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Chance encounters, shared enthusiasm create lasting bonds

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Enrollments up, funding down

Higher education struggles as state funds stay scarce

By Steve Porter
sporter@ncbr.com

Hope for the best, plan for the worst.

That could be the mantra for higher education officials in

Colorado looking for some relief from declining state funding.

Senate Bill 3, a measure passed by the 2010 legislature, gives them more flexibility in setting tuition and funding their operations. But a more permanent and stable

funding solution remains elusive as the Colorado Commission on Higher Education, in concert with a group of experts appointed by Gov. Bill Ritter and representatives of affected public colleges and universities, tries to put

together a worst-case scenario plan for next year.

"To say it's challenging would be understating the issue," said Kay Norton, president of the University of Northern Colorado in Greeley. "It is a dire situation that is coming up and there are no

See EDUCATION, 32

Black September '08: Economic meltdown

Experts revisit two full years of Great Recession

Editor's note: In October 2008, Business Report staff asked local experts to discuss what the economic turmoil at the time might mean to Northern Colorado and the nation. For this story, we asked them to revisit the topic from their current perspective.

How is this the same or different from the Savings and Loan crisis of the 1980s or the Great Depression of the 1930s?

John Clinebell, professor of Finance, Monfort College of Business, University of Northern Colorado: The current crisis was caused by a real estate bubble that led to a short-term liquidity problem. The major similarity with the Great Depression is the

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By Vanessa Martinez
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on the banks in the Great Depression and fear led to the market crash in October 2008 and to many of our current economic problems.

psychological impact: Fear. Fear caused the run

What are the strengths/weaknesses of the legislation that has come out of the crisis?

CLINEBELL: The TARP legislation was successful, but was too large (about half the size would have been enough) and there were insufficient restrictions on the use of the funds. The infusion of liquidity into the market from TARP stopped the initial panic and allowed financial institutions to recover. The investment banks that received TARP funds repaid the money, with interest, in a relatively short amount of time. The lack of restrictions on TARP money allowed it to be used for non-financial firms — specifically the auto industry.

The stimulus package provided a short-term boost to economic activity through massive government spending but did little to encourage private economic growth and actually has hurt private economic growth because of the fears created by the massive deficit.

The recently passed financial regulatory reform does provide some oversight of the derivative markets and hedge funds but the full impact is yet to be seen. Until the regulations implementing the law are put in place and the actual role of the oversight committee are determined, the effectiveness of the law cannot be determined.

I do believe the legislation did little to actually address the underlying causes of the original financial crisis and completely ignored the role of (government-supported enterprises) Fannie (Mae) and Freddie (Mac) in the financial system. Because of the many parts of the bill that are unrelated to the financial problems we faced, I believe there is a strong possibility the new financial reform law will hurt the economy and financial system more than it will help.

Julie Piepho, executive vice president, Cornerstone Mortgage: Speaking on the mortgage front, the legislation that came out of the crisis has been crafted to protect

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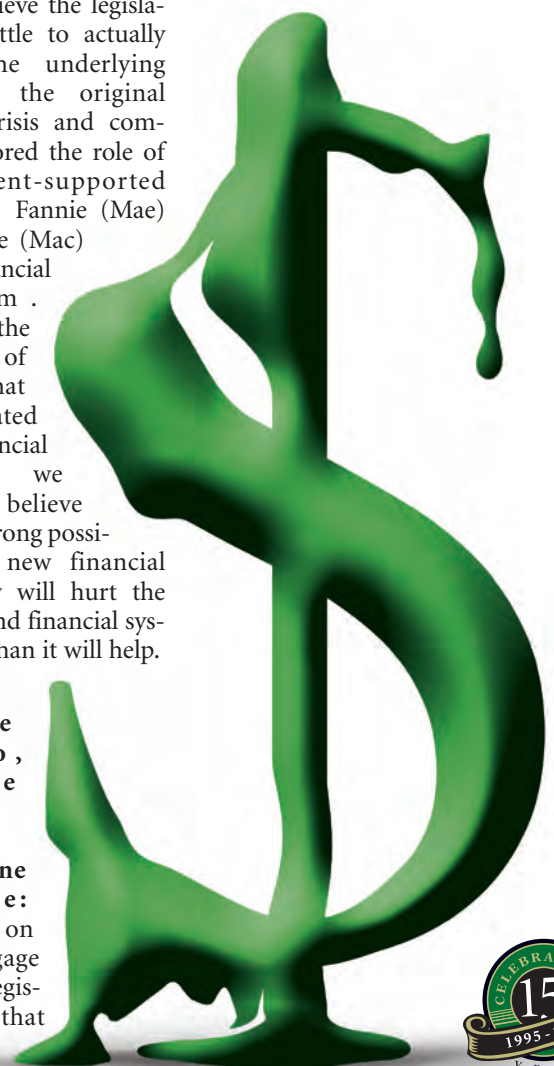


Illustration by Chad Collins 2008, Northern Colorado Business Report



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Chickens and turkeys and ducks, oh my

Rocky Mountain Poultry provides custom processing

By Steve Porter
sporter@ncbr.com

NUNN — Doug Rice grabs a just-killed turkey off a hook and walks across a bloody floor into the processing room of Rocky Mountain Poultry.

Inside, he drops the big tom into a scalding hot water bath to loosen the bird's feathers before placing it into a whirling tub with rubber spikes at the bottom. Rice occasionally lifts the lid of the stainless steel container to rearrange the bird, as water and a few feathers fly out.

He then lifts the turkey out of the container and plucks the last few resistant feathers from its otherwise pink and featherless body. The bird is tossed into a cleaning tank, then lifted to helpers who remove its innards, pack it into a freezer bag and into the cooler it goes.

The whole process — minus the killing and bleeding out — takes about five minutes.

All of this happens in a small, nondescript building behind a house a few miles east of Nunn. And if you didn't know chickens and turkeys were being processed there, you would never guess it.

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Steve Porter, Northern Colorado Business Report

CUSTOM PROCESS — Doug Rice founded Rocky Mountain Poultry after struggling to find a place that would do custom processing. Customers bring their birds from as far away as Durango.



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THE EYE

Vestas going solar?

Vestas Wind Systems has announced it is moving its North American sales and service headquarters to an historic building in Portland's Pearl District.

Renovations to the 80-year-old Meier & Frank Depot Building are slated to begin in October and finish up in early 2012. Increasing the construction timeline is the addition of a 22,000-square-foot fifth floor and a design plan to achieve LEED Platinum Certification.

In going for the highest LEED certification possible, Vestas incorporated a renewable source of energy into the building, and as one of the world's biggest producers of wind turbines, a rooftop wind farm would seem like the obvious choice. It wasn't.

In the end, Vestas decided to go with what the company believes will be the largest roof-mounted solar energy array in Portland's central district.

So, what is more counterintuitive: A wind-power producer going solar, or using solar panels in a place where the sun shines 48 percent of the year, according to Portland weather data?

What the Vestas headquarters will certainly take advantage of is Portland's average 37 inches of rain each year with an eco-roof terrace and gardens, and a system to collect rainwater for reuse in the building.

By the numbers:

■ Project cost estimate: \$66 million

■ Total square feet: 172,000

■ Capacity: 600 employees; 850 if parking is eliminated

■ Vestas employees in

See THE EYE, 35

Region's oil, gas drilling on fast track

Horizontal drilling pushes production figures near boom

By Steve Porter

sporter@ncbr.com

WELD COUNTY — Oil and gas drilling in Northern Colorado, particularly in oil-rich Weld County, is on a fast track in 2010 and may rival the boom year of 2008 for permits issued.

"Through July we issued 1,206 drilling permits and we have another 340 applications pending," said David Neslin, director of the Colorado Oil and Gas Conservation Commission. "That puts us on track to be

the second-highest level of activity in Weld County history."

Recent discoveries of big-producing wells in northeast Weld County near Grover and elsewhere have reignited interest in oil and gas drilling in the traditionally reliable Wattenberg Field in the Denver-Julesburg Basin.

One gusher well, nicknamed Jake, hit an average of 1,750 barrels of oil a day last October for Houston-based EOG Resources, and Noble Energy — another Houston company — saw its Gemini well south of Greeley spurt out huge volumes of oil and gas.

Both wells, along with many of the newer wells in the region, are horizontal wells, employing new technology that allows companies to drill laterally into promising rock formations and pull out

more oil than from a traditional vertically drilled well.

Ed Orr, who owns Orr Land Co. in Greeley and has his own drilling operation, said horizontal wells have opened up huge new areas of the county.

"There's been a handful of horizontal wells that have sent things off the charts in northern Weld County and stretching into Wyoming," Orr said. "There are interested parties from afar that have been here the last eight to nine months leasing up the map."

Horizontal drilling increasing

Orr said while the publicity around those strikes perked up interest in oil and gas drilling in the region, the arrival of horizontal drilling has taken production to a

See OIL AND GAS, 22

F O C U S

Five networkers team to grow businesses

Chance encounters, shared enthusiasm create lasting bonds

By Maryjo Morgan

news@ncbr.com

A couple of chance meetings, surprising local connections. You never know what will happen when the power of relationship marketing kicks into high gear.

Liz Mrofka of Fort Collins says it all started in 2008. She shared a booth with Loveland product developer and International Business Match Maker of the Year Dixie Daly at the National Stationery Show in New York. Mrofka's product — the Fobbie gift tag system — ended up winning the Best New Product Award.

The award attracted the attention of the world's largest ribbon and bow manufacturer, and brought Virginia entrepreneur Kathy McEvoy to their booth. McEvoy, whose Pink Ribbon Celebrationware provides cancer survivors with pink paper products for each milestone of the recovery journey, could not resist Daly's pink-a-licious chocolates — just one of the items she sells through her Tickled Pink Boutique.

Over dinner the three brainstormed, offering suggestions and sharing resources. Mrofka gave McEvoy contact info for a printing consultant and promotional products dealer Kerrie Weitzel of Fort Collins. Weitzel was able to mentor McEvoy in the lingo of the print industry and connect her with companies who could produce what she needed.

When Daly sent some of her Tickled Pink products to a sales rep, she also included the Fobbie; both won placement with the world's largest shopping network, QVC.com. Mrofka was asked to come to QVC headquarters for a presentation.

That's how Mrofka from Fort Collins met Barbara Kantor from Boulder by some snack vending machines in Philadelphia. Kantor was also waiting to



Brett Wagner, Northern Colorado Business Report

FAB FIVE — It was a long chain of serendipity that finally brought entrepreneurs (from left) Dixie Daly, Barbara Kantor, Kerrie Weitzel, Liz Mrofka and Kathy McEvoy together in Longmont.

present her night-visible reflective products for people and pets. The two ended up going out to visit the Liberty Bell together, shared dinner, and formed yet another lasting connection.

