition makes Computer Services one of the largest cloud-based service providers for financial institutions in the country.

"This is a tremendous opportunity to further invest, innovate and expand our national presence as a managed services provider, while also gaining the ability to offer many new services to our customers," said Dan Holt, HEIT CEO, in the release.

Holt will become general manager of Computer Services' Managed Services division once the sale is completed.

As cloud computing and bandwidth

become more accessible — and less scary — to small businesses and even one-person shops, companies will continue to move toward being able to dispense both hardware and software solutions. A growing need to share data in-house and with other firms, and a heightened sense of cost-effectiveness during tight financial times, will also expedite the growth of cloud computing and virtual services.

Looking toward the future, Vomaske said the next phase will be "zero client" services involving even less hardware. Technology introduced in the past year now allows users to plug a keyboard and mouse into a tablet or a TV with computing capabilities and gain secure access to a business network system.

"A number of technologies have come together in the last couple of years to make this play well for small businesses," Vomaske said. "The timing is really right."



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RANK	PREV RANK	COMPANY Address Phone/Fax	EMPLOYEES 2011 EMPLOYEES 2010	REVENUES 2010 REVENUES 2009	BRANDS OF HARDWARE SOLD BRANDS OF SOFTWARE SOLD	PRODUCTS/SERVICES	E-MAIL WEB SITE	PERSON IN CHARGE TITLE YEAR FOUNDED
1	NR	CHEROKEE SERVICES GROUP ① 2120 S. College Ave. Fort Collins, C0 80525 970-282-7333/970-282-3764	49 N/A	N/A N/A	Intel-based PCs & servers, Exchange, Data Preserve, MX Logic, ShoreTel VoIP phone systems, SonicWall Firewalls. Microsoft and Oracle.	Full-service IT support, including network design & admin., managed services, software/DB/Web development, network security, server & PC support, wireless, VoIP phone systems, e-mail security, back-ups & DR, colocation, business intelligence services, and hosting.	sales@itxfc.com www.cherokeeservicesgroup.com	Bruce Hottman Mai Tran Vice president President 1996
2	1	CONNECTING POINT 2401 17th St. Greeley, CO 80634 970-356-7224/970-356-7283	28 26	\$6,397,619 \$6,200,000	HP, Dell, Cisco, AdTran, Lenovo, Xerox, Lexmark. Microsoft, Novell, VMWare, Citrix, Symantec, Sophos.	Network integration, remote managed services, hosting and cloud services, network security, unified communications (VoIP), technical outsourcing, product sales.	esales@cpgreeley.com www.cpgreeley.com	Ted Warner President 1985
3	2	LEWAN & ASSOCIATES INC. 1608 S. College Ave. Fort Collins, CO 80525 970-484-8822/970-484-5329	23 22	\$12,750,000 \$12,000,000	All major brands. All major brands.	Digital imaging, document management, networking, storage, disaster recovery, IP telephony.	steve.cluff@lewan.com www.lewan.com	Steve Cluff Regional manager 1972
4	4	VISTA SOLUTIONS CORP. 2619 Midpoint Drive, Suite F Fort Collins, CO 80525 970-212-2940/970-212-2950	12 12	\$6,368,738 \$6,199,166	Hewlett-Packard, IBM, Riverbed, Xiotech. Microsoft, HP, IBM.	Full-service IT partner, offering business-class technology; unique and customized hardware, software, and services.	info@vistasolutions.net www.vistasolutions.net	Linda Vomaske Owner 1992
5	8	SEMANTIC ARTS INC. 11 Old Town Square, Suite 250 Fort Collins, CO 80524 970-490-2224/970-372-1283	7 5	N/A \$450,000	N/A We do not represent any particular brand. All software assessed and evaluated as per client need.	Enterprise application integration, software consulting and ontology/ Semantic modeling.	mccomb@semanticarts.com www.semanticarts.com	Dave McComb President 2000
6	5	INTEGRATED COMPUTER CONSULTING INC. 1113 Stoney Hill Drive, Suite A Fort Collins, C0 80525 970-419-0602/970-223-1454	7 9	N/A N/A	IBM, HP, Cisco, NEC, Avaya, Lenovo. Microsoft, IBM, Symantec.	Networking and infrastructure, cabling and telecommunications including VoIP, managed services and IT mangement.	kirkbane@iccusa.net www.iccusa.net	Kirk A. Bane CEO 1998
7	7	RUN PC INC. COMPUTER SALES AND SERVICE 524 W. Laurel St., Suite 2 Fort Collins, CO 80521 970-493-5565/970-493-5571	6	\$540,000 \$700,000	Custom built desktops, notebooks and server systems. Authorized Intel, Microsoft, AMD dealer. Keystroke and Aldelo Point of Sale systems. Microsoft, Corel, Lotus, Norton, Powerquest, Keystroke & Aldelo, Resturant Point of Sale.	Computer sales and service, networking, point of sale systems, PC hardware repair, virus removal, back-up systems, data recovery, and servers.	sales@runpc.com www.runpc.com	Jon J. Willig President 1987
8	NR	MILLENNIUM GROUP COMPUTERS 2300 W. Eisenhower Blvd. Loveland, CO 80537 970-663-1200/970-669-3595	5 5	N/A N/A	AMD, Western Digital, Seagate, MSI, Pioneer, Polycom- VolP. Microsoft/ Vipre Anti Virus/Business software.	Custom built computers and servers, VoIP phone systems, Web development, Web hosting, networking, computer repair, software training and consulting.	andy@milpond.com www.milpond.com	Andy Pizer Owner 1992
9	NR	PC-THERAPY INC. 7251W. 20th St., Bldg G3 Greeley, CO 80634 970-506-1116/N/A	5 4	N/A N/A	N/A N/A	Computer, networking and software services for businesses and the home user.	jkisic@pc-therapy.com www.pc-therapy.com	Julie Kisic Owner 2002
10	6	TECHSMART SOLUTIONS INC. 328 Airpark Drive, No. 200 Fort Collins, CO 80524 970-498-0808/970-472-0247	4 6	\$1,065,000 \$1,225,000	Dell, Symantec, Netgear, HP, Cisco, Linksys. Microsoft, Symantec, Adobe, GFI.	IT consulting, services and products for small business and individual users.	ahensen@onlinepchelp.com www.onlinepchelp.com	Andrew Hensen President 1998
11	10	COMPUTER SUPERHEROES INC. 5325 Gary Drive Berthoud, C0 80513 720-205-5250/970-532-3189	3 3	\$413,000 \$318,000	HP, IBM/Lenovo, Dell, others. All brands.	Quality, affordable managed IT services and support for individuals and small business.	info@computersuperheroes.com www.computersuperheroes.com	Jeff Lorenzen President 2001
12	NR	MHZ SYSTEMS 4418 Hummingbird Drive Fort Collins, CO 80526 970-482-2538/970-482-6151	22	\$188,300 \$188,200	All major brands. All major brands.	Computer service repair, new machines, parts, in store and mobile on- site service.	sales@mhzsystems.com www.mhzsystems.com	Chris Kulick Managing member/owner 1993
Region sur N/A - Not A NR - Not Pr	vailable.	e' city of Brighton, Larimer and Weld counties. anked.				Based upo	n responses to Business Report survey resear To be considered for future lists, e-mail	ched by Ross Manley research@ncbr.com

VESTAS, from 5

3T did not respond in time to be included on this list.

"It was that we're right in the center of a major transportation hub, with five major highways and the Union Pacific Railroad," he said. "It's going back to Economic Development 101 - location, location, location. It was an ideal site."

Gonzales said Vestas agreed to buy 300 acres in the town's URA and pledged to make a \$300 million capital investment in the two manufacturing facilities. He said more than 300 people are now working the day shift at the nacelle plant and he's heard that a second shift is possible soon.

"Our initial conversations with Vestas said they would be a 24-hour operation, seven days a week," he said.

Gonzales agrees with Lewis that the town is already feeling the impact of those 300-plus new jobs.

"We've seen a huge impact from a city perspective," he said. "They're buying homes, they're shopping, they're eating at restaurants."

Gonzales said there's been other impacts from the opening of the first plant.

"They're also using lots of small busis for supplies," he said. "Our momand-pop shops are seeing a big impact. For every job Vestas brings, the multiplier is times-two for ancillary suppliers."

And it's not just existing businesses. Gonzales said the EDC is currently working with seven Vestas suppliers looking to build in the Brighton vicinity.

"I'm a firm believer that when the tide rises, all boats rise," he said.

Vestas incentives

For its massive investment in Brighton, Vestas received several bene-

"It's really putting us on the map."

Brian Lewis, chairman of the board Brighton Chamber of Commerce

fits. Unlike many other cities, Brighton doesn't charge a "use tax" on business equipment and furnishings. "That was a huge savings," Gonzales said.

Sales tax on construction materials was refunded to the wind company, and it was allowed to keep 50 percent of its property taxes, he said.

The city paid \$8 million to build infrastructure improvements out to a 1,500-acre site that includes the two Vestas plants but was able to get back about \$5 million of that in federal and state grants.

"We really leveraged state and federal resources to incentivize this project," Gonzales said.

And by locating within the city's URA, Vestas gets reimbursed for the infrastructure put into the area.

Gonzales said he expects to make announcements soon about two new companies - a bioenergy company and an oil and gas company each bringing about 150 jobs - that chose Brighton because of Vestas' presence.

"Of the four projects, they will contribute \$650 million and 1,500 jobs to



Steve Porter, Northern Colorado Business Report

SOON TO OPEN - A second Vestas production facility is scheduled to open in Brighton before the end of the year. The new facility, located just northeast of the existing Vestas nacelle production plant, will produce turbine blades like the factory in Windsor.

our city," he said.

Andrew Longtieg, Vestas spokesman, said how fast each plant will add employees will depend entirely on the wind energy market. Vestas recently reported the first half of 2011 saw a 31 percent increase in revenue over the same period last year.

Longtieg said about 80 production workers have been hired so far for the new 440,000-square-foot blade factory, which will produce the new V-112 blades that are much larger than those produced in Windsor.

Longtieg said of those 80 new employees, about half are being trained in Windsor and the other half are being trained at a Vestas plant in Germany.

The recession and continuing slow economy have had an impact on the pace

of completing the second Brighton plant and ramping up employment at the first plant.

But Longtieg said things can change quickly. "It all depends on the demand," he said. "When the Windsor plant opened we expected to employ 400 and we got to 500 pretty quickly. We now have 750 employees there, which was more than we expected."

Vestas will ultimately employ about 2,500 or more in Colorado and invest about \$1 billion, Longtieg said.

Lewis said the Vestas plants are bringing lots of attention to the city.

"The Brighton community is really progressing very well," he said. "It's very exciting. (Vestas) has had a little slower start because of the recession, but it's really putting us on the map."

COLLEGES, from 2

serve a wider variety of students, enabling them to continue with their mission as a Jesuit university, which centers on educating individuals who can then return to their communities and serve in leadership capacities.

FRCC moves in

FRCC's Larimer campus is taking over the space vacated by Regis on Prospect Road, moving its Center for Adult Learning and its continuing education department from its Harmony Road campus.

According to Lisa Donaldson, dean of instruction for transfer education, Front Range has been using space at the Prospect location for general education classes during the day, since Regis classes were held mostly in the evening. Now, operations will be expanded to include the two additional departments, which also hold their classes in the evening.

The adult learning center focuses on GED preparation programs, reading, writing, math improvement and English as a second language, Donaldson said. The continuing education department

SOCIAL MEDIA, from 9

what they think is important, what techniques they use, etc. Then share the results with everyone.

A good local example of a business demonstrating prowess as an SME is Constant Contact, who has one of its four national offices based in Loveland. The staff does an excellent job blogging and using Facebook and Twitter to position themselves as experts about email marketing and email newsletters. They give away — for free — tons of great information of value to any businesses that use email newsletters to grow, whether or not they use Constant Contact.

Here are some examples of SME posts on the wall of Constant Contact's Facebook page, facebook.com/constantcontact:

• "Lost for words? How to find and create great content for your newsletters," which includes a link to the blog post "Creating Good Content for Your Nonprofit's Email Newsletter."

■ "How often do you email your contacts?" This links to a blog post on "Scheduling Your Email Campaigns."

Post a question

Looking at the company's Facebook page you'll see right away that they are using a very effective technique to share their expertise through their blog. Rather than saying "Read our blog post about...", they post a question instead. Asking a question is powerful

because it does two things:

1. It engages the reader's mind immediately. When you read a question you automatically start evaluating it, either formulating an answer or determining if you care about the question or not. When you see "Read my post about..." the engagement process is short-circuited and you are more likely to ignore the content all together.

2. It fosters interaction. Because of the question format, many of Constant Contact's Facebook readers comment on those posts. This builds emotional engagement between the reader and Constant Contact, and provides more value to other provides noncredit professional development and personal enrichment classes and workshops.

Like Regis, FRCC has experienced growth in recent years, which Donaldson attributes to a combination of factors, including the economic downturn, which often results in more people going back to school, and increasing tuition costs at four-year universities, which motivate students to take more affordable general education classes at a community college before transferring to a larger university.

"Enrollments have really skyrocketed in the last few years," she said.

The spring 2011 enrollment at the Larimer campus exceeded 6,600, according to Donaldson, and the 14,500 square feet at the Prospect location will help FRCC accommodate the continuing influx of students.

As of Aug. 19, the unofficial enrollment in classes offered at the Prospect location was 844. The number can go up or down in the first few weeks of the fall semester, which begins Aug. 22.

"Having this space gives us an opportunity to better serve more students and students in other parts of our community," Donaldson said.

readers as many of the comments include additional tips and insights. Why does positioning yourself as an

expert lead to more business? In the real world, we do business with others we trust. It takes time to build that trust.

There's a saying by Joel Comm I like: "Know me, like me, trust me, pay me." The better people get to know you, and the more meaningful interactions they have with you, the more they'll like and trust you, paving the way to doing business together. Fostering this path is especially helpful in service businesses and businesses that have a long sales process.

Measure success

How will you measure your social media success as a Subject Matter Expert? The ultimate measurement is an increase in your bottom line over time. Track where your new clients and customers come from. Be sure to ask them if they've ever read your blog or engaged with you on Facebook, Twitter or Google+.

One tool you can use to get more immediate feedback about your level of engagement and influence is the free klout.com. This tool looks at your activity on Facebook, Twitter, LinkedIn and more, and measures how often people comment on your posts, retweet your tweets and so on, in order to give you a score on a scale of one to 100.

It's important to keep in mind that the payoff from social media marketing is a long-term effort. It takes a while to get there, but the results can be substantial and long lasting. Long-term effort, long-term payoff. To take an example from another form of marketing, you wouldn't place a display ad in a newspaper one time and expect big results. It takes a consistent effort, numerous impressions on potential clients over time that yields success from display advertising. The same holds true in social media.

Ron Zasadzinski is co-owner of Social Media Pilots in Fort Collins. For more information about the firm's monthly Flight School and Social Media Roundtables, visit facebook.com/socialmediapilots. Working Together to Reach a Better Future. Climate Wise, Business Smart.

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LOAN FUND, from 1

Composites, a Danish supplier of materials to Vestas Wind Systems, which has Northern Colorado production facilities in Windsor and Brighton.

Vestas stipulated that the company be in production within a few months, making it necessary for Bach to quickly retrofit an existing building. Bach found the former Colorado Railcar building in Fort Lupton and secured a \$3.3 million loan from the Colorado Governor's Energy Office Revolving Loan Fund.

With the \$500,000 from the Weld-Larimer Revolving Loan Fund, Bach was able to close the funding gap to finalize the building's purchase and retrofit.

As a result, more than 130 new Northern Colorado jobs were created. Another business — this one in Berthoud — also received a \$500,000 loan from the fund in 2010 that helped it continue to employ 55 workers in danger of losing their jobs.

BAE Container Solutions, which made specialized containers for military operations, was slated for closure under a companywide downsizing. But General Manager Rob Carr believed there was still enough business to keep the Berthoud facility going and persuaded BAE to sell it to him. The only catch: The purchase had to close within 30 days.

Working with Adams Bank and Trust, Kennedy and Coe and the town of Berthoud, Carr was able to finalize the purchase with a loan from the Weld-Larimer Revolving Loan Fund. That enabled the new company -

Summit Solutions — to continue to offer high-paying jobs in Berthoud.

Helped weather recession

RB Interior Trim, 309 S. Link Lane in Fort Collins, has tapped into the loan fund twice, first in 2003 with a \$200,000 loan and again in 2009 with a \$500,000 loan.

"We paid off that first loan and reapplied for another loan," said Scotty Busteed, RB Interior Trim president and owner, who noted the loan was "instrumental" in helping the company weather the worst part of the recent recession.

"(Upstate) has been great to work with and access the fund," Busteed said. "Since 2002, we added about 112 "It's a fabulous program. I can't say enough good things about it."

Scotty Busteed, owner **RB** Interior Trim

jobs, almost all in manufacturing." How important was the cash infusion?

"(The 2009 loan) basically allowed us to stay in business and hire some people and continue on," he said. "It's a fabulous program. I can't say enough good things about it."

Burkhardt said the CDBG funds which come from the federal government to assist with local economic development have been available for decades. Cities over 50,000 in population have their



BURKHARDT

own CDBG loan programs, while economic development organizations like Upstate administer the funds to more rural areas.

Burkhardt said eligibility for the funds hinges on the applicant's ability to create new jobs or save existing ones.

"Typically, the funds are used as gap financing, where we work alongside a bank or lending institution to fill in the gap," he said.

Burkhardt said the loan fund can make loans up to \$500,000.

"We can go to as much as half a million dollars to a particular company or a cap of 45 percent of a given project — no more than that," he said.

Number of jobs key

Burkhardt said the amount of the loan is based on the number of jobs that can be created, with a rule of thumb of one job for \$20,000.

A six-member loan committee, with three members appointed by Weld County and three by Larimer County, reviews the loan applications.

Burkhardt said the interest rate on the loans is typically within 1.5 percent of the prime lending rate. The length of the loan can vary, Burkhardt said, but the goal is to keep them short.

"We don't like to go beyond a fiveto seven-year term," he said. "The key to all of this is the flexibility. We aren't as rigid as a bank would be."

The loan program started in 1991 and over that period a total of \$8.6 million has been loaned to 62 companies. Burkhardt said those loans leveraged more than \$78 million in capital investment in Northern Colorado companies, with 1,214 full-time jobs and 815 part-time jobs created.

For more information on the Weld-Larimer Revolving Loan Fund, contact Upstate Colorado at www.upstatecolorado.org or 970-356-4565.



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New Palomino gallops into Centerra

Lucios open second location of popular Mexican restaurant

Some family-owned businesses seem to move easily from one generation to the next, including car dealerships and restaurants. In both cases, there are lots of different jobs for family members to do and skill sets to be learned that can be spun off into new ventures.

Car dealerships

and restaurants also nurture a clientele that moves from generation to generation. So it seems natural, for example, that kids who grew up eating Mexican food with their parents at The Armadillo, opened in Fort



STEPPING OUT Jane Albritton

Collins by Louis Lucio in 1979, would be drawn as adults to sample the menus created in different venues by the next generation.

"Richard and I were never owners of The Armadillo; we were employees," said Brenda Lucio. "When Louis retired, we thought it was a good time to move on and try a slightly different concept."

And so in 2001, Brenda and her husband Richard Lucio opened Coyote's Southwestern Grill in Greeley.

"We thought that the palate in Greeley had changed, and so we wanted to do something a little more upscale with a focus on Southwestern-style cooking," Brenda Lucio said. "And we did not want to compete with The Armadillo."