When they returned to Colorado, Mrofka immediately introduced Kantor to McEvoy. The two spent nearly two hours on the phone discussing social media marketing tips, which when implemented netted Kantor a spot on Jim Lehrer's nightly news show, propelling her business to the next level.

When McEvoy was ready to ramp up CelebrateInPink.com, Kantor stepped up to mentor her. By then Kantor's products were so successful, Amazon called her and asked to carry them, so she indeed had a few suggestions to share.

As their network has expanded, the "Fab Five" have kept messages flying via e-mail, phone and text for the past three years. In

July, as "chance" would have it, McEvoy's son moved to Longmont and they had their first opportunity to be together in the same place at the same time.

Weitzel admits the group may have come together serendipitously, but what amazes her is how a down economy didn't stop them.

"This group is driven by women who have great heart and the desire to succeed," she said. "They are successful because they are creative and think out of the box. Each has found something that strikes a chord with the everyday person."

The women and their passion for business

Each of these five entrepreneurs is self-directed, motivated, and determined to succeed — not so easy with the economic downturn. Whether it took angel investors or waiting to launch a new product until

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Bixpo adds more networking, more exhibitors, more events

By Business Report staff

LOVELAND — The sixth annual Bixpo, the region's largest business to business exposition set for Sept. 16, promises to be bigger and better than ever.

"From morning until night, there will be something for everyone at the Embassy Suites-Loveland this year," said Jeff Nuttall, publisher of the *Northern Colorado Business Report*, host of Bixpo. "Starting with the presentation at the Business Leaders Breakfast through the local bands playing at Bixpo Rocks After Hours, the day will be packed with reasons for every business person in the region to be there."

Attendees at the Business Leaders Breakfast will hear Don Marostica, director of the Colorado Office of Economic Development and International Trade, speak in-depth on economic development and regionalization in Northern Colorado, then get a pre-opening tour of the Bixpo exhibits. The breakfast is sponsored by First National Wealth management and cost to attend is \$39.



MAROSTICA

The admission-free exposition opens to the public at 10:30 a.m., and will remain open throughout the day, thanks to title sponsor A-Train Marketing.

In both the morning and the afternoon, Bixpo exhibitors and attendees can participate in three free workshops on marketing — using e-mail, social media, and the old reliable face-to-face method — presented right in the exhibit hall by Constant Contact, Social Media Pilots and Sandler Training.

At 11:30 a.m., Northern Colorado's Fittest Execs will be revealed at a Power Lunch. Awards will be presented to those businesspeople who have successfully completed the Fittest Execs Challenge sponsored by Banner Health. Tickets are \$41 each.



New to Bixpo this year is the Rocky Mountain Governmental Purchasing Association Reverse Vendor Trade Show, to be presented in two sessions beginning at 12:30 and 3 p.m. Pre-registration and a fee of \$129 is required to attend either session.

At 2:30 p.m., we all scream when Jerry Greenfield, the Jerry in Ben & Jerry's, hosts an invitation-only ice cream social for 40/40 Leader alumni, followed by an awards reception for this year's outstanding business leaders under the age of 40. Cost to attend the reception is \$40; corporate tables are \$550. Sponsors are Community Foundation of Northern Colorado and First National Wealth Management.



GREENFIELD

The exhibit hall will close for half an hour at 5 p.m. so it can be converted into the venue for an after-party like none that has gone before, with live, local music on two stages, beverages and snacks, and a final chance to meet and mingle with the businesses and individuals that make Northern Colorado and Southern Wyoming such a vibrant place to live and work. Title sponsor for Bixpo Rocks is EKS&H, and tickets are a mere \$25 online, \$30 at the door.

Find out more and make reservations for ticketed events at www.ncbr.com; click on Events under Departments. Questions? E-mail NCBR Events and Marketing Manager De Dahlgren at events@ncbr.com, or call 970-221-5400, ext. 202.



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

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Writing code to peer into gobal climate future

Software refines accuracy of NCAR weather models

By Ryan Dionne
news@ncbr.com

BOULDER — For decades the National Center for Atmospheric Research has been creating models to help simulate what Earth will look like in the future.

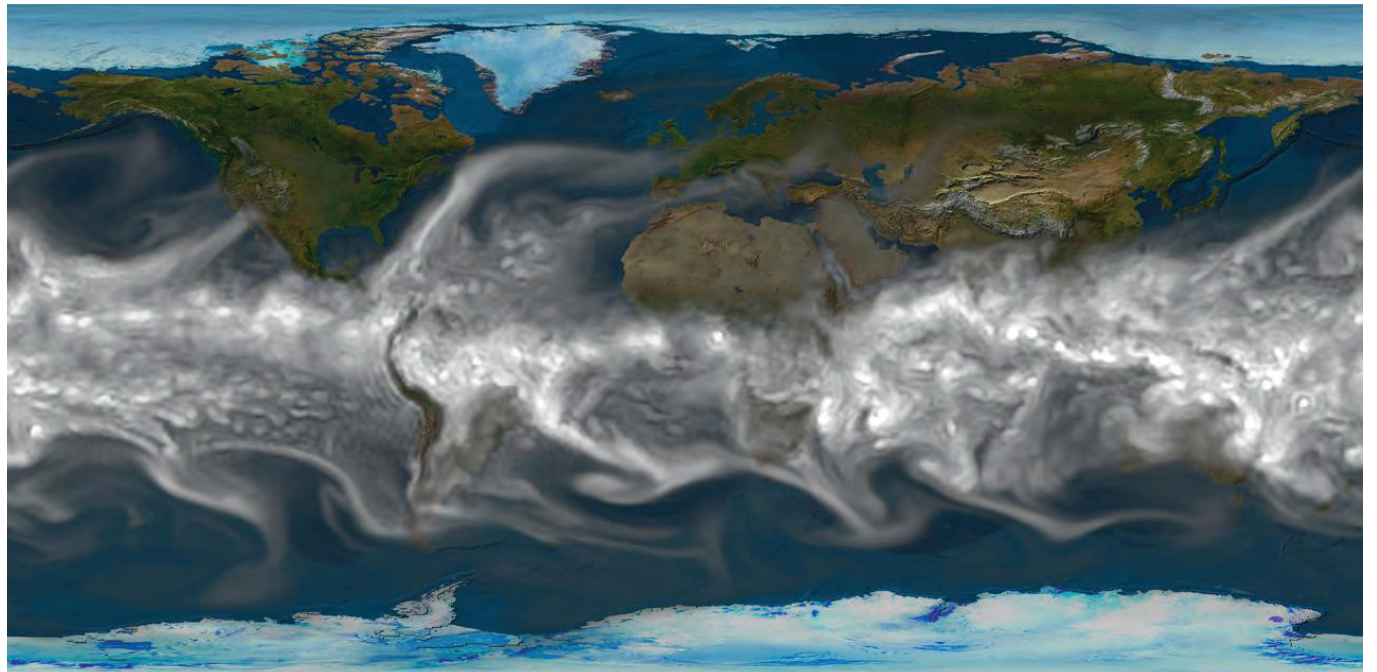
While scientists and researchers are testing various hypotheses, software developers are entering the equations and ensuring the parameters to test those hypotheses work correctly.

Sam Levis, an NCAR project scientist who develops and analyzes the modeling software, said there are hundreds of people helping write code for various models, including the recently announced Community Earth System Model.



LEVIS

The software and technology isn't new, but having numerous people working on a project at the same time while keeping it accurate despite constant scientific discoveries is what makes NCAR's modeling impressive.



Courtesy University Corp. for Atmospheric Research

SUPER MODEL — This image captures the distribution of water vapor in the atmosphere at one moment in time during a climate simulation by the NCAR-based Community Climate System Model. Climate models rely on supercomputers to simulate the complexities of past, present or future climate. The models track the evolution of temperature, moisture, pressure, and wind speed at thousands of points around the globe. Experiments may examine changes over years, decades, or centuries, and the entire task can take weeks or months of processing time on a supercomputer.

The new Community Earth System Model, which was started decades ago, is continually evolving as scientists find out more about how the Earth works and is changing. With that data, Levis and a group of other scientists input equations into the software to achieve accurate modeling.

At the most basic level, the group is inputting equations like $F=MA$ (for force equals mass times acceleration), which helps determine how fluids move, Levis said.

"We'll use what we understand about science that may be in the form of equations about how the atmosphere oper-

ates and how the ocean and things on the land behave," he said. "We use equations to represent physical processes and chemical and biological processes."

With each process, such as how wind changes over time, how ocean currents

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Pictured (Left to Right) Lester Kaplan - Imago Enterprises, Inc. President, Mike Long - DaVinci Sign Systems Inc., Kaj Gronholm - Owner of Full Cycle, Karl Gronholm - Owner of Full Cycle

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Rules for uranium mining may take effect next month

Two years later, regulations finally implement laws

After a rulemaking process that lasted about 15 months, and more than two years after the laws requiring new regulations were passed, the Colorado Mined Land Reclamation Board earlier this month finally and unanimously adopted new rules to govern uranium mining in the state.

That's of particular interest to Northern Colorado residents because Powertech Uranium Corp. is proposing to mine about 7,000 acres of land a few miles west of the tiny hamlet of Nunn in west-central Weld County.

Powertech is planning to use an in-situ process for extracting the uranium, which involves drilling holes into uranium-holding rock formations and injecting a solution to loosen the deposits and bring them to the surface. While it's a cleaner process than conventional uranium mining, which involves digging big, ugly holes in the ground, the downside, according to



AGRIBUSINESS
Steve Porter

critics of the in-situ process, is that it makes it more possible to pollute groundwater.

That's why local legislators Rep. John Kefalas, D-Fort Collins, Rep. Randy Fischer, D-Fort Collins, former Sen. Steve Johnson, R-Fort Collins and Sen. Bob Bacon, D-Fort Collins, worked together to get House Bill 08-1161 passed with broad bipartisan support. HB 1161 requires minimum standards for in-situ uranium mining, a method new to the state.

Another bill — Senate Bill 08-228 — provides for greater transparency for all mineral exploration in the state, great portions of which had previously been kept secret.

The new rules — which basically implement the laws passed in 2008 — were praised by Mike King, executive director of the state's Department of Natural Resources and a member of the Mined Land Reclamation Board.