Judging from the reviews that appear on online sites like Trip Advisor and Yelp, the concept the Lucios launched struck the right note, with both the quality of the food and the service.

"We have always known that the taste of the meal is sometimes determined by the hand that serves it," Brenda Lucio said. "I know that's a little corny, but our guests can choose to spend their money elsewhere. So we want to make their experience a special



Kate Hawthorne, Northern Colorado Business Report

SADDLE UP FOR A COCKTAIL, PARDNER - Richard and Brenda Lucio took advantage of falling land and construction prices to realize their dream of opening a new Palomino Mexican Restaurant in east Loveland, near The Ranch events complex.

one."

Five years after they opened the Coyote, the Lucios decided they wanted to do something more traditional, and opened the Palomino Mexican Restaurant in Evans.

"We didn't want to compete with the Coyote," Brenda Lucio said. "Even though the concepts were different, we knew that one could be a drain on the other if they were in the same town."

The success of the Evans' Palomino led to the newest place in the Lucios' stable, a second Palomino that opened earlier this summer in Centerra in east Loveland.

Brenda Lucio said it was not easy to double up.

"Our new restaurant is three years in See STEPPING OUT, 30

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"We have a beautiful bar, and I want to see it full."

Brenda Lucio, co-owner Palomino Mexican Restaurant

STEPPING OUT, from 29

the making," she said. "We rent the property for our other two restaurants, and we wanted to be owners. But at the time we started looking at property in the Centerra area, it was so expensive we couldn't touch it. All the big developers were buying the land, and there was no place for a mom-and-pop operation."

And then the economy tanked and the price of land came tumbling down. Even so, it took 18 months for the Lucios to secure a loan.

"It was tough getting financing," she said. "But now here we are. We are opening very quietly. Letting people find us as our staff learns how to deliver the quality of service we expect and that our guests expect."

The next step for the Lucios and their new Palomino is to start building connections with local businesses. A couple of features of the Palomino style are certain to appeal to both locals and those who might be in town for an event at The Ranch nearby.

"Children under 12 eat free on Mondays, no restrictions," Brenda Lucio said. "And our happy hour goes from two until six. We have a beautiful bar. I love it, and I want to see it full." Somewhere Great-Great-

Grandmother Luisa, who, according to Lucio family legend was such a good cook that Pancho Villa kidnapped her, is smiling.



100 taps of beer on the wall

Anyone who has had the good fortune to attend the **Great American Beer Festival** in Denver (on Sept. 29 this year) understands two things:

1. There is such a thing as a beer connoisseur, and

2. Northern Colorado — although it has its share of the best beers crafted in this country — is not the only place where spectacular beers are brewed.

Meet the 2011 Biggest Winners



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However, unless local beer lovers are willing to spring for a ticket, put on a pretzel lei and stroll the aisles of the festival once a year, they are left to wander nomad-like from brewpub to brewpub, tasting and trying to hold in memory the difference between fine local offerings and something in a bottle from a faraway place with a strange sounding name, like Delaware.

With the opening of **The Mayor of Old Town** on July 15, beer nomads now have a place to seek shelter — a local beer caravanserai, as it were — where they can sample and exchange thoughts on what tastes good and why.

"We have 100 beers on tap," said Kevin Bolin, who with his wife, Barb, owns The Mayor. "Forty-five of them come from Northern Colorado — 32 from Fort Collins alone — 23 are imports, and the rest come from other states."

It was not part of the Bolins' original plan to set up an oasis for beer lovers. When they began their journey two years ago, they thought they might settle someplace else and plant their idea there.

"We went to Boston, New York City, Austin, Vancouver, Chicago, Fiji and Chile," Barb Bolin said. "There isn't much beer in Fiji and Chile, but Samuel Adams in Boston makes some very good specialty beers."

What started as a relocation quest became a research mission to gather ideas and brewery names that would help shape the concept in Fort Collins. The result is a space unlike anything else in the city. Located on Mason Street in what was once **The Mountain Shop**, then a bread shop then a furniture store. The Mayor opens at 8 a.m. for breakfast served from a menu created by **The Red Table Cafe**.

Interesting to have breakfast in a taproom, but it seems to be working. Barb Bolin noted that the breakfast burritos are already wildly popular as a late morning snack, but one of their goals is to expand the breakfast business.

"We knew we wanted to have food, but didn't want to reinvent the wheel," Kevin Bolin said. "We are fans of the Red Table in Old Town, so we asked them if they would consult with us. Our relationship isn't exactly a franchise, more like a partnerchise."

The Bolins believe that beer brewing is going in the direction of wine making.

"With four ingredients in every brew, beer is very complex to start with. Then people start adding raspberry and other fruit. The possibilities seem endless," Kevin Bolin said.

The Bolins have no aspirations to compete with the brewpub experience that has over the years become a part of the Fort Collins beer culture. After all, the city has the most brewers and microbreweries per capita of any city in Colorado, and going to the source is its own experience. The role of Mayor of Old Town is different.

Perhaps it can serve as Northern Colorado's own gravitational center for the greater beer galaxy, where it is possible to come and sample beer from everywhere and talk and eat a burrito any time of day.

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

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Largest Business Parks Ranked by total number of acres