"These rules will protect our groundwater resources by requiring baseline characterization and grant much greater transparency to the impacted communities regarding the proposed mining activities," King said in a statement. "(The Division of Reclamation, Mining and Safety) did a remarkable job in framing the issues, incorporating public concerns and developing a truly balanced set of regulations."

The new rules are tough on uranium mining operations, requiring:

- Detailed environmental protection plans;

- In-situ uranium mine applications to protect groundwater to existing conditions or to state groundwater standards;

- Such applications to demonstrate that the proposed mining technology has been used at five other locations without harming groundwater quality;

- Such applications to include detailed baseline hydrology information;

- That applicants cannot obtain a mining permit if they are in violation at another operation;

- That prospecting notices be largely public information;

- That public comment is allowed on prospecting notices;

- That DRMS may assess in-situ uranium mine applicants for extraordinary costs associated with permit reviews.

The rulemaking process resulted in adding two changes to the revised draft rules. One of the changes gives third parties an opportunity to appeal prospecting decisions if they can demonstrate legal standing. The second requires in-situ applicants to conduct baseline groundwater studies before beginning prospecting activities.

Powertech called the second change a "Catch 22" that would harm uranium mining companies' ability to pursue prospecting.

"It will be economically and technically impracticable at best — impossible at worst — for in-situ operators to gather the necessary data for a baseline site characterization until after conducting time-consuming and expensive prospecting activities," wrote Powertech

President Richard Clement to the board a few days before the vote to approve the rules.

"This results in an obvious 'Catch 22' which would be fatal to any serious potential in-situ recovery project."

David Berry, executive director of the state Division of Reclamation, Mining and Safety, disputed Clement's characterization of the rule. "I guess we would disagree with that assertion," Berry said. "When necessary, it can be done."

Environmental groups that had been closely watching the board's deliberations on the rules said they were happy with the results.

"We're pleased with the board's decision in passing rules that protect groundwater and ensure public involvement in uranium mining decisions," said Jeff Parsons, attorney with the Western Mining Action Project that represented Coloradans Against Resource Destruction — a local opposition group — and other environmental organizations.

The new rules are now being reviewed by the state attorney general to make sure they conform with existing state laws. After that, the final rules will be published by the Secretary of State and become effective 20 days later. That's expected to take place by mid to late September.

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

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Lessons learned from a Latino business owner

Rich Lopez's keys to success: networking, acceptance, humility

Rich Lopez is no ordinary Juan. He's a business owner, a man of ethics who gets things done and is highly respected in his Northern Colorado community and beyond. Outside the door of his Greeley Printers Inc. building a few extra shingles could just as easily hang: "Business Mentor," "Community Connector" or "Inclusivity Wrangler."

His humility, and sense of humor are likely to put the toughest of skeptics of his commitment to changing biases from both Latinos and Anglos at ease. And in a business environment where prejudice and inside-the-box thinking are still forces to be dealt with, Lopez offers pragmatic insights and an open door. He's a fervent advocate of in-person interactions — and results.

Lopez readily acknowledges breaking

in and becoming successful is a lot harder for Latino business owners than Anglos.

"The key is to network, which means face-to-face connections," he said. "And you have to be accepted in a mainstream sort of way. You can't project any kind of threat to anyone. If you're not accepted, you're going to have an extremely difficult time becoming a successful entrepreneur. That's where the face-to-face is so critical. You need to ask for the opportunity to bid and show that you can do the work."

Power of networking

Lopez is on to something when it comes to the power of networking. In 2006 the Colorado Office of Economic Development and International Trade, in partnership with Prudential Financial and researchers at the University of Colorado, conducted the first statewide survey of minority and women-owned businesses.

The survey was distributed to more than 7,000 minority and women-owned businesses across the state, and more than 630 responded. Three of the top five issues they identified as being useful in maintaining and growing a business relate to personal networking: interacting with other minority- and women-owned businesses, networking with complementary businesses and mentoring. (The other two areas included improved information about targeted

"The key is to network, which means face-to-face connections."

Rich Lopez, owner
Greeley Printers Inc.

audiences for outreach and marketing and data on how contracts are awarded by companies and governments.)

There's another important consideration Lopez shares with entrepreneurial Latinos who call and visit him seeking advice.

"One of the first things I say to them is I'm so happy that you want to do go into business for yourself. But keep in mind that when you start a business, you must leave the Hispanic culture at home. Do business like everyone else does business," he says. "Now, that doesn't mean you can't weave it into your enterprise somehow, but you have to speak English, you have to do it in the American way. Once you grab a foothold and establish your credibility,

you can do a lot of things with that cultural background. But you have to earn that first.

"It's too bad that I have to tell them that," he adds. "But I recognize what's here. And their chances of being successful are greater using that kind of approach because you have to be extremely inclusive."

Lopez takes a contemplative breath and clarifies why inclusivity is important. He believes that Greeley remains highly conservative, where a lot of community members pre-judge. Callers have told the *Greeley Tribune* they won't trade with any business that posts a "Se Habla Español" (Spanish Spoken Here) sign.

Instead of focusing on such incidents, Lopez turns his attention to breaking biases through his participation in the community, putting himself out there and networking. The list of his activities is extensive: He donates printing to community groups in need. He was asked by Greeley's Chief of Police to serve on two committees: a business person's committee and a Latino advisory committee. He sits on the board of the United Way of Weld County and another organization that connects District 6 schools with scholarship opportunities for high schoolers. He's involved in the Mercado project that would bring affordable housing and a mix of residences and small businesses — bakeries, restaurants, shops,

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LATINO VOICES
Ana Arias



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Shareholders hear good news at UQM meeting

FREDERICK — A couple of longtime UQM Technologies Inc. shareholders spent pre-annual meeting networking time arguing the merits of the electric vehicle market. Will electric vehicles take off in the geographically sprawling United States? Will battery technology advance to overcome cost and performance barriers?

The future of electric vehicles is top of mind for most UQM shareholders, meeting this year in a cafeteria converted into meeting space at UQM's new facility in Frederick.

The company, founded in 1967, has been designing and manufacturing electric motor elements for vehicles for decades. It helped develop and construct a hybrid electric mobile studio used by ABC Sports to broadcast the 1984 Olympic marathon event. What is new, other than the facility, is the attention and political power propelling the electric vehicle market.

UQM President Bill Rankin opened the annual meeting by pointing out that billions of dollars, in both penalties and incentives, are being used to drive the development of all-electric vehicles.

"There is no question that this has been the most exciting and significant year in the history of this company,"

Rankin said to his assembled bosses.

That's quite a statement for a company that has been around for more than 40 years, but considering the past year included a visit from the Vice President of the United States and a government grant worth more than five times its annual revenue, it's probably an accurate one.

Looking forward, Rankin pointed to the Coda Automotive vehicle launch slated for this fall, which will bring long-term, high-volume manufacturing work to the company, work with higher margins than its historically low-volume programs.

Despite all of the recent good news, UQM continues to operate at a loss — \$4.14 million in the red for the last fiscal year — and its stock continues in the doldrums. In the last year, shares jumped as high as \$6.05 but have now dipped to \$3.06.

Rankin, in answer to a shareholder question, said his take on the continually depressed stock is that the broad market has yet to accept the electric vehicle industry. On the other hand, the automotive industry itself seems to be on board.

UQM's phone has been ringing with inquiries from large international manufacturers, a previously rare occurrence. The issue has been one of scalability; the big companies didn't trust that UQM could handle a big order. Though there is but a lone UQM production line swimming in the center of its big, shiny remodeled facility, the company has the cash and the space to build out.

"As a result of the (DOE) award, we became a major player," Rankin said.



TECHNOLOGY

Kristen Tatti

UQM on the rise

The past year has brought an onslaught of good news for UQM Technologies.

April 2009

- Automotive integrator FEV Inc. introduced a Dodge Caliber concept vehicle hybrid outfitted with a UQM propulsion system and generator.

- UQM launches its 145-kilowatt motor/generator system.

- The Citroen C4 Hybrid Rally Car, powered by a UQM propulsion system, is tested around Europe.

May 2009

- The Proterra electric transit bus, powered by UQM, achieves 20 miles per gallon in fuel economy equivalency, five times better than typical transit buses.

- Popular Mechanics makes over a Dodge Challenger with a UQM propulsion system, saying it exceeded expectations with "pavement-wrinkling torque."

June 2009

- UQM lands \$2.77 million in contracts for military vehicle programs.

July 2009

- California-based Coda Automotive officially selects UQM for the propulsion systems for its mass market car.

August 2009

- The Department of Energy awards UQM \$45.1 million to be used for matched capital investments related to the Coda program.

September 2009

- UQM announces it will collaborate with BorgWarner, the leading powertrain manufacturer.

October 2009

- The company closes on a common stock offering that raised \$31.7 million as part of the DOE grant.

November 2009

- UQM receives a patent on rotor geometry for permanent magnet electric motors, which could enhance performance and reduce cost.

December 2009

- UQM acquires its new 129,304-square-foot facility on 30 acres along Interstate 25 for \$7.59 million, half of which will be covered by the DOE grant.

February 2010

- The UQM-powered all-electric ZeroTruck is available for purchase by U.S. government agencies.

- Quantum Fuel Systems Technologies Worldwide Inc. selects UQM for a propulsion system to be incorporated into an advanced electric delivery vehicle for the U.S. Postal Service.

April 2010

- U.S. Vice President Joe Biden visits the new UQM facility to highlight an example of how Recovery Act dollars are being used.

May 2010

- UQM enters into an agreement with Electric Vehicles International for propulsion systems.
- FEV GmbH selects UQM for an unnamed European vehicle program.

July 2010

- UQM is selected to build a fleet for a "well-known" international company following a 16-month selection process.
- UQM releases its 200-kilowatt propulsion system.

August 2010

- UQM announces Eric Ridenour, former COO of Chrysler Corp., will become CEO on Dec. 1.

SOURCE: BUSINESS REPORT RESEARCH

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Between a rock and a hard drive

Future of computing stored on solid-state drives — for a price

Autumn is just around the corner, the season with the most spectacular changes. And with the change in seasons you might be considering a change in computers. It's a great time to buy; after all, back-to-school specials abound and options appear to be endless.



GEEK CHIC
 Michael D. Wailes

Among those multitudes of options that are now being offered on many brands of desktop and laptop computers is the choice between a standard magnetic media hard drive (HDD) and a solid-state hard drive (SSD).

The first and most obvious difference between the two is, without question, price.

See **GEEK**, 16



Image courtesy www.pocket-lint.com

Wonk this way

Those who really want to delve in and learn about the nuts and volts of solid-state hard drive architecture should check out the Solid State Drive Primer at: <http://wccftech.com/2010/07/12/solid-state-drive-primer/>.