RANK		BUSINESS PARK ADDRESS	NO. ACRES SQ. FT. BUILT AS OF 2011 EST. SQ. FT. AT BUILD-OUT	USE & ZONING	AMENITIES	OWNER YEAR BUILDING BEGAN	LEASING AGENT E-MAIL WEB SITE PHONE/FAX
1	1	CENTERRA 2725 Rocky Mountain Ave. Loveland, CO 80538	3,400 3,500,000 15,000,000	Class A office, medical office, flex office, light manufacturing/flex, retail, restaurants, hotel, in office warehouse.	Regional location at U.S. 34 and I-25 with 275-acre High Plains Environmental Center, restaurants, shopping, hotels, banking and entertainment.	McWhinney 1998	Ron Kuehl ronk@mcwhinney.com www.mcwhinney.com 970-613-4562/970-635-3003
2	2	GREAT WESTERN INDUSTRIAL PARK 503 Main St. Windsor, CO 80550	600 N/A 5,500,000	Industrial.	Daily service from the Great Western Railway of Colorado with access to BNSF & Union Pacific Railroads. Lots are "shovel ready" for construction.	Great Western Development Co. 2003	Rich Montgomery rmontgomery@greatwesternindustrialpark.com www.greatwesternindustrialpark.com 720-339-5720/N/A
3	3	2534 S.E. corner of I-25 and U.S. Highway 34 Johnstown, CO 80534	542 210,000 4,000,000	Retail, office, light industrial and residential.	At Interstate 25 and U.S. Highway 34. Access to all of Northern Colorado.	2534 Retail Phase I LLC, Thompson Ranch LLLP, Gerrard Family LP 2004	Ryan Schaefer, Jake Hallauer, Todd Williams ryans@chrislandcommercial.com www.2534colorado.com 970-663-3350/970-663-3291
4	5	BROMLEY INTERSTATE BUSINESS PARK I-76 and Bromley Lane Brighton, CO 80601	405 514,744 3,300,000	PUD-I and PUD-C zones.	Interstate visibility; 2 interchanges; BNSF Rail (existing spur); excess utility capacity (water, sewer, natural gas, electric, non-potable water); 15 minutes to DIA, 25 minutes to CBD; Enterprise Zone; District Courts, Platte Valley Medical Center, Adams County Government Center, and new residential developments.	Private 2000	DePaul Real Estate Investment Group Inc. jarod@depaulreig.com www.depaulreig.com/bromleypark 303-333-9799/303-333-1703
5	6	GREELEY-WELD COUNTY AIRPORT BUSINESS PARK 600 Airport Road Greeley, C0 80631	265 N/A 350,000	Office, commercial, light industrial, heavy industrial.	Runway access available, tax credits for research, development, job training and other government-sponsored incentives.	Greeley-Weld County Airport 2004	Michael Reisman reisman@qxy.net www.gxy.net 970-336-3000/970-336-3030
6	7	CENTRE FOR ADVANCED TECHNOLOGY N.E. Corner of Drake Road & Shields St. Fort Collins, CO 80526	235 N/A 2,000,000	Office, commercial, light industrial R&D, health care, medical.	Multi-use technology park south of CSU campus, allows for private high-tech industry to interact with nationally recognized CSU research program.	Everitt Cos., Columbine Health Systems, co- developers, GSA, CSURF/CSU 1987	Stuart MacMillan stu.macmillan@colostate.edu www.csurf.org/centre.html 970-482-2916/970-484-0354
7	8	EAGLE CROSSING N.E. Corner of I-25 and Crossroads Blvd. Loveland, CO 80538	182 30,000 640,000	Retail, office, medical, commercial, corporate, hospitality options.	Located off of I-25 and Crossroads Blvd. adjacent to the Budweiser Events Center and Embassy Suites Hotel. Convenient access to all that Colorado has to offer.	Martin Lind 2004	Ryan Bach rbach@watervalley.com www.watervalleyland.com 970-686-5828/970-686-2768
8	9	GLACIER BUSINESS PARK S.W. corner of I-25 and Colo. Highway 52 Frederick, CO 80530	170 N/A 1,400,000	Industrial, business/light industrial, retail.	Central access to north I-25 market.	Various 1997	Various ① N/A N/A
9	10	IRON HORSE INDUSTRIAL PARK U.S. Highway 34 and Larimer County Road 3 Johnstown, CO 80534	165 50,000 1,400,000	Commercial, retail, office, industrial spaces.	Easy access to Great Western and Union Pacific railways, I-25, U.S. 34, Centerra and Fort Collins/Loveland Airport.	McWhinney 2006	Ron Kuehl ronk@mcwhinney.com www.mcwhinney.com 970-613-4562/970-635-3003
10	11	CROSSROADS BUSINESS PARK S.E. corner of I-25 and Crossroads Blvd. Loveland, CO 80538	160 N/A 1,500,000	Retail, office, industrial.	Close to the Budweiser Events Center.	Various 2001	Various NA N/A 970-567-9770/N/A
11	12	DEL CAMINO CENTER & DEL CAMINO CENTER SOUTH 1 mile south of 1-25 and Colo. Highway 119 interchange Frederick, CO 80501	157 N/A 690,000	Office, commercial, light industrial.	Near DIA. On I-25 just south of Colorado Highway 119.	Del Camino Center LLC N/A	Ken & Ed Kanemoto N/A www.longmontcommercial.com 303-772-2222/303-772-6933
12	4	PRATT TECHNOLOGY CAMPUS I-25 and Colo. Highway 60 Johnstown, CO 80534	149 N/A 6,490,440	Office and retail; hospitality; R&D, manufacturing, production; light industrial; service.	Along I-25 corridor.	TAGG 2001	Pratt Agency N/A www.prattprop.com
13	14	OAKRIDGE BUSINESS PARK Lemay Ave. and Harmony Road Fort Collins, CO 80525	138 N/A 1,080,000	Office, commercial, light industrial.	Walking trails, six hotels, seven restaurants.	N/A 1985	N/A N/A N/A 970-226-1500/970-223-4156
14	13	DACONO GATEWAY BUSINESS PARK I-25 & Colo. Highway 52 Dacono, CO 80514	132 N/A N/A	Retail, warehouse, office.	N/A	Dacono 25 Partners LLC N/A	Pete Kelly N/A www.realtec.com
15	NR	MEAD CROSSING BUSINESS PARK ② S.W. corner of I-25 and Colo. Highway 66 Mead, CO 80504	113 20,000 N/A	Industrial, office.	Office, research and development, light manufacturing, distribution facilities.	Fred Kelly 2003	Robert Graham robertgraham66@gmail.com NA 303-777-5554/303-777-4452
16	15	PROSPECT PARK EAST BUSINESS PARK East Prospect and Timberline Roads Fort Collins, C0 80525	108 N/A 1,200,000	Office, light industrial, lab, commercial.	On-site property manager, Poudre and Spring Creek trail systems, water features, coffee shop, restaurants, ample parking. 1.5 miles to I-25.	William W. Reynolds 1986	John Slack johns@wwreynolds.com www.wwreynolds.com 970-482-4800/970-221-5009
17	NR	HARMONY TECHNOLOGY PARK Harmony Road and Technology Parkway Fort Collins, CO 80528	105 28,500 1,300,000	Mixed use: office, flex R & D, light manufacturing and retail.	Attractive natural Colorado landscaping including connecting pedestrian paths, outdoor plazas, seating and recreation areas. Meeting sustainability standards and encouraging LEED certification for all projects. Ideal power and data capacities.	Harmony Technology Park, LLC 2008	Kevin Brinkman kevin.brinkman@brinkmanpartners.com www.brinkmanpartners.com 970-206-4500/970-206-1011 970-672-1007/970-206-1011
18	NR	BEAR INDUSTRIAL PARK N.E. corner Weld County Road 20 and I-25 Frontage Road East Frederick, C0 80504	75 N/A N/A	Zoned industrial.	Sewer, water, electric and phone to lot line. 1 to 5.5 acre lots available. Outside storage is allowed.	D&H Land Development LLC 1999	Al Hoppa, Denver Industrial Realty alhoppa@qwestoffice.net www.raspberryhill.net/bear
19	16	BLISS BUSINESS & INDUSTRIAL PARK 2438 E. Eighth St. Greeley, CO 80631	74 132,100 300,000	I-3 business, commercial, manufacturing, storage.	7,500 sq. ft. office space manufacturing w/bathrooms. 4-5,000 sq. ft. storage. 5-2,800 sq. ft. office, 14ft overhead drive-thru door storage. 20,000 sq ft, office and storage. 14,400 sq ft, office, manufacturing, 10-5,000 sq ft produce storage, computer controled, air, humidity, or dry storage. Contact for more buildings information.	Bliss Investments LLC 2000	Michael Bliss bliss352@comcast.net blissbusinesspark.com 970-353-1864/970-351-7007
20	17	RASPBERRY HILL BUSINESS PARK Weld County Road 18 and I-25 Frontage Road East Frederick, CO 80530	65 N/A 2,800,000	Business, light industrial.	Near I-25 and Colorado Highways 119 and 52.	D&H Land Development LLC 2004	Al Hoppa, Denver Industrial Realty alhoppa@qwestoffice.net www.raspberryhill.net/bear 303-758-2712/303-758-5937
21	18	FORT COLLINS/LOVELAND INDUSTRIAL AIRPARK Adjacent to Loveland-Fort Collins Municipal Airport Loveland, C0 80537	63 300,000 700,000	Light industrial, business and commercial use.	I-25 visibility, easy access to I-25, convenient taxi-way location.	Multiple owners 1980	Multiple brokers jim@realtec.com www.realtec.com 970-407-9900/970-407-7885
22	19	WARD EAST INDUSTRIAL PARK I-25 and Crossroads Blvd. Loveland, CO 80538	47 70,000 200,000	Commercial, light industrial.	Mountain views and easy access to I-25 and the Fort Collins/ Loveland Airport. Build-to-suit commercial buildings for leasing purposes only.	Ward East 1990	Patrick O'Donnell, Realtec Tim@wardconstructionllc.com 970-461-8446/1-855-667-5600
23	20	DEL CAMINO JUNCTION BUSINESS PARK I-25 & Colo. Highway 119 Firestone, CO 80520	43 N/A 400,000	Commercial.	Ideal location at the N.E. corner of Highway 119 and I-25, high traffic location. Home of three hotels, numerous fast food restaurants and professional offices. I-25 Frontage lots available.	Del Camino Junction LLC 1999	Keith Kanemoto keith®kanemoto.com www.kanemoto.com 303-772-1377
24	21	WESTGATE BUSINESS PARK 3030 S. College Ave. Fort Collins, C0 80525	40 N/A 220,000	Office, retail, commercial, medical.	Restaurants, hotels, daycare.	N/A 1997	Stuart MacMillian stu@everittcompanies.com www.everittcompanies.com 970-226-1500/970-223-4156
25	22	KNESS 3RD SUBDIVISION INDUSTRIAL PARK I-25/Crossroads Boulevard & Woods Ave. Loveland, CO 80538	37 150,000 370,000	Industrial.	Easy access to I-25, Centerra and Fort Collins/Loveland airport. Utilities stubbed onto all lots. Lot sizes range from 1.3 to 2.9 acres.	Individual lot owners. 1999	Larry Melton larry.melton@realtec.com www.realtec.com 970-593-9900/970-593-9901
26	24	INTERCHANGE BUSINESS PARK S.E. Corner of I-25 and Colo. Highway 14 Fort Collins, CO 80524	30 200,000 250,000	Commercial within the City of Fort Collins.	Easy I-25 access, I-25 visibility.	IBP 14 Corp. and multiple owners 2002	Jim Mokler jim@realtec.com www.realtec.com 970-407-9900/970-407-7885
27	25	WARD INDUSTRIAL PARK 1012 N. Madison Ave. Loveland, CO 80537 imer and Weld counties and the city of Brighton.	30 194,000 194,000	Commercial, light industrial.	Close to I-25, fire sprinklers in each building, dock-high doors, up to 40,000 sq. ft. currently available for lease.	Frank and Richard Ward 1975 Based upon	Patrick O'Donnell, Realtec Tim@wardconstructionllc.com N/A 970-461-8446/1855-667-5600 responses to Business Report survey researched by Mariah Ga

Region surveyed is Larimer and Weld coun N/A-Not Applicable. NR-Not Previously Ranked. ① All lots are now owned by individuals. ② Formerly Sekich Business Park.

Largest Auto Dealerships

Ranked by number of employees

DataBank

The Vault's Always Open

RANK	PREV RANK	DEALERSHIP ADDRESS PHONE/FAX	EMPLOYEES 2011 EMPLOYEES 2010	TOTAL VEHICLES SOLD: 2010 New Vehicles Sold: 2010 USED Vehicles Sold: 2010	REVENUES 2010 REVENUES 2009	MAKES SOLD	E-MAIL WEB SITE	PERSON IN CHARGE Title Year founded
1	1	EHRLICH DEALERSHIPS 2625 35th Ave. Greeley, C0 80634 970-353-5333/970-339-3930	170 172	4,045 2,139 1,906	\$120,146,000 \$99,137,000	Toyota, Volkswagon, Subaru, Nissan	sehrlich@ehrlichmotors.com www.ehrlichmotors.com	Scott Ehrlich President 1946
2	2	MARKLEY MOTORS INC. 3401 S. College Ave. Fort Collins, C0 80525 800-226-2213/970-282-6825	160 156	2,497 1,136 1,361	\$71,847,224 \$73,913,954	Buick, GMC, Honda	rbelisle@markleymotors.com www.markleymotors.com	Douglas E. Markley President 1936
3	4	DELLENBACH MOTORS 3111 S. College Ave. Fort Collins, CO 80525 970-226-2438/970-226-0233	150 150	2,479 1,334 1,145	\$70,507,486 N/A	Chevrolet, Cadillac, Subaru, Suzuki	chevy@frii.com www.dellenbach.com	Michael Dellenbach Dealer principal 1972
4	3	WELD COUNTY GARAGE 2699 47th Ave. Greeley, C0 80634 970-352-1313/970-356-8191	134 122	1,820 543 1,277	\$59,083,516 \$59,083,516	Buick, GMC	wyoder@weldcountygarage.com www.weldcountygarage.com	Warren Yoder General manager 1908
5	5	FORT COLLINS DODGE CHRYSLER JEEP 3835 S. College Ave. Fort Collins, CO 80525 866-500-9552/970-266-8719	91 80	2,149 997 1,152	\$66,661,987 \$39,997,139	Dodge, Chrysler, Jeep, Hyundai	shardy@fortcollinsdodgechryslerjeep.com www.fortcollinsdodgechryslerjeep.com	Steven Hardy General manager 2009
6	10	KING BUICK GMC 4175 Byrd Drive Loveland, CO 80538 970-667-8905/970-663-2445	80 43	1,150 800 350	\$39,570,000 \$35,552,500	Pontiac, GMC, Subaru	jerad.king@kinggm.com www.kinggm.com	Rex King President 1998
7	6	TYNAN'S FORT COLLINS NISSAN, KIA AND SAAB S811 S. College Ave. Fort Collins, CO 80525 970-282-1400/970-282-1497	64 75	1,428 769 659	\$36,972,576 \$23,635,421	Nissan, Saab, Kia	ed.tynan@tynans.com www.tynans.com	Ed Tynan Sean Tynan Co-owner President and Co- owner 1984
8	7	DAVIDSON-GEBHARDT CHEVROLET SUBARU OF LOVELAND 3880 Test Circle Loveland, Co 80538 970-667-3950/970-461-3775	60 50	1,209 631 578	\$35,000,000 \$30,000,000	Chevrolet, Subaru	ncasey@lovelandchevy.com www.lovelandchevy.com	Joe Gebhardt President 1960
9	8	CO'S AUTO GROUP INC. 4150 Byrd Drive Loveland, C0 80538 970-292-5200/970-292-5719	51 49	1,156 616 540	\$43,680,000 \$35,870,000	BMW & MINI Cooper	sales@cosbmw.com www.cosbmw.com, miniofLoveland.com	Christina Dawkins Owner 1974
10	9	GHENT MOTOR CO. 2715 35th Ave. Greeley, CO 80634 970-339-2438/970-339-8120	49 45	1,473 264 1,209	\$28,972,743 \$15,596,241	Chevrolet, Cadillac	greatdeals@ghentmotors.com www.ghentmotors.com	Bob Ghent 1989
Region surv N/A - Not Av	veyed incluo vailable.	des Larimer and Weld counties, and the city of Brighton.	1	1	1	1	Based upon responses to Business Report survey r To be considered for future lists, e	esearched by Mariah Gant mail research@ncbr.com