In the future, prices could get as small as the SanDisk 64GB SSD shown here.

Why now is ideal time to start a business



WHAT'S WORKING
 Brian Schwartz

Your window of opportunity may be beginning to close

According to the latest figures released by the Bureau of Labor Statistics, nearly 15 million Americans are still out of work and the national unemployment rate is a staggering 9.5 percent. Since the "official" start of the recession in December 2007, the number of those counted as unemployed has doubled, while industry experts peg the actual number at double the official figure.

The startlingly reality for the newly unemployed is that

the jobs they once held simply no longer exist. Nearly a third of those unemployed have been jobless for more than 6 months. Many are turning to entrepreneurship as a means to survive, and in doing so, finding a new sense of freedom and control to work in areas they are passionate about.

Starting a business in this economy may seem crazy, but to many people it makes more sense than competing with scores of others who are applying for the few openings that are available.

Shortly after I interviewed almost six dozen entrepreneurs for my book, "50 Interviews: Entrepreneurs

See **WORKING**, 26

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ON THE JOB

ACADEMICS

Michelle Mieras, an associate attorney with Donelson, Ciancio & Goodwin, P.C., in Broomfield, has joined the board of directors of the Front Range Community College Foundation. Mieras will use her background to assist the foundation in developing a planned giving program. The FRCC Foundation was established in 1994 to raise funds for scholarships, programs, and facilities at the college.



MIERAS

Lynn Doble joined the Institute of Business and Medical Careers as the Education Department specialist at the Fort Collins campus. Doble's primary responsibility will be to support all administrative functions and activities of the Education Department. **Nick Maschka** joined IBMC as the new financial aid counselor at the new Longmont campus. Maschka will assist students enrolling at the Longmont Campus with their financial aid needs involving packaging and processing grants, scholarships and loans. **Barbara Kearns** joined the Institute of Business and Medical Careers as the Fort Collins campus director. Kearns will be responsible for the administration of all departments, managing the facility, and in the retention of students and staff. **Kevin Gizinski** is the new admissions representative in Longmont. Gizinski will interview and recommend prospective students for admission into IBMC programs of study.

HEALTH CARE

Respite Care Inc. of Larimer County welcomed new board members **Mike Radcliff**, **John Blair**, **Jarah Grashorn**, and **Sandra Lundt** and thanks outgoing board members **Sandy Link**, **Chuck Cannon**, **TK Pope**, and **Jodie Hanzlik** for their years of service and dedication. Respite Care provides short-term care to children with developmental disabilities and respite to their families.



MATTOCH

Summit Pathology welcomed **Ingerlisa Mattoch**, MD, to its practice. Mattoch is board certified in Anatomic Pathology. With the addition of Mattoch, Summit Pathology can better serve the needs of its partners in dermatology.



VANETTI

Carol Vanetti, MD, chief medical officer for Banner Health's Western Region, received the National Association of

Medical Staff Services Leadership Award. NAMSS members nominated Vanetti based on support, encouragement and commitment to the healthcare organization, and qualities of leadership.

North Colorado Medical Center welcomed **Sue C. Tobin**, DO, board certified oncologist, to the NCMC oncology services. Tobin received her doctor of osteopathy from Michigan State University where she also served internships and fellowships in internal medicine and oncology.

Advanced Medical Imaging Consultants hired **Deborah Z. Gunderson**, MD, as new women's imaging medical director. Gunderson will oversee all breast-related imaging including mammography, breast ultrasound, and breast MRI at all sites served by AMIC including Poudre Valley Hospital Breast Diagnostic Center, The McKee Breast Center, and outreach sites in Southern Wyoming, Western Nebraska and Eastern Colorado.

REAL ESTATE

Phyllis Mulder, general counsel and senior vice president for Alliant National Title Insurance Co. in Longmont, has been named president-elect for the Texas Land Title Association. The TLTA president-elect aids the president in the performance of his or her duties, serves as treasurer of the association, and automatically succeeds to the office of president in the following year.



LEMMINGS

June Lemmings and **Felipe Sorzano** joined Sears Real Estate in Greeley as broker associates. Lemmings holds the Certified Distressed Property Expert designation. Sorzano holds Certified Luxury Home Marketing Specialist and Quality Service Certified designations.



SORZANO

MISCELLANEOUS

Natalie Stone, a former Colorado State University golf athlete, joined the team at Hanrahan Golf School, located within the Fort Collins Country Club. Stone will begin teaching at Hanrahan Golf School while working to earn her PGA certification.

Donald Gudmundson, dean of the University of Northern Colorado's Monfort College of Business, joined the Greeley Philharmonic board of directors.

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

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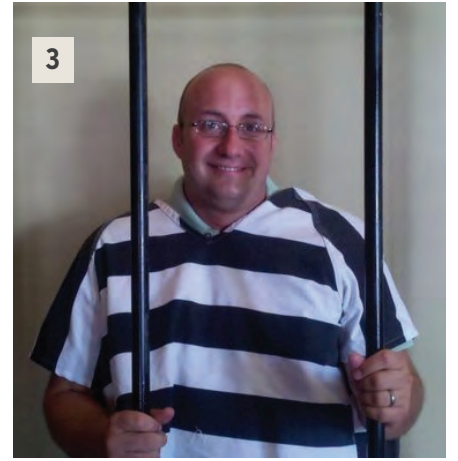
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TIME OUT



LARKING ABOUT – 1. Public relations specialist Kristen Tatti, right, and intern Allie Mason brought the OtterBox message to NewWestFest attendees on Aug. 21. 2. Employees tried on their new Larkburger uniforms during the Aug. 13 soft-launch of the upscale burger place in Fort Collins. 3. Ryan Houdek, owner of Rodizio Grill, sits behind bars on Aug. 12 for a Muscular Dystrophy Association fundraiser hosted by the Fort Collins restaurant that raised \$48,296.05. 4. Eric Spitzer with Embassy Suites Hotel and Conference Center, Kathi Wright with Boys & Girls Club of Larimer County, Dennis Daugherty with Green Garage, Ann Marie Cole with the Embassy Suites and Jessica Goepfert with Super Shuttle enjoy the outdoors at the Loveland Chamber’s Aug. 5 Business After Hours hosted by the Loveland Habitat for Humanity and the Larimer Humane Society.

Photos by Rodizio Grill, Loveland Chamber of Commerce and Business Report staff.
E-mail your event photos to Editor Kate Hawthorne, khawthorne@ncbr.com.
Include complete identification of individuals.

3rd Annual Village Earth
Albertson Medal Gala

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BRIEFCASE

KUDOS

Greeley-based **Roche Constructors Inc.** earned an Occupational Excellence Achievement Award from the **National Safety Council**. The award recognizes companies that have reported injuries that involved days away from work equal to or less than 50 percent of the **Bureau of Labor Statistics** rating for their six-digit NAICS code and have had no fatalities during a calendar year.

NEW PRODUCTS AND SERVICES

Two Fort Collins locals decided to put their talents in design and creativity together to launch the clothing line **Live Life Large**. Designs can be found online at <http://kingsleyume.carbonmade.com/projects/2746057>.

NEW LOCATION

Toddy LLC, maker of the Toddy Cold Brew System, has moved its headquarters and warehouse operations to Fort Collins. Moving the business from Houston to Fort Collins gives new owners Julia and Andy Leach better control of the sales and marketing strategy, along with the ability to oversee day-to-day business operations. The Toddy cold-water brewing process extracts the natural flavors of coffee and tea while leaving behind undesirable bitter acids and oils. Visit www.toddycafe.com for more information.

DEALS

Integrus Partners in Fort Collins advised **Galesburg Order Buyers**, dba **GrainStore Ltd.**, on

its sale to **Gavilon Grain LLC**. GrainStore, based in Galesburg, Ill., is a merchandiser of agricultural commodities. Gavilon is a global commodity management firm which is indirectly owned by **Ospraie Special Opportunities Fund, General Atlantic, Soros Fund Management** and Gavilon management.

DEADLINES

The **High Plains Library District** is in the running for the **Pepsi** "give by voting" campaign. The library district is hoping to receive enough votes to be awarded \$250,000 to establish library substations in the towns of LaSalle, Milliken, Mead, Keenesburg and Lochbuie as well as expand the Kersey library's computer capacity. To vote for the project, visit www.MyLibrary.us and click on the Vote Now! Pepsi Refresh Project link. You can vote up to 10 times a day.

Nonprofit notes

Fort Collins Habitat for Humanity broke ground on House No. 47 in **Rigden Farm** for Habitat homeowner Cyndi Kowal and her two sons. Since its founding in 1993, Fort Collins Habitat for Humanity has built and rehabilitated 46 homes in the Fort Collins area.

ANNIVERSARIES

Roberts Heating and Air Conditioning in Fort Collins is celebrating 10 years serving Northern Colorado and Southern Wyoming. Roberts is also accepting submissions for the oldest furnace in Fort Collins through Sept. 30. The company will replace the oldest furnace it finds with a new furnace – all equipment, and labor and permit expenses covered. For additional information call 970-493-2221 or visit the www.robertsheatingandair.com.

PROJECTS

Beaudin Ganze Consulting Engineers Inc. added two more certified Leadership in Energy and Environmental Design (LEED) projects to its experience list. BGCE provided LEED NC 2.2 Commissioning Authority services that garnered LEED Platinum for the College of Education at **University of New Mexico**, and LEED Gold for the **Public Employees Retirement Association's** 34,300-square-foot facility in Santa Fe.

In September, **Heath Steel** will supply materials and erect a 4,800-square-foot pre-engineered metal building for **Dunrite Excavation**. In October, Heath Steel will supply materials for a 1,440-square-foot steel-building water treatment plant at the **Suncor Energy** refinery in Commerce City. Heath supplied and erected the 85,000-square-foot **Furniture Row** in Dacono and the 26,000-square-foot **Thomas M. McKee 4-H and Community Building** at the Larimer County Fairgrounds at The Ranch.

The Neenan Co. started construction of a new hospital in Deer Lodge, Mont. The new 43,000-square-foot Deer Lodge Medical Center will replace the existing Powell County Medical Center, which has provided medical services to communities in the Deer Lodge Valley since 1964. Neenan is providing integrated architecture and construction services for the project.

MISCELLANEOUS

Be Local Northern Colorado welcomed new and renewing members **Open Pathways to Learning, Go West T-Shirt Co., All Star Cleaning Service, Penny Lane Press/Corner Market Secret Recipe, Trebuchet Group, Colorado Cherry Co., Long Green Planning Group, Best Face Painter, Blue Skies Marketing, Garden Art Landscaping, Sustainescapes Landscaping, Taxicology, Fort Collins Family Acupuncture, The Rustic Oven, Black Sheep Fabrication, Two Puppies Software, Genoa Coffee & Wine, EsScentuals, Gilberto's Gourmet Goodness, Blue Sky Threads, USGBC, Pringles Fine Wines & Spirits, The Floor Store, The Eyes Have It, Emergent Fitness, Pro-Velo, Windsor Dairy, Pathways Hospice, Dellenbach Motors and Rincon Development**. Visit www.belocalnc.org for membership information.

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



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On September 16, the Embassy Suites in Loveland is home turf for Northern Colorado business at Bixpo 2010. The place to be is the 40/40 Leaders Awards Reception, honoring 40 of Northern Colorado's rising stars. And don't miss the 40/40 Leaders Alumni Ice Cream Social with Jerry Greenfield of Ben & Jerry's.

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CALENDAR

Sept. 16 - Bixpo, from 7:30 a.m. to 7:30 p.m., Embassy Suites - Loveland, I-25 and Crossroads Boulevard in Loveland. Contact: De Dahlgren at 970-232-3132 or ddahlgren@ncbr.com.

Aug. 28 - Village Earth Albertson Medal Gala, starting at 6 p.m., Colorado State University Lory Student Center Ballroom, 1101 Centre Ave. in Fort Collins. Cost: \$75/person, \$600/table of 8. Contact: Mims Harris at 970-493-1117 or Mimsbharris@aol.com.

Aug. 31 - GIS Alley Government Contracting Day, from 8 a.m. to 1 p.m., City of Fort Collins, City Hall, 300 Laporte Ave. in Fort Collins. Cost: Free.

Sept. 1 - Business Planning for Success, from 8:30 a.m. to noon, Larimer Small Business Development Center, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$40/prepaid, \$50/day of. Contact: Terri Donovan-Keirns at 970-498-9295 or sbdc@frii.com.

Sept. 2 - The Changing World of Advertising, from 8:30 a.m. to noon, Larimer Small Business Development Center, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$40/prepaid, \$50/day of. Contact: Terri Donovan-Keirns at 970-498-9295 or sbdc@frii.com.

Sept. 4 - Brazil Fest, from 11 a.m. to 6 p.m., in the park next to Rodizio Grill, 200 Jefferson St. in Fort Collins. Cost: free. Contact: Rodizio Grill at 970-482-3103 or ashlee@mantoothcompany.com.

Sept. 4 - 5 - Estes Park Alpaca Market, starting at 9 a.m., Fairgrounds at Stanley Park, 1209 Manford Ave. in Estes Park. Cost: Free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.

Sept. 4 - 6 - Labor Day Arts & Crafts Show, from 9:30 a.m. to 4:30 p.m., Bond Park, Elkhorn Avenue & MacGregor Avenue in Estes Park. Cost: Free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.

Sept. 4 - John Denver Tribute Concert, starting at 4 p.m., Fairgrounds at Stanley Park, in Estes Park. Cost: \$20, \$25/at the door. Contact: Lions Club at 970-577-1027 or LionsClub@Q.com.

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

Sept. 7 - EnviroTest Systems Hiring Event, from 1:30 to 4:30 p.m., Island Grove Exhibition Building, 525 N. 15th Ave. in Greeley. Contact: Colleen Lechman at 970-353-3800, ext. 6716 or clechman@co.weld.co.us.

Sept. 8 - 19 - Certified Lean Master - A complete program on lean, from 8 a.m. to 5 p.m., Westminster Front Range Community College, 3645 W. 112th Ave. in Westminster. Cost: \$3,450. Contact: Mitchell Rodehaver at 303-993-5431 or VSM.CLM@apicsnoco.org.

Sept. 8 - Planning for Business Success, from 8 to 10:30 a.m., Loveland SBDC office, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$40/pre-paid, \$50/day of. Contact: Loveland SBDC at 970-667-4106 or info@lovelandsbdc.org.

Sept. 9 - Cash is King, Cash Flow Basics, from 10 a.m. to noon, Loveland SBDC, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$25/pre-paid, \$35/day of. Contact: Loveland SBDC at 970-667-4106 or info@lovelandsbdc.org.

Sept. 9 - Northern Colorado Showcase Lecture Lunch Series, from 11:30 a.m. to 1 p.m., Embassy Suites Hotel, 4705 Clydesdale Parkway in Loveland. Cost: Complimentary, lunch included. Registration Deadline: RSVP by Sept. 1. Contact: Judy Doms at judyd@workwellocmed.com.

Sept. 9 - Small Business Marketing, from 1 to 4:30 p.m., Larimer Small Business Development Center, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$40/pre-paid, \$50/day of. Contact: Terri Donovan-Keirns at 970-498-9295 or sbdc@frii.com.

Sept. 9 - 12 - Longs Peak Scottish Irish Highland Festival, starting at 9 a.m., Stanley Park, U.S. Hwy 36 & Community Drive in Estes Park. Cost: \$20/advanced tickets, \$25 at the gate. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.

Sept. 9 - Climate Wise Fall Fair, from 8 a.m. to 5 p.m., Drake Centre, 805 W. Drake Road in Fort Collins. Cost: free.

Sept. 9 - 12 - Fort Lupton Trapper Days 2010, Fort Lupton. Contact: Fort Lupton Chamber of Commerce at 303-857-4474 or www.trappersday.com.

Sept. 10 - 12 - Fifth Annual TriMedia Film Festival, Fort Collins. Contact: June Greist at 970-481-4361 or junegreist@yahoo.com.

Sept. 10 - IMC Colorado - September Meeting, from 7 to 9 a.m., Denver Athletic Club, 1325 Glenarm Place in Denver. Cost: \$25/members, \$30/guests. Contact: Patricia B Sikora, Ph.D. at 303-499-5723 or patsik@aol.com.

Sept. 10 - WineDown the Summer, from 6 to 9 p.m., Chapungu Sculpture Park, East of the Promenade Shops at Centerra in Loveland. Cost: \$30/person, \$50/couple. Contact: Kim Vecchio at 970-980-4764 or kvecchio@engagingloveland.org.

Sept. 11 - Fort Collins Series of Poker, starting at 11

a.m., C.B & Potts, 1415 W. Elizabeth St in Fort Collins. Contact: Realities for Children at 970-484-9090 or holli@realitiesforchildren.com.

Sept. 11 - Pigs 'n' Pits BBQ & 5K, from 8:30 a.m. to 4 p.m., The Gardens on Spring Creek. Cost: Admission is free, food prices vary. Contact: Kerrie Luginbill at 303-621-6772 or kerrie@mantoothcompany.com.

Sept. 11 - Longs Peak Scottish Irish Highland Festival Parade, starting at 9:30 a.m., Elkhorn Ave., Downtown Estes Park in Estes Park. Cost: Free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.

Sept. 13 - Health Savings Account Webinar, from 10:30 to 11:30 a.m., Webinar. Cost: free. Contact: Amy Essig at 303-776-3105 or info@vbbenefits.com.

Sept. 14 - Web Analytics, from 8 to 10 a.m., Loveland SBDC, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$20. Contact: Mary Ann at 970-667-4106 or

maryann@lovelandsbdc.org.

Sept. 14 - Be Local Northern Colorado Independent Businesses networking, starting at 8 a.m., Cafe Vino, 1200 S. College Ave. in Fort Collins. Contact: Cindy Roberts at 970-219-3382 or Cindy@BeLocalINC.org.


Sept. 16 - Social Media Strategies & Tactics, from 3 to 4:30 p.m., Loveland SBDC, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$20. Contact: Mary Ann at 970-667-4106 or maryann@lovelandsbdc.org.

Sept. 16 - Decoding Business & Health Insurance, from 8:30 a.m. to noon, Larimer Small Business Development Center, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$40/prepaid, \$50/day of. Contact: Terri Donovan-Keirns at 970-498-9295 or sbdc@frii.com.

Sept. 16 - Business After Hours, from 5 to 7 p.m., BIXPO - Embassy Suites, in Loveland. Cost: \$10. Contact: Kim Barbour at 970-352-3566 or kim@greeleychamber.com.

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DAILY IN REVIEW

Water board recommends against building in floodplain

Editor's note: Daily in Review is a partial digest of stories reported in the Business Report Daily online service between Aug. 2 and 20. Follow Business Report Daily each day at www.ncbr.com — click on "Breaking News" on the home page — or subscribe to have top items delivered to your inbox twice a day.

FORT COLLINS — The Fort Collins water board recommended a ban on new structures in the 100-year floodplain of the Poudre River.

The board voted 5-2 on Aug. 19 to

make the recommendation to city council, which was to consider it at a work session on Aug. 24.

The water board noted that the recommendation, if adopted, could have a negative effect on property owners in the floodway areas. Marsha Hilmes-Robinson, the city's floodplain administrator, said Fort Collins already has some of the most restrictive floodplain regulations in the state and prohibiting new development in the floodway would take those restrictions up a notch.

Greeley Mall owner defaults

GREELEY — The Greeley Mall went into the earliest stage of the foreclosure process after its owner defaulted on a \$41.4 million loan.

According to records filed with the Weld County Public Trustee, Barrington, Ill.-based GK Development, operating under an LLC set up for the Greeley Mall, defaulted on a loan executed in July 2006.

The loan was originally granted by Countrywide Commercial Real Estate Finance Inc. for \$41.4 million, the

amount of the principal balance outstanding as of July 8.

GK Development Inc. sent the following statement to the *Business Report*: "GK Development, Inc. owner of Greeley Mall, has elected to enter into a loan restructuring process with the lender for the property. Greeley Mall continues to operate as usual during this process."

The NED file was received on July 27 and created on Aug. 5. Weld County public records show that an assignment of deed of trust was recorded on July 29 from the defaulted LLC to US Bank N.A. and several other entities including the original borrowers.

The deadline to file intent to cure is Nov. 23; sale scheduled for Dec. 8.

Late vehicle fees raise \$3.6 million in NoCo

DENVER — The Colorado Department of Revenue said late fees paid on vehicle registrations raised \$31.5 million across the state in the first year they were in effect, including a total of \$3.6 million in Larimer and Weld counties.

A total of \$1.5 million was raised in Larimer County in the year that began June 1, 2009, with the county keeping \$286,730 of that amount and the rest remitted to the state. A total of \$2.1 million was raised in Weld County, with county government keeping \$396,160.

The new late fees were part of the FASTER law adopted by the 2009 legislature that increased registration fees to raise money for transportation projects. The funds will be used for road safety and bridge repair projects.