NA - Not Available. NR - Not previously ranked. Auto Integrity did not respond in time to be included in this list.



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STAMPEDE, from 1

he said. "We got to the point that we didn't want to see another invoice come in."

Stampede Director Bill Ogg puts it in more stark terms.

"A year ago, we were \$1 million in debt," he said. "We've paid down on our debt and hopefully we should have enough cash flow until next year's event."

Overcoming community disconnect

Turning the financial situation around wasn't easy, but Wildeman said a decision was made by the Stampede board to try to more fully engage the Northern Colorado community to help do it.

"I think early in the year we decided we needed to involve our community more," he said. "For whatever reason, we had a disconnect with the community that may have started when we changed the name."

In 2003, Stampede organizers announced the name of the event was being changed to the Rocky Mountain Stampede to give it a wider focus. But some saw the name change as a prelude to moving the event out of Greeley's Island Grove Park and into The Ranch, the Larimer County events complex in Loveland.

500,000

400,000

300,000

200,000

100,000

noted.

2008

2007

SOURCE: GREELEY STAMPEDE

Expenses rolled back

back on its expenses, too.

2009

But it wasn't all just reaching out for

It started with the Stampede parade,

community support. Wildeman said the

Stampede made a concerted effort to cut

with the focus on local people, local

bands and local cheerleaders, Wildeman

said. That included local Cub Scouts and

high school kids from Future Farmers of

America, rodeo and saddle clubs, he

more so in our events this year," he said.

"When you put them all together, it's

concerts. The Stampede has drawn

many big-name entertainers in the past

such as Tim McGraw, Keith Urban and

Brad Paisley, but this year took it down

a notch with Chris Young and Clint

Black, two still very popular entertain-

added up to a lot of good things."

"We involved local people much

Another expense-cutting move involved paring back on the grandstand

2010

As a result of public concern, the event was renamed the Greeley Stampede in 2005, although it's still also known as the Greeley Independence Stampede in recognition of its big finish on the Fourth of July.

Wildeman said changing the name "wasn't a bad idea" but noted that it created a misconception about the event moving away.

"It was more of an idea of including a much larger area," he said. "If a change is made and people aren't included in the decision-making, they don't feel good about it."

Wildeman said the event will always center on Greeley. "We won't be moving," he said. "It will always be here in Greeley."

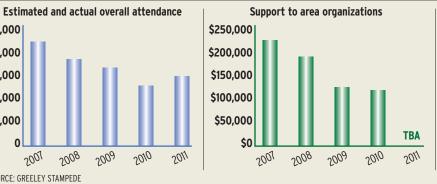
Involving the community was a big part of this year's financial turnaround, Wildeman noted.

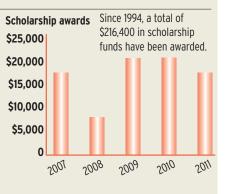
'Quite honestly, we felt we needed to reach out to as many people as possible," he said. "We put a Power Point (presentation) together and Bill Ogg and I went out to 20 to 25 service clubs and did it at their time and location.

"I think by doing that, we cleared up a lot of misconceptions and I think we moved a step forward in reconnecting with our community," he added. "No one wanted it to go away. By reaching out, it kind of started the ball rolling."



Stampede by the numbers





ers who demand a lower fee than top stars.

And that helped save some big money and probably drew more attendees, Wildeman noted.

"It didn't require us to put out a lot of money," he said. "And it was good for those who came because you could buy four concert tickets this year for the price of one last year."

A big part of the Stampede is the scholarship money it raises for local youth. "We handed out 16 \$1,000 scholarships this year to kids from Weld and Larimer counties," Wildeman said.

Sharing with the community is what the Stampede is supposed to be all about, and that's what happened this year, Wildeman said.

"We also gave out about \$150,000 to different youth groups and others to clean up after every event, help park cars, take admission," he said. "We pay out a huge amount to all these organizations that gets turned back to the community." Wildeman said he doesn't know if the Stampede has found a winning formula for future years, but did acknowledge that good weather and community involvement are keys.

"(It was) reaching out to the community, limiting our expenses, and making things affordable," he said. "But it was a group effort, something that took the whole community."

And while this year's event appears to have been an unqualified success, there's still a long way to go to get the Stampede back on firm financial ground.

Ogg said the nonprofit organization still has bank loans of about \$800,000, but things are finally looking up.

"To use an agriculture analogy, this is our harvest," Ogg said. "We've got two weeks to make about 96 percent of our annual budget. But with good weather, in a few years we should be able to retire the debt.'

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YOGURT, from 3

business in other Northern Colorado towns.

Coolberry

At Coolberry, another locally owned operation with locations in Loveland (Thompson Towne Center), Fort Collins (near College Avenue and Harmony Road) and Windsor (the old Loodles coffee shop), the yogurt sells for a cool 41 cents per ounce.

John Meyers, who describes himself as a "serial entrepreneur," says he saw the yogurt trend coming, with the help of his college-aged daughter. She noticed shops popping up when she was in California.

Picking locations for his stores took a lot of thought by Meyers, his wife, Janie, and new business partner James Contos. As he learned the business, Meyers realized that being near a large grocery store was an advantage. Placing his first shop near a King Soopers in Fort Collins was "blind luck," he said, especially since he only later learned that the grocery store near him is the busiest one in the chain in Colorado.

Learning from that experience, he purposely sought out a location near the south King Soopers in Loveland — the second busiest in the state. "The business King Soopers generates impacts my business," he said.

Being directly west of the former Hewlett-Packard/Agilent site in Loveland where the new ACE park will take shape is an added bonus.

Coolberry in Windsor is somewhat different because it also serves food, as the former coffee shop did. Meyers

thinks this combination concept could be franchised in the future.

Overall, the astute entrepreneur says

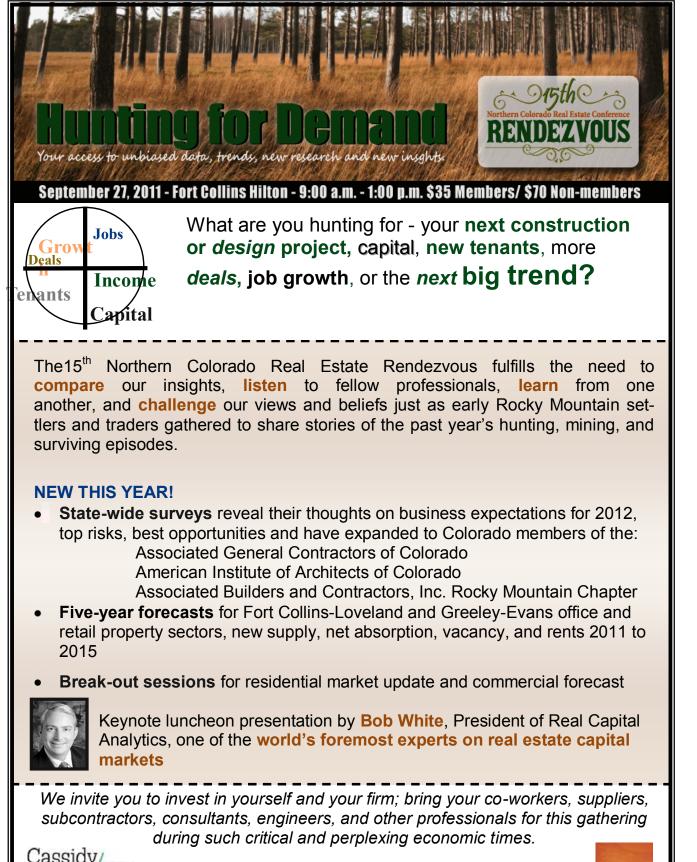
"Build a store, they will come."

John Meyers, owner Coolberry

he uses the philosophy: "Build a store, they will come."

Mahalo

Brent and Megan Liddicoat started their Hawaiian-themed self-serve shop in November 2009. Brent, an airline pilot, went to college in California.







www.realestate.colostate.edu or (970) 491-5522

"I got the idea because I lived with Hawaiians in college and I like the culture," he said.