PSD mill levy, bond on November ballot

FORT COLLINS — Fort Collins voters will decide this November whether to implement a mill levy and bond for Poudre School District.

The PSD Board of Education unanimously approved a resolution calling for a mill levy and bond election. The mill levy will raise \$16 million annually to cover cutbacks in state funding. If approved, the funds would restore some of the 139 positions eliminated in the district. The money could also be used to refresh technology and to provide workforce development and college readiness programs.

The bond would provide \$120 million for capital projects such as maintaining and upgrading district schools and facilities; improving safety and security; and purchasing and installing technology for district schools.

Kroll sold for \$1.3 billion

FALLS CHURCH, Va. — Kroll Inc. has been purchased in a \$1.3 billion cash transaction.

Marsh & McLennan Cos. Inc. sold Kroll, parent company of Kroll Factual Data, to Falls Church, Va.-based Altegrity Inc. The acquisition should have little to no impact on the 270 Kroll Factual Data employees in Loveland, according to Altegrity spokesman Michael John. In fact, there is expansion potential in the cards.

The latest transaction will result in Kroll remaining a separate business unit of Altegrity. The data information firm also owns USIS, HireRight, Explore and Altegrity Risk International.



Bravo Entrepreneurs Fort Collins

1998-2010

- 2010Curt Richardson
OtterBox
- 2008-2009 Wynne Odell
Odell Brewing Company
Douglas Odell
Odell Brewing Company
- 2007Rulon Stacy
Poudre Valley Health Systems
- 2006Terry Drahota
Drahota Commercial, LLC
- 2005Lori Schlotter
Colorado CustomWare, Inc.
- 2004David Bethune
Atrix Laboratories, Inc.
- 2003William Ward
Front Range Internet - FRIL
- 2002David Neenan
The Neenan Companies
Jim Neenan
The Neenan Companies
- 2001Spiro Palmer
Palmer Florist
- 2000Kim Jordan
New Belgium Brewing Company
Jeff Lebsch
New Belgium Brewing Company
- 1999Douglas Schatz
Advanced Energy Industries, Inc.
- 1998Kent Sampson
Value Plastics, Inc.

After 30 years of business ownership in Fort Collins, I'm certainly humbled to receive the Bravo! Award. However, this award is not about an individual so much as it is about OtterBox as a company; the hard work of our employees, doing what they need to do each day to achieve our vision and plan for success.

— Curt Richardson
Founder and CEO
OtterBox



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CODE, from 5

move and how soil erodes, transformed into an equation and input into the modeling software, scientists can, with a fair amount of accuracy, predict what the Earth will look like in the future.

Constant adjustments

But scientists and researchers are constantly making adjustments, because, as Levis pointed out, "The simulation is far from perfect."

After starting with a base — which NCAR calls preindustrial conditions in the year 1850 — scientists compare that model with what information they know and what they think is reasonable for that time, given factors like the atmospheric composition and how close the Earth is to the sun.

With the base set as accurately as possible, scientists can determine what snow pack will be in 10 years, how the ocean currents will change, and what areas of the Earth will erode faster than others.

To allow researchers to tweak various conditions as needed for various hypotheses, Levis and other developers enter the information in segments that can be accessed individually and changed as needed.

"We write code in newer versions of Fortran, mainly just because of tradition, and it works well," Levis said.

The programs are very modularized, he said. "We try to isolate each process that we simulate to facilitate further

"We use equations to represent physical processes and chemical and biological processes."

Sam Levis, project scientist
National Center for Atmospheric Research

development so when new science comes around we can easily incorporate it into the model."

Levis said hundreds of people are involved with the community model at NCAR. With the module concept, he said someone from a university could work on a problem within a segregated group without impacting the others. It also allows scientists to turn various processes on and off or play around with individual parameters to see what would happen.

The Community Earth System Model has new features that haven't been done on supercomputers studying climate. Its projections will be used for government reports on climate change, providing data for future environmental policy.

LATINO, from 7

tortillerias, business services — just north of downtown Greeley.

The highly popular Guns and Hoses was also Lopez's idea. What started as a softball game between the Greeley police and fire departments has grown into a successful four-team affair, complete with an Elvis impersonator MC. The Weld County's Sheriff's Office and the Evans Fire Department also want to participate this year, and small food vendor merchants are approaching him about including them in the event.

Lopez has even proposed to the Greeley city manager's office launching a show on the city channel to highlight achievements, accomplishments, culture and inclusivity by the Latino community.

Latino, Anglo business challenges

According to Lopez, the biggest hurdle the Latino business community needs to overcome is within its own ranks.

"The community as a whole here needs to know that we Latinos have a hard time getting along together," he explained.

Some groups take offense to the word "unity" even though they talk about it; there's a tendency by each Latino sub-group to be primarily united within itself. But Lopez feels confident that this can be overcome.

"I'd like to bring the different Latino groups to the table, create a dialogue,"

he said. "And I think that everyone will find out that we have the same goals, even though different groups want to accomplish them via different paths."

"But what we have to realize and understand is that we are great in numbers now," he added. "And the only way we're going to affect change is if we show those numbers by bringing together our votes, our kids, our buying power."

Lopez thinks there are relatively few Anglo business owners who understand what's going on within the Latino business community, how to effectively create bridges and make Latino customers feel welcome. Even though that's changing, many Latinos remember when they were not wanted. There are many fences that need mending, and it still takes two to tango.

Lopez also hears a lot of Anglos criticizing Latinos for the speed at which they open businesses after being in the United States for only a couple of years. What critics don't understand, he said, is that many were already running a business in their home country. He also acknowledges that those startup businesses need more mentoring and education on licensing and codes associated with being in business here.

So while it's clear that both populations need more education and integration with each other, there's one simple but golden rule that Lopez recommends Latinos and Anglos learn: "Listen. If you listen, you find out what the other person wants, what they need. Only then can you be successful."

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



LOPEZ

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Answer:

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Wrist catheterization offers several benefits:

- Cardiologists have easier access to the artery because of its location in the wrist. For patients who are overweight this may be the only access point.
- The radial approach reduces the risk of bleeding and other complications.
- The patient may be up and around immediately after the procedure using the radial approach.
- Patients may be discharged from the hospital sooner following a radial catheterization.
- The radial approach allows patients to better maintain modesty.

Although cardiac catheterization through the wrist has been done for 20 years, lack of access to tools has kept cardiologists from readily adopting this approach. With improvements of radial catheters, more cardiologists are starting to do radial catheterizations. An estimated 3 percent of all cardiac catheterizations in the United States are done through the wrist.

Having a cardiac catheterization using the radial approach is not an alternative for all patients. It is important to discuss with your cardiologist which option is right for you.



Jim Beckmann, M.D.

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GEEK, from 9

If you've looked into purchasing a new unit with a SSD, you were probably more than a bit sticker-shocked. HDDs currently run from about \$.06 to \$.16 per gigabyte, whereas SSDs will run in the neighborhood of \$2.50 to \$3 per gigabyte. Maybe it's just that you get what you pay for, but at our current position in space and time, it is necessary to shed a little more light on the differences.

The HDD has been with us pretty much since the PC revolution started in the last millennium. A typical HDD is really nothing more than a series of two to five CD-like magnetic disks called platters and an arm that looks like the stylus arm of a phonograph (from back

when turntables actually played vinyl LPs). As the platters inside the drive spin, the arm positions itself to read and/or write data to the platters. This has been a very efficient and effective method for storing and retrieving data, but it isn't without a few shortcomings.

Almost all of the components directly involved with handling data inside the HDD move, and when things move you have power usage, heat and, eventually, mechanical failure. Power usage is negligible and heat is manageable, but failure is no joke — and all mechanical drives will fail someday. The trouble is you never really know when that is going to happen. If you've ever had a hard drive fail mechanically, you know just how devastating this can be.

Startup and seek times are also considered negative factors because parts of

the HDD actually have to move through physical time and space, creating what is known as latency — the time it takes to request the data and then retrieve and display it. Most users don't really see this as a negative simply because startup and seek times have always been part of the computing experience.

No moving parts

SSDs, on the other hand, have no moving parts, hence the term "solid state." This means they greatly reduce the risk of mechanical failure, they are usually silent, and users enjoy a faster seek time and less latency because there are no mechanical delays. SSD access times are less than half a millisecond, where an HDD has an average access time closer to 12 milliseconds. While

that seems like a large difference from a mathematical standpoint, most users say they really don't notice the increase in speed until they switch back to a HDD.

SSDs also use considerably less power than the standard HDD and therefore become ideal components for laptops and mobile devices that rely on battery power. SSDs are, in many aspects, very similar to a usb thumb or flash drive — they are made up of an array of tiny transistors called memory cells that store the data.

Faster response times, and the illusion of a more stable and secure method of storing data might lead you to think that the SSD is without question, the way to go. But before you go shelling out the extra bucks, there are a few things to take in consideration.

Although capacity is predicted to increase within the near future, at the time of this writing, you probably aren't going to find a SSD larger than 250GB. There are actually a few manufacturers that have 1TB drives on the market, but they are priced at a point that makes them all but prohibitive for the general consumer. These drives are targeted toward enterprise and industrial applications. If you think you can get by with 250GB, which is small by today's storage standards, be prepared to pay; a search for similar sized drives brings back prices in the \$800 to \$1,000 price range, or as I like to say, "Uh ... way too much".

Another important aspect is that even though an SSD has no moving parts, it still has a limited lifetime. Those little transistors have a finite number of program-erase (P/E) cycles, where data is written and removed from them. One thing to note is that P/E cycles apply only to writing data; reading data that is already written appears to have infinite reads, so even though you can't write anymore data to the drive, you shouldn't have any trouble retrieving the data that is already there.

Depending on the quality of the product and the drive's overall storage capacity, ratings can be found anywhere between 5,000 to 1 million P/E cycles. The smaller the capacity of the SSD, the faster the P/E cycles get used up per cell, which means a 30GB SSD will die much faster than one with a 120GB capacity. However understand that, in order for the SSD to die completely, each cell has to be dead. Before then, writing capacity will simply decline. Suddenly 30GB becomes 29.8GB, slowly dying over time.

I have to say, I'm intrigued by the SSD and have no doubts that within the next few years HDDs will be relegated to the annals of computer history. But I'm not quite ready to make the jump myself. I want lots of space and I want that space to be as affordable as I can get it. I will sacrifice speed and the risk of lost data for that.

Adoption of the technology and increases in capacity should bring about lower pricing in the near future; I can wait a bit longer for a larger, cheaper SSD.