Liddicoat used this as a theme for his shop located almost in the shadow of Colorado State University's Moby Arena in Fort Collins. Hundreds of CSU students pass by Mahalo (thank you in Hawaiian) every day.

The six flavors of yogurt, selling for 39 cents per ounce, are served in a decor that the Liddicoats said is "a little different and fun." They purposefully did not use pastel colors to decorate with, unlike many other shops.

Brent Liddicoat's initial idea was to get the first Mahalo up and running, then consider starting a second, and even a third store, but at this point, he said, "Future expansion is on hold."

Maiberry

In April, Boulder-based Maiberry (pronounced my-berry) opened an outlet in downtown Fort Collins, near Olive Street and College Avenue, to expand on franchise locations in Boulder, Denver and Sugarland, Texas.

Maiberry's name is derived from the last name of the brother-and-sister founders, who named the business as a tribute to their father.

The compact local location offers more than just self-serve, top-your-own yogurt. They also have a variety of fresh juices, smoothies, shaved ices and both hot and cold teas. lemonade and limeade. The yogurt goes for 42 cents per ounce.

Menchie's

Loveland is home to a Menchie's franchise, opened by Scott Parsons earlier this year. Store manager Marcie Sealey said the Centerra-based store strives to provide a fun, kid-friendly atmosphere. Parsons added that they utilize modern furniture for an uncluttered look.

The site fits Menchie's CEO Amit Kleinberger definition of an ideal location: in a busy shopping mall in the heart of a community. He also wants a spot with easy access, convenient parking and good visibility.

Menchie's is based in the San Ferndando Valley in California and can be found in more than 40 states. Prices range from 30 cents to 45 cents per ounce for yogurt, and a wide range of Menchie's related products like T-shirts are also available.

Onslaught not over

1STBANK

Existing conventional ice cream shops are taking note of the changes in the industry. Dan Trout, manager of Penguin's Ice Cream and Coffee in Loveland, said he added frozen yogurt (not self-serve) to his menu about a year ago to complement his scooped ice cream, coffees, pastries and sandwiches.

"I was surprised to see (the self-serve frozen yogurt phenomenon) here in little tiny Loveland," Trout said.

He added that he has watched the frozen yogurt trend in California, and saw it as "the next big trend." He knew the shops would come this way but thought there might be one in Loveland.

And Northern Colorado has not seen the end of the onslaught of frozen dessert operations. TCBY, which is retooling to keep pace with the self-serve trend, has plans for a Fort Collins location, and Yogurtini has already staked out a location on East Eisenhower in Loveland.

Largest Brighton Employers Private sector, ranked by no. of employees



RANK		COMPANY ADDRESS PHONE/FAX	EMPLOYEES-LOCAL 2011 EMPLOYEES-LOCAL 2010	REVENUES 2010 REVENUES 2009	TYPE OF BUSINESS	E-MAIL WEB SITE	PERSON IN CHARGE TITLE OF PERSON IN CHARGE YEAR FOUNDED
1	1	PLATTE VALLEY MEDICAL CENTER 1600 Prairie Center Parkway Brighton, C0 80601 303-498-1600/303-498-1999	588 653	\$84,215,592 \$84,792,892	98-bed acute care hospital, level IV trauma center.	N/A www.pvmc.org	John R. Hicks President and CEO 1960
2	2	PETROCCO FARMS INC. 14110 Brighton Road Brighton, C0 80601 303-659-0054/303-659-0651	300 250	N/A N/A	Wholesale grower and shipper for green leaf, red leaf, romaine, and Boston lettuce, cabbage, onions and green beans.	julie@petroccofarms.com www.petroccofarms.com	David Petrocco Sr. President 1916
3	NR	VESTAS WIND SYSTEMS A/S 1500 B E. Crown Prince Blvd. Brighton, CO 80603 303-655-5800/N/A	280 N/A	N/A N/A	Manufacturer of wind turbines.	vestas@vestas.com www.vestas.com	Ditlev Engel Hans Jespersen President, CEO Local level 1979 ①
4	3	KMART DISTRIBUTION CENTER 18875 E. Bromley Lane Brighton. Co 80601 303-654-0054/303-654-2616	190 186	N/A N/A	Retail distribution center.	mheslep@searshc.com www.kmart.com	James Saad General manager 1899
5	4	UNITED POWER INC. 500 Cooperative Way Brighton, Co 80603 303-659-0551/303-659-2172	161 161	\$134,783,000 \$126,713,000	Rural electric cooperative.	hstorz@unitedpower.com www.unitedpower.com	Ronald D. Asche CEO 1938
6	5	METALWEST LLC 1229 S. Fulton Ave. Brighton, Co 80601 303-654-0300/303-654-0404	120 105	\$243,000,000 \$177,000,000	Steel-service center, flat rolled-metal products, including cold-rolled, hot-rolled galvanized, galvannealed, aluminum, stainless coils and sheets.	denver@metalwest.com www.metalwest.com	Doug Geisick General manager 1986
7	6	VALLEY BANK & TRUST 4900 E. Bromley Lane Brighton, Co 80601 303-659-3490/303-659-2816	104 110	\$1,651,000 \$1,037,471	Full-service personal and commercial banking including checking, savings, small business loans, and much more.	contact@valleybankandtrust.com www.valleybankandtrust.com	Donna J Petrocco President & CEO 1971
8	7	AMERICAN PRIDE CO-OP 55 W. Bromley Lane Brighton, CO 80601 303-659-1230/303-659-8719	90 90	\$43,468,644 \$45,434,000	Farm supplies, lawn and garden products, bulk and bagged fertilizer, ag chemicals, petroleum, propane, feed, animal health, seed, Ace Hardware, and convenience store.	N/A www.americanpridecoop.com	Gary Morrison Keith Alquist President and CEO V.P. and CFO 1936
9	NR	INGLENOOK AT BRIGHTON 2195 E. Egbert St. Brighton, CO 80601 303-659-4148/303-659-5370	80 N/A	N/A N/A	Senior retirement and assisted living care community.	inglenookatbrigh@qwestoffice.net www.inglenookatbrighton.com	MaryJo Wright Patrick Wright Executive administrator Marketing director, Human Resources director 1980
10	8	APPLEBEE'S NEIGHBORHOOD BAR & GRILL 922 S. Fourth Ave. Brighton, Co 80601 720-685-1095/720-685-1098	68 68	N/A \$1,924,000	Casual neighborhood restaurant and bar.	unitco39@applegrove.com www.applebees.com	Don Tavares General manager 1980
11	12	PIONEER WIRELINE / PSI 820 N. Ninth Ave. Brighton, Co 80603 303-659-6581/303-659-1789	37 25	N/A N/A	Petroleum engineering, geophysical logging services and equipment manufacturing.	wemore@pioneerwireline.com www.pioneerdrilling.com	John Patterson Division manager 1985
12	11	WESTERN UNITED ELECTRIC SUPPLY CORP. 100 Bromley Business Parkway Brighton, Co 80603 303-659-2356/303-659-8598	29 30	\$68,000,000 \$76,000,000	Electric utility distributor.	mprom@wue.coop www.wue.coop	Mike Prom CEO 1976
NR-Not Previou	sly Ranked	d d surrounding areas. N/A-Not Available espond in time to be considered for this list. Arbor Valley Nursey declined to na	rticinate in this list		1	Based upon responses to Business F To be considered fo	eport survey researched by Mariah Gant or future lists, e-mail research@ncbr.com

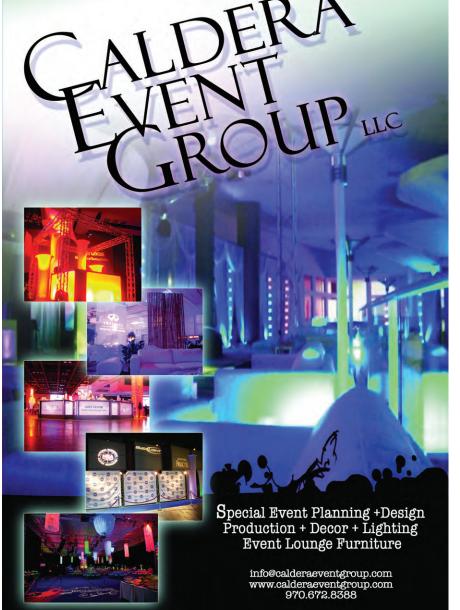
NR-Not Previously Ranked Riverdale Golf Course did not respond in time to be considered for this list. Arbor Valley Nursey declined to participate in this list. ① Indicates the commencement of turbine manufacturing.



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COMMENTARY

EDITORIAL

Back to school means finding more funding

Apple Inc. not only has more cash on hand than the U.S. Treasury, it was briefly the most valuable company on the planet, at least on the madly gyrating stock market. Banks are stuffed with cash they won't lend to companies that have work but are hesitant to hire anyone to do it.

Warren Buffet, worth about \$50 billion himself, thinks wealthy individuals and corporations should pay more taxes for the good of the nation. The response from thought-leaders in the Tea Party: Write us a check, sucker.

And budgets at every level of government continue to be slashed not according to financially prudent principles but to score points for the next election. The national and state unemployment rates are stuck just shy of 10 percent, even as the private sector cautiously adds jobs, because government layoffs continue.

That includes the 34 positions cut from Colorado State University, on the heels of an overall 20 percent tuition hike. Yet the incoming freshman class set records for its size again this year.

Just as we're about to turn the Colorado Paradox around — our welleducated residents are increasingly educating their children here in the state a professor at the University of Colorado in Boulder has suggested balancing the state budget by setting instate and out-of-state tuition at the same level. Let's see: That would make college even less affordable for Colorado kids but a real deal for folks likely to return to New Jersey.

At least he doesn't teach in the business school.

The state's education funding woes start in pre-kindergarten. We already spend upwards of \$1,800 less per pupil than the national average, and every year the Legislature cuts more. The Lobato lawsuit currently being heard in a Denver courtroom contends that the politically charged financing system is so inadequate that it denies our children the fundamental education guaranteed under the state constitution.

State Sen. Rollie Heath's ballot measure to raise taxes specifically for education has been endorsed by the Colorado Education Association. The Poudre School District, where voters approved tax increases last year, produced a graduating class that earned a combined total of \$40 million in scholarships this year, including five of the state's 40 fullride Boettcher Scholarships.

Charles Boettcher was a classic entrepreneur who used his fortune to ensure the bright future he saw for Colorado. That future will dim considerably if we are the generation that eats the seed corn for short-term political gain. Marijuana storefronts target of upcoming city ballot measure

City council voted to allow us to decide if we want marijuana distribution centers in Fort Collins; this was never voted on before by the people. In 2009, unelected officials overturned your vote, thus departing from Amendment 20, and allowing marijuana storefronts.

In 2000, Colorado voters approved Amendment 20 to allow medical marijuana. The amendment doesn't allow distribution through

dispensaries. Since the 2009 decision to allow marijuana storefronts, parents, schools, substance abuse treatment providers, and police officials have experienced negative effects plaguing our youth and community. The Sheriff reported an increase of marijuana related

crimes up by 20 percent in the county and a 40 percent increase in the city; watch for MMD store robberies next.

Amendment 20's intent is to provide a compassionate approach that balances the legitimate needs of the seriously ill and debilitated patient who only finds relief through marijuana, with the welfare of the other citizens; this law takes the crime out of possessing small quantities for individuals or caregiver-grown marijuana. The storefronts violate the voters' intent. Already our surrounding communities voted to ban for-profit marijuana storefronts to bring back balance to their communities.

Voters must consider whether we want our city to facilitate marijuana businesses, which in federal law are illegal enterprises, and whether we want the storefronts. Remember, "professional guidance" is given by doctors, not marijuana store clerks.

Kids at risk

On Sept. 18, 2002, *The New York Times* printed as a full-page ad "An Open Letter to Parents about Marijuana":

"Marijuana puts kids at risk. It is the most widely used illicit drug among youth today and is more potent than ever. Marijuana use can lead to a host of significant health, social, learning, and behavioral problems at a crucial time in a young person's development.... Kids can get hooked on pot ... More teens enter treatment for marijuana abuse each year than for all other illicit drugs combined."

The ad is signed by 18 organizations. Among them are American Academy of Family Physicians, American Academy of Pediatrics, American College of Emergency Physicians, American Medical Association, American Society of Addiction Medicine, Child Welfare League of America, National Center for School Health Nursing, National Medical Association and the National Parent Teachers Association.

I care about the seriously ill, and I also care about the health of our youth. We cannot afford the social cost and ramifications of our young adults' future by closing our eyes to the truth being undermined. Next we will see other habit-forming drugs being considered as medicine through popular votes instead of the FDA.

The heavy marketing that you see today is only the beginning. We never see doctors and pharmacists doing sign dancing on our streets promoting drugs. Pharmacies don't entice a person to take drugs through tantalizing candy wrappers that simulate other popular brands of candy. The intent is wrong and it is up to us to correct it and bring out the truth.

I ask you, out of compassion for the seriously ill, as well as compassion for the welfare of our youth, families, schools, and businesses, to return to the balanced intent of Amendment 20 by voting "yes" to close marijuana businesses in Fort Collins.

Ray Martinez was mayor of Fort Collins from 1999 to 2005. 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

Northern Colorado

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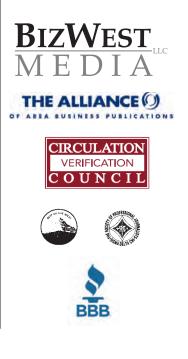
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COLUMN

Ray Martinez

s to tribution Letter to Pa "Marijua most wideb

WE NEED TO VOTE OUT ALL

THE MEDICAL MARIJUANA CENTERS

COME NOVEMBER. I DIDN'T SEE ANY PEOPLE USING MARIJUANA IN THIS TOWN

BEFORE THESE DISPENSARIES

OPENED.

LETTERS TO THE EDITOR

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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.

Fort Collins could seek injunction to stop PRPA power line to Loveland

(Business Report Daily, Aug. 12, 2011)

Proceed with the power line as planned! We are opposed to spending a dime to put the lines underground! The new high overhead kind are less impactful than the old less tall lines.

> Jim & Lois Borland Fort Collins

Tell the city to get over it, the lines exist in Loveland already. Stop being the tree hugger counsel and spending money as if it grew in trees. If they don't like the power lines, call for Tesla-generated power lines and then we'll all be happy. I appreciate the power we need and digging the lines might not be possible with as high of voltage we're discussing here.

Matt Middel Fort Collins

Solar-powered hot tub step toward grid parity

(NCBR, Aug. 12, 2011)

I have been informally studying alternative energy since the 1970s. I have been amazed at how quickly our population loses interest when the price at the pumps goes down, in contrast to Germany, whose steady 25-year program has made that country a leader in alternative energy. It is my hope that we will at last wake up. Perhaps we must use the same incentives that encouraged the development of our phone, electric and railroad systems. I am encouraged by recent advances in the technology; now it is time for a public relations campaign to inform and enthuse my fellow citizens. It is our responsibility to our future generations to develop and adopt renewable energy sources and let go of our dependence on antiquated fossil fuels.

momieux

Fort Collins MMJ ban on ballot?

(NCBR, Aug. 12, 2011) Instead of worrying about legal, revenue, community benefiting businesses

and cut the badly needed revenue here in Colorado, let's focus on the real problem with drugs — illegal prescriptions and foreign drug cartels. Could there be a way to prosper the legal businesses and remove all the illegal gray and black areas as well as the real threats and concerns?

> Rev. B. Baker Nunn

The People of Fort Collins will vote to show their approval or disapproval. Let us focus on the patients that will be affected by this possible ban. The patients that are already forced to drive to Fort Collins because their city already chose to ban dispensaries are stressed even more now on top of their health condition. Many patients are dealing with fibromyalgia, back pain from past traumas/accidents, etc. These conditions make life uncomfortable, especially sitting for long periods of time (driving long distances for medicine). Plus, who is paying for the extra gas money they must spend to go to another city to purchase their medicine?

A person with cancer is another example of an MMJ patient. These people are dealing with severe nausea from their chemo and treatments. Do you feel they should have to drive to other cities to get a medicine that helps reduce their nausea while going through cancer treatments?

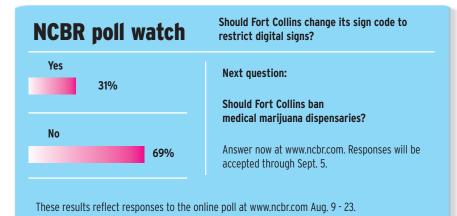
I think there are at least two perspectives that citizens are seeing to this issue. Is there a way to combine the perspectives to create an industry that is providing access to this valuable medicine for suffering people of Fort Collins? Can we strengthen our community by allowing MMJ sales to registered patients only?

> Laura Fort Collins

I love it how Sheriff Smith says the centers are creating illegal home grows. I wonder what is going to happen if this law is passed and 8,000 Larimer County patients can't buy from the centers anymore. You, sir, will be responsible for creating lots of home grows; the centers are running the dealers out of business. I would love to see where he is getting his statistics regarding the centers, especially since most have only been open less than two years. Please cite your sources, a crime log, anything!

Richard Kennedy Fort Collins

There will be no increased costs to society by taking the production of marijuana out of the black market and regulating it. Likewise there will be no decrease in use by pushing medical marijuana back to the black market. The same amount of people will use marijuana regardless. We can either collect taxes on it or not. Also, you forget the point that marijuana is less harmful to society (and costs less from a public health per-



I want medical marijuana sold in regulated stores and taxed, not sold tax free out of my neighbor's basement.

> Ben Denver

Every single article about banning the Colorado General Assembly's marijuana distributors from doing business ignores the law passed just a year ago; C.R.S. 12-43.3-103(2)(a) states: "PRIOR TO JULY 1, 2011, A COUNTY, CITY AND COUNTY, OR MUNICIPALITY MAY ADOPT AND ENFORCE A RESOLU-TION OR ORDINANCE LICENSING, REGULATING, OR PROHIBITING THE CULTIVATION OR SALE OF MEDICAL MARIJUANA". The General Assembly ignores and contradicts the Constitution. Local officials ignore and contradict the Law. All the putative journalists in Colorado ignore the Law and write whatever BS they think they are supposed to, uninformed by the facts. Caregivers may provide cannabis as medicine to any number of patients, without having to wipe their butts, and without having to inform the DOR or anyone else where they grow their medicine — anyone who tries to defy our Constitution needs to be stopped!

Robert Chase Denver

SkyBeam merges two offices, relocates near ACE

(Business Report Daily, Aug. 8, 2011)

Hopefully this will allow them to save some money and upgrade their towers up North so we get better service than we are getting now! Sometimes it feels like dial-up was faster and every time I call they say the towers are overloaded and need to be upgraded.

Roberta Wellington

Interesting moves. Centrally located in the middle of no one. Ed Robert

Fort Collins

Businesses press city to drop changes to digital sign code

Business Report Daily, Aug. 4, 2011) The city has a fairly onerous sign code spective) than either alcohol or tobacco. in place now, which limits businesses to

monument signs of a smaller scale than almost any city in the western part of the nation. How will all of those visitors find places to eat and shop if we have no signage? Our business community is strangling under more and more federal and city regulation every year and you wish to take away their ability to advertise in a commercially reasonable manner.

Curt Bear Fort Collins

City, UNC, residents work to create **University District**

(NCBR, July 28, 2011)

These are the same people that wanted a historical district, which would have changed the way I currently maintain my property in many ways. Many repairs would had to have been approved by the city or a representative. This proposed historical district was voted on and turned down by city council and the neighborhood several times. How is this different, or is it a ploy again for a few people to have the taxpayers supply them with cheap money to buy and fix up homes for their benefit? I think they should use their own money like many of the property owners throughout Greeley do.