Until next time Reputo. Lego. Diligo.

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

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EnviroTech turns dust, snow to green

FEATURES



It takes a Village Earth to end poverty
Nonprofit focuses on sustainable projects at grassroots level
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COLUMNS



Stepping Out
New places fill up local carnivores, fast-casual niche
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Conditions improving in NoCo?
Regional outlook more positive than national economy
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LISTS

Region's largest
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Auto dealerships
Page 23

Eco-friendly de-icers keep roads safe for drivers, environment

By Luanne Kadlub
news@ncbr.com

GREELEY — Roger Knoph likes weather. Especially wind storms and snowstorms. The dustier and icier the better. Better for business that it is.

What could be better than making products that even Mother Nature could sign off on?

Knoph owns EnviroTech Services Inc., a Greeley-based company that makes the de-icer that road crews apply so you can get to work safely and the dust control that is applied to gravel roads to, well, keep the dust down. It also makes soil stabilizer, spray systems and ice sensors.

Knopf founded EnviroTech in 1989 and two decades later the business plan continues to emphasize growth. While other businesses

See ENVIROTECH, 28



Courtesy EnviroTech Services

WHERE THE DE-ICER MEETS THE ROAD — A side-by-side comparison of IceSlicer and road salt shows how EnviroTech Services' alternative de-icing product works under actual winter conditions.

Transformational moment to renovate

Get real to revitalize operational practices, re-inspire employees

We talk about renovation in all kinds of ways — neighborhoods, houses, roads, cities. Is performance inside organizations another opportunity for renovation?

Economic conditions have caused a reduction in resources and loss of jobs. Needless to say, the specter of unemployment creates tremendous fear in the world of work. Performance is deeply impacted by the conditions that exist today.

Employee satisfaction is at lows not seen in decades. The workload for almost every person is heavier than one individual can man-

age. Not every leader or manager has fully integrated the belief that we are in a new world, not just experiencing a blip on the economic radar. There are few indicators that we are going back to the time of abundant resources.

I hear two consistent comments. Employees routinely say, "I have a hard time getting up and going to work." Leaders say "they should be thankful that they have a job." Let's get serious. These comments have tremendous negative impact on performance.

I am not saying that every organization is in this state, but many are. Leaders appear to



PRACTICING INNOVATION
Shirley Esterly

be losing respect for staff when past performance levels are not met in a resource-constrained workplace. Fear on the part of staff creates a survival mentality that does not encourage innovation, which happens to be one way of managing the workload.

Every day I hear stories of performance problems and it has become clear to me that we need to revitalize our operational practices and re-inspire the people in response to the "new world." I have concluded that many people think there is nothing that can be done but continue to work harder and longer. This is not true. There are unlimited opportunities to revive performance levels and improve the work life of employees.

Transformational moment

We are in a transformational moment. The

See PRACTICING, 27

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Largest Business Parks

Ranked by total number of acres



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1	1	CENTERRA 2725 Rocky Mountain Ave. Loveland, CO 80538	3,400 3,500,000 15,000,000	Mixed-use: Class A office, medical office, flex office, light manufacturing/flex, retail, hotel, 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	600 100,000 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 rmtomgomey@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 N/A 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, Nick Christensen, Todd Williams ryans@chrislandcommercial.com www.2534colorado.com 970-663-3150/970-663-3291
4	4	PROMONTORY BUSINESS PARK U.S. Highway 34 Bypass and Colo. Highway 257 Greeley, CO 80634	480 450,000 5,000,000	Mixed use: Office, light industrial, retail.	Mountain views, commons area with lake and trails, amphitheatre, campus-style setting, quick access to I-25 & Highway 85, utilities are on site.	TAGG 2001	Mark Bradley mbradley@realtecgreeley.com www.realtec.com 970-346-9900/970-304-0707
5	19	BROMLEY INTERSTATE BUSINESS PARK I-76 and Bromley Lane N/A, CO 80601	405 450,000 3,300,000	PUD-1 and PUD-C zones.	Interstate visibility; 2 interchanges; BNSF Rail (existing spur); 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@depaureig.com http://www.depaureig.com/bromleyPark/ 303-333-9799/303-333-1703
6	NR	GREELEY-WELD COUNTY AIRPORT BUSINESS PARK 600 Airport Road Greeley, CO 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@gxy.net www.gxy.net 970-336-3000/970-336-3030
7	5	CENTRE FOR ADVANCED TECHNOLOGY N.E. Corner of Drake Road & Shields St. Fort Collins, CO 80526	235 1,375,000 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
8	6	EAGLE CROSSING N.E. Corner of I-25 and Crossroads Blvd. Loveland, CO 80537	182 18,000 640,000	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
9	8	GLACIER BUSINESS PARK S.W. corner of I-25 and Colo. Highway 52 Frederick, CO 80530	170 900,000 1,400,000	Industrial, business/light industrial, retail.	Central access to north I-25 market.	Various 1997	Phil Irwin phil@irwin-companies.com www.irwin-companies.com 303-833-4454/303-833-4460
10	9	IRON HORSE INDUSTRIAL PARK U.S. Highway 34 and Larimer County Road 3 Johnstown, CO 80534	165 N/A 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
11	10	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 N/A N/A 970-567-9770/N/A
12	11	DEL CAMINO CENTER & DEL CAMINO CENTER SOUTH 1 mile south of I-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
13	NR	DACONO GATEWAY BUSINESS PARK I-25 & Colo. Highway 52 Dacono, CO 80514	148 N/A N/A	Retail, warehouse, office.	Eighty-three percent tax rebate through 2010.	Dacono 25 Partners LLC N/A	N/A N/A N/A
14	NR	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.	Everitt-MacMillan 1985	Stuart MacMillan stu@everittcompanies.com www.everittcompanies.com 970-226-1500/970-223-4156
15	18	PROSPECT EAST BUSINESS PARK East Prospect and Timberline Roads Fort Collins, CO 80525	108 1,000,000 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. 1-2 miles from I-25.	William W. Reynolds 1986	John Slack johns@wreynolds.com www.wreynolds.com 970-482-4800/970-221-5009
16	22	BLISS BUSINESS & INDUSTRIAL PARK 2438 E. Eighth St. Greeley, CO 80631	70 150,000 1,524,600	I-3 business, commercial, manufacturing, storage.	7,500 sq. ft. office space w/bathrooms, 5,000 sq. ft. storage, 2,800 sq. ft. office storage.	Bliss Investments LLC 2000	Michael Bliss bliss352@comcast.net blissbusinesspark.com 970-353-1864/970-351-7007
17	24	RASPBERRY HILL BUSINESS PARK Weld County Road 18 and I-25 Frontage Road East Frederick, CO 80530	65 129,952 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.raspberrymill.net/bear 303-758-2712/303-758-5937
18		FORT COLLINS/LOVELAND INDUSTRIAL AIRPARK Adjacent to Loveland-Fort Collins Municipal Airport Loveland, CO 80537	63 400,000 700,000	Light industrial, business and commercial use.	I-25 visibility, easy access to I-25, convenient taxi-way location.	Multiple owners 1980	Jim Mokler jim@realtec.com www.realtec.com 970-407-9900/970-407-7885
19	26	WARD EAST INDUSTRIAL PARK I-25 and Crossroads Blvd. Loveland, CO 80538	47 75,000 200,000	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	Tim Ward Tim@wardconstructionllc.com N/A 970-461-8446/970-667-5600
20	27	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 303-472-2222/303-772-1377
21	28	WESTGATE BUSINESS PARK 3030 S. College Ave. Fort Collins, CO 80525	40 N/A 220,000	Office, retail, commercial, medical.	Restaurants, hotels, daycare.	N/A 1997	Stuart MacMillan stu@everittcompanies.com www.everittcompanies.com 970-226-1500/970-223-4156
22	29	KNES 3RD SUBDIVISION INDUSTRIAL PARK East of I-25/Crossroads Blvd & Woods Ave. Loveland, CO 80538	37 N/A 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
23	NR	MEADOWLARK BUSINESS PARK Weld County Road 13 at Iris Parkway Frederick, CO 80530	35 N/A N/A	Manufacturing, R&D, light industrial.	Five vacant lots remaining for sale.	Team Baur LLLP 1997	Marvin Dyer N/A N/A 303-772-3200/303-651-1320
24		INTERCHANGE BUSINESS PARK S.E. Corner of I-25 and Colo. Highway 14 Fort Collins, CO 80524	30 150,000 250,000	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
25	NR	WARD INDUSTRIAL PARK 1012 N. Madison Ave. Loveland, CO 80537	30 174,000 194,000	Commercial, light industrial.	Close to I-25, fire sprinklers in each building, dock-high doors, up to 34,000 sq. ft. currently available for lease.	Frank and Richard Ward 1975	Frank and Richard Ward Tim@wardconstructionllc.com N/A 970-461-8446/970-667-5600
26	30	CROSSROADS PLAZA I-25 and Crossroads Blvd. Loveland, CO 80538	18 100,000 250,000	Commercial.	Master planned commercial project at I-25 and Crossroads Blvd. Close to The Ranch and the Budweiser Events Center at the center of Northern Colorado.	Troy Peterson of Flagstone Partners LLC 2006	Brinkman Partners kevin.brinkman@brinkmanpartners.com www.brinkmanpartners.com 970-222-3335/970-206-1011
27	NR	GLICK BROTHERS BUSINESS PARK 1833 E. Harmony Road Fort Collins, CO 80528	8 120,000 N/A	Industrial park, flex, retail.	Access to I-25 and Harmony Road corridor.	Glick Brothers LLLP 1974	N/A glickbrothersbp@hotmail.com N/A 970-225-2518/970-223-1626

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

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

INNOVATION

It takes a Village Earth to fight world poverty

Nonprofit focuses on sustainable projects at grassroots level

By Jessica Centers
news@ncbr.com

FORT COLLINS — Maurice Albertson was a visionary who believed he could end world poverty. The late Colorado State University civil engineering professor was instrumental in creating the Peace Corps, and the nonprofit he co-founded — Village Earth — continues to promote sustainable, community-based development around the world while drawing like-minded visionaries to Fort Collins for training.

On Aug. 28, Village Earth will honor Colorado Gov. Bill Ritter with the Albertson Medal in Sustainable Development for his role in introducing and implementing the New Energy Economy in Colorado. The award will be presented at the third annual Maury Albertson Sustainability Gala at the Colorado State University Lory Student Center Ballroom.

David Bartecchi, executive director of Village Earth, says the medal helps his organization keep the bigger picture in focus. “We’re not going to deal with poverty in Peru until we deal with over-

consumption of resources in the United States,” he said. “We have to deal with these issues on a global scale.”