Brad Swift Greeley

Women of Distinction honored at breakfast

(Business Report Daily, Aug. 10, 2011)

Congratulations to all the honorees! I am proud to say I know many of them. They are not only outstanding in their work but great contributors to their community. Truly an amazing group of women to whom their younger counterparts can look up to!!!!!

Linda Winter Greeley

I am the 'recipient' of Julie (Piepho)'s excellent efforts. As a team member of hers I cannot more heartily endorse this fine friend. Congratulations, Julie, on this well deserved recognition. You are, indeed, a person of distinction. Bless you as you continue to serve.

> Craig R Washington/Cornerstone



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Bonus doubles Betz' pay

Coming in second place for 2010 was Hans Georg Betz, CEO of Advanced Energy Industries in Fort Collins, who made \$2.49 million in 2010, double the \$1.26 million he brought home in 2009. The biggest spike for Betz came from a \$773,550 bonus awarded in 2010 that he did not receive in 2009.

"Looking at our expectations for the remainder of 2011, we believe the benefits of our diversification strategy will become clear," said Betz in a statement regarding Advanced Energy's secondquarter earnings. "As our thin film business softens with market cyclicality, our renewables business is poised to capture previously-deferred business as customers initiate projects in order to take advantage of tax credits by year-end."

Betz stepped down as CEO of AE earlier this month, replaced by Garry Rogerson, chairman and CEO of Varian Inc., which was acquired by AE last year. Betz will continue as an adviser to the company through the end of the year.

William G. Rankin, former CEO of UQM Technologies based in Weld County, brought in just over \$765,000 in 2010, up from \$709,000 in 2009. Rankin retired as CEO of UQM on Nov. 30, 2010, and Eric R. Ridenour succeeded him beginning Dec. 1.

Ridenour was awarded an initial package totaling nearly \$45,000, including an automobile allowance, insurance, moving and other expenses. The package is considered by the company a signing bonus and is not part of Ridenour's annual performance-based compensation, according to the company's proxy ANNUAL PERFORMANCE BASED COMPENSATION

The compensation package for Heska

Corp. CEO Robert B. Grieve came in at

just over \$500,000, down from his

\$656,000 compensation in 2009. While

Grieve's base salary increased by \$20,000

statement.

CEOs of the public companies based in Northern Colorado were well compensated in fiscal year 2010.

	Salary	Bonus	Stock Awards	Option Awards	Incentive Plan	All other compensation	Total
Thomas A. Gendron (Chief Executive Officer, Woodward Governor)	\$700,000			\$1,376,250	\$639,275	\$88,941	\$2,804,466
Hans Georg Betz (Chief Executive Officer, Advanced Energy Industries*)	\$569,419	\$773,550	\$225,938	\$914,109		\$10,217	\$2,493,233
William G. Rankin (fmr. Chief Executive Officer, UQM Technologies**)	\$335,732	\$251,580		\$152,263		\$25,857	\$765,432
Robert B. Grieve, Ph.D. (Chief Executive Officer, Heska Corp.)	\$440,000			\$53,460		\$8,905	\$502,365

**ERIC R. RIDENOUR REPLACED WILLIAM G. RANKIN AS CEO OF UOM TECHNOLOGIES ON SEPT. 1, 2010. COMPENSATION PROVIDED TO RIDENOUR IN 2010 IS CONSIDERED A SIGNING BONUS AND IS NOT PART OF HIS

from 2009 to \$440,000, he did not

receive incentive pay in 2010, which in

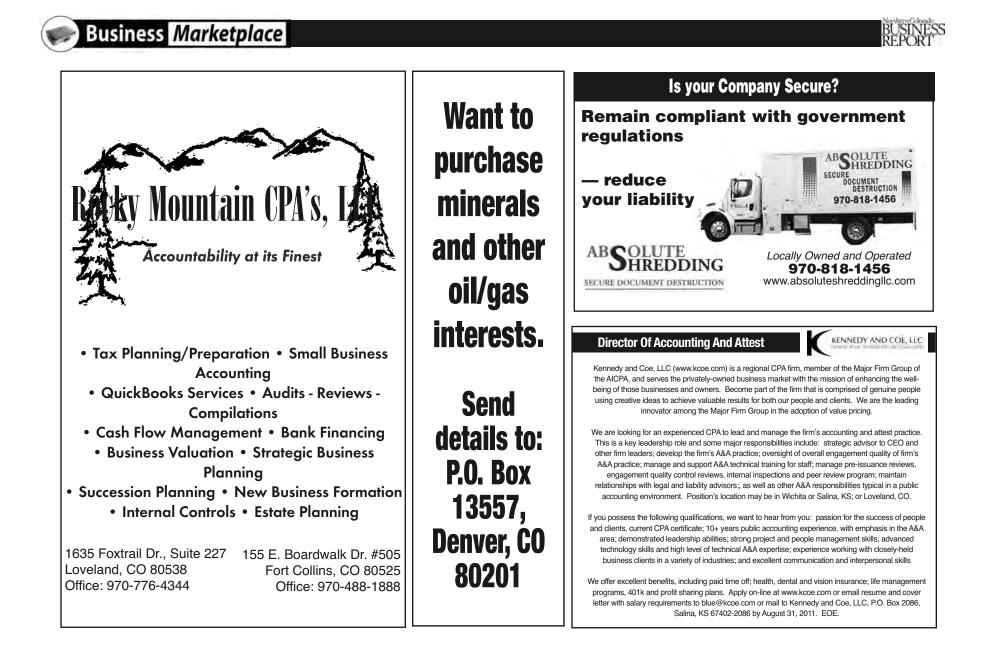
2009 accounted for more than \$180,000

CEO of the Northern Colorado's fifth

Compensation data for Ed Holloway,

of his annual income.

publicly traded company, Synergy Resources Corp., based in Platteville, will not be available until Synergy posts its proxy statement for the fiscal year 2011, because Synergy only began trading in July.



*BETZ STEPPED DOWN AS CEO OF ADVANCED ENERGY IN AUGUST. HE WILL CONTINUE AS AN ADVISER TO THE COMPANY THROUGH THE END OF THE YEAR

SOURCE: PROXY STATEMENTS (DEF 14A), AS FILED WITH THE SECURITIES AND EXCHANGE COMMISSION BETWEEN DEC. 14, 2010 AND JUNE 17, 2011.

U.S. economic policy going badly wrong

Nation could be on same course to end as did British Empire

As I write this in early August, we have just concluded a historically volatile week in the stock market. We

see this volatility when market investors don't understand the current situation, are uncertain about the policies that are "right" to grow the economy, and are afraid of losing their investments. They don't know whether to buy or sell and follow every rumor circulating about the current financial situation.

ON THE ECONOMY John W. Green, Ph.D.

Regional Economist

Let's review some economic history and economic principles to explain the current situation in the U.S. economy, what policies will work, and where the economy is likely to be in another 50 years. My regular readers will recognize many of these thoughts. I can't cover everything in one column but I'll make it interesting.

Look to the historical parallel of Great Britain to understand the future of the United States as a world power. One hundred years ago the British Empire was collapsing but the pound sterling was still the dominant "world" currency. The United States was the rising economic power but still decades away from the Industrial Revolution, the Roaring '20s, 10 percent margin requirements and the economic collapse of the 1930s.

The China of today is the United States of 80 to 100 years ago.

The U.S. economy and its world power probably peaked in 2000. In the 10 years that followed, we entered two major wars without a tax increase to finance them; enacted a major tax cut for the rich; promoted a housing boom with lenient lending policies; pursued free-market, minimum regulation federal policies; and greatly leveraged the financial value of our economic base. The forecasts were onward and upward with nary a negative voice in the pack.

Harken back to the halcyon days of the British Empire as it entered the 20th century.

It's a mell of a hess.

Great Recession on demand side

So we had a Great Recession as the housing bubble collapsed. Consumers, through their ownership of homes and irrational investment expectations, were badly hurt. They quickly cut their spending and defaulted on their investments as housing prices and commercial property values decreased. This made the Great Recession a demand recession, not a supply recession. Supply recessions are battled by federal policies that encourage investment and incentives on the production side of the demand/supply equation. Demand recessions are fought via government spending and incentives to get consumers to spend again. Production incentives do not work if consumers are not buying.

In a demand recession, jobs become predominantly important. Government policies need to ensure that no more jobs are lost and incentives are provided to train workers to meet the entry requirements for sectors that are growing. This means incentives on the consumer side of the equation, not investment incentives on the production side of the equation. Most importantly, there should be no policies enacted that cause a further loss of jobs.

We have a revenue problem, not a spending problem, at the federal level. In addition, economic imbalances

created by ill-advised economic policies of the past need to be examined — and there are several. The division of wealth has become too imbalanced for a smoothly functioning economy. Wealth has become too concentrated in the hands of too few economic participants. When trickle-down doesn't work, wealth has to be redistributed by government, requiring higher taxes on the wealthy and educational/training incentives for the population no longer able to afford the resources necessary to obtain higher wages.

The division in returns to labor and education has become too pronounced; the multiple between the wages of the lowest-paid worker and the highestpaid executive in corporations is far too great — and still increasing. An unregulated market is no longer able to control this disparity.

The financial economy has become unbalanced, resulting in recession and the inability of the economy to correct itself via increased consumer spending.

Unless the political situation changes, the nation is headed toward at least 10 years of economic malaise, much like Japan in the 1990s. The wealthy are no longer willing to be taxed to maintain the infrastructure on which the economy runs. Deteriorating infrastructure means increasing business costs, driving prices up and decreasing the already waning competitiveness of the U.S. industrial sector.

Northern Colorado, because of our unique resources, will be partially sheltered from the fallout of the diminishing role of America in the world economy. But we are part of the wider Colorado and U.S. economy and so we will be affected.

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



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