But much of the work Village Earth promotes in sustainable development — like fighting poverty in Peru — is on a smaller scale at the grassroots level, following the vision Albertson realized decades ago.

Thirty years ago, international development was viewed as a technical dilemma. The theory went: “If we can transfer our technology, our irrigation methods to the developing world then that will solve the problem of poverty,” Bartecchi explained. “Toward the ’80s and ’90s that theory started to collapse. We started to realize you just can’t dump a lot of this Western technology on people because largely what people were seeing was that development was only benefiting the upper 10 to 15 percent of those countries. Wealth wasn’t reaching the poorest of the poor. Technology transfer fed into sharp power structures and reinforced them. Inequality increased as a result of these interventions a lot of times.”

Albertson realized that sociologists and political scientists needed to be involved in international development and he started doing just that at CSU. When he would get a contract for an irrigation project, for example, he would assemble a multidimensional team.

His work attracted Ed Shinn to CSU to earn his Ph.D. Ed and his wife Mimi



Courtesy David Bartecchi, Village Earth

NEAR AND FAR — Village Earth works with local people from the Amazon Basin in Peru to the Pine Ridge Reservation in South Dakota to combat poverty. With the help of Village Earth, the Lakota Buffalo Caretakers Cooperative has become a profitable business, providing jobs and income to native ranchers.

Shinn worked on development at the community/grassroots level for an organization in Chicago called the Institute of Cultural Affairs. Albertson and Shinn hit it off and in 1993 hosted an international conference on sustainable village based development at CSU, hand-picking attendees who had worked on innovative projects around the world. Village Earth was formed as an outgrowth of the conference, a way to pull together best practices and train people

on Albertson’s model of development. Today, Village Earth provides training and consulting to people with non-governmental organizations both large and small, including the United Nations and Engineers without Borders.

“We’re transforming NGOs that implement projects into organizations that support the grassroots efforts,” Bartecchi said. “We like to think of NGOs as allies with the poor, but the majority

See VILLAGE, 27

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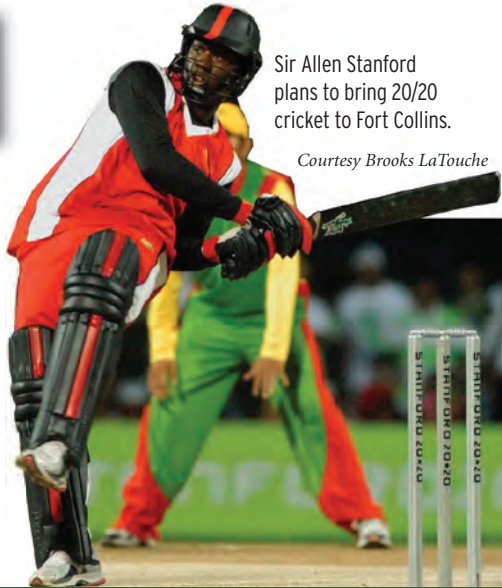
  

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January – ECONOMIC FORECAST: Overall slower economy. Jobs up but wages down. High gas prices get thumbs down for auto sector.

Price of petroleum hits record \$100 a barrel.

208 Commission delivers final health-care proposal, a fifth option that satisfies no one.



Courtesy Brooks LaTouche

Sir Allen Stanford plans to bring 20/20 cricket to Fort Collins.



March – Anheuser Busch celebrates 20 years of brewing beer in Fort Collins.

AVA Solar chooses vacant Applied Films building near Longmont for factory, keeps R&D in Fort Collins.

May – Economist Robert Reich tells *NCBR* consumer-led recession is likely to continue until the first half of 2009, at least.



De Dahlgren joins *NCBR* as marketing, events manager.



NISP environmental impact statement available for public comment.

Firestone, Longmont wrangle over annexations.

Bayou House in Lucerne closes.

2008

January February March April May June

SOURCE: NCBR ARCHIVES; BUSINESS REPORT RESEARCH

Tucker Hart Adams featured speaker at Economic Forecast luncheon. John Green suspects recession began in December.

Grant Family Farms emerges from Chapter 11 bankruptcy after two growing seasons.

February – Brown Publishing Co. of Cincinnati buys Boulder Business Information Inc., 51 percent owner of *NCBR*.

Dow plunges nearly 3 percent Feb. 5.



LinkedIn has 17 million users.

Brendel Group creates sustainability plan for Democratic National Convention in Denver in August.

Bad loans at New Frontier Bank up more than 100 percent since 2007.

QLT Inc. sells QLT USA.

The people demand a redesign of Fort Collins' new logo.



Julie Constance, Mike Kusa join *NCBR* sales team.



Vestas plant in Windsor opens.

Merger of First National and Union Colony banks complete; layoffs begin.

April – GGP plans to renovate Foothills Mall by 2010.

Dillard's closes Greeley Mall store with no plans to relocate to Foothills Mall.



Jim Rath leaves *NCBR* after 12 years.



Gaye Stockman resigns as CEO of Loveland Chamber.

June – Region's businesses, banks, nonprofits step up to help Windsor rebuild.

Taxpayers begin receiving \$600 federal stimulus checks.

Tornado rips through Windsor, killing one.



Leprino ch sugar mill

KENNEDY AND COE, LLC
Kennedy & Coe leaving Greeley for Centerra.

ECONOMIC, from 1

the consumer against the “bad actors” in the industry. Unfortunately, what has happened is anything but — it has created more paperwork that is unclear, longer waiting times to close and stricter controls on mortgage lenders that still

don't prevent the fraud legislators thought we were doing.

As a lender, our cost to comply with all of this legislation has increased dramatically with increased staff and software applications, so therefore the cost to the consumer has increased. Licensing, with the SAFE Act, has not decreased the amount of fraud in the industry. In fact, fraud is on the increase and, once again, the cost to the consumer increased.

Ronnie J. Phillips, senior fellow, Networks Financial Institute, Indianapolis (on the economics faculty at Colorado State University in October 2008): We should be reassessing every aspect of our financial system as we did in 1910 through the National Monetary Commission which created the Federal Reserve System. The recent legislation is better than nothing, but unless further measures are taken, it will not prevent the next financial crisis. The fact that it takes more money to bail out Citibank than GM is evidence that our financial system is severely dysfunctional for the average consumer and small business.

In October 2008, did you predict or sense that the crisis would spin us into a recession this deep? Have there been any surprises?

CLINEBELL: I did not believe the financial crisis was going to lead to such a deep recession. The financial crisis was the initial blow to the economy but I did not expect the government to take so many actions that negatively impact growth in the private sector. I am also disappointed that the government is only now, almost two years after the initial crisis, starting to address the underlying problems with Fannie and Freddie.

John Green, Northern Colorado regional economist: Yes, I expected it to

be this deep and to last a good while. I still don't think we're through it nationally, but we are through it in Northern Colorado. Surprises were private non-bank bailouts like GM, the depth of AIG assistance, and homebuyers credits. Government should have directly bailed out mortgages, individually and via a Federal Reserve credit line. I was expecting more unanimity in Congress to deal with this crisis. We badly need a change in the way our political system is financed.

PIEPHO: I truly did not believe the recession would be this long or this deep, as it relates to the mortgage industry.

PHILLIPS: In 2006-07, I was expecting inflation to be a problem in the years ahead. (FDIC Chairman Ben) Bernanke is more worried about deflation because we don't have the ability to combat it in our fractional reserve system that allows the creation of an enormous amount of debt. Under deflation, the debt burden will be increased at a time when unemployment is rising. This outcome is the greatest fear of the Federal Reserve, the Wall Street elite, and the politicians.

How has your industry changed since 2008?

PIEPHO: The mortgage industry has become highly regulated, the cost to the consumer has increased, and the amount of paperwork that is still unclear to the consumer has increased, while foreclosures are still continuing because of the

lack of jobs. Fraud continues to rise as people try to stay in homes they can't afford because they don't have jobs.

The industry was already self-regulating itself before legislation was passed. The plethora of legislation — and even the effect of how some legislation needed to change another regulation and it didn't — has caused the mortgage industry to tread carefully.

PHILLIPS: We need to get back to the fundamentals of banking: a safe and stable payments system and a system where the originator of the loan should monitor and bear the full risk of that loan. As the late Lloyd Mints — one of the founders of the Chicago School of Economics, who lived in Fort Collins after his retirement — said on his 100th birthday: The problem is bankers making too many loans that shouldn't be made.

The only way to solve the problem definitively is to abolish fractional reserve banking. I'll never forget the shock when I first learned that \$1 in bank reserves interjected by the Federal Reserve might result in a \$10 increase in the money supply because \$9 worth of debt is created. That is why I remain an advocate of narrow banking or what was called 100 percent reserve banking in the 1930s.

I seriously question whether the United States can continue with a financial system that is so far removed from a safe, stable, and efficient financial system.



What's up next

Sept. 10 2009 New Frontier
Sept. 24 2010 Recovery
Oct. 8 Where we go from here

Previously published anniversary stories:

- NoCo on the Net 1995-96
- Labor and Employment 1997
- Commercial Growth 1998
- Tech Bust 1999
- Ag Challenges 2000
- Transportation 2001
- Security 2002
- Health Care Competition 2003
- Brewing 2004
- Icons/10 Years 2005
- Education/Tech Transfer 2006
- New Energy/Economy 2007

Read these stories and view the timeline at www.NCbr.com.

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

FROM THE ARCHIVES



Listen to the entire 2008 Roundtable at <http://ncbr.flex360.net/ncbr%20economic%20crisis%20roundtable.mp3>



Download the entire 2008 Roundtable transcript at: http://www.ncbr.com/podcasts/ncbr_crisis_roundtable_complete.pdf



Statewide gasoline prices above \$4 per gallon. Crude oil reaches nearly \$150 per barrel.

Battle brewing over end of oil-and-gas tax credit even before it is approved for November ballot. *NCBR* supports Amendment 58.

September – Fannie Mae, Freddie Mac taken into conservatorship by FHA.



Brian Willms new CEO of Loveland Chamber.



CitiBank, Wells Fargo tussle over remains of Wachovia.

Fort Collins, Timnath resolve feud over Riverwalk annexation at I-25 and Harmony Road.

No deaths from West Nile virus, first time since 2003.

GGP shares have lost 90 percent of value, now in junk category.

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ROCKS AFTER HOURS

September 16 at The Ranch in Loveland

November – Barack Obama elected President of the United States. Betsy Markey, D-Fort Collins, now represents Fourth District.

Dow closes at 8,776 on Dec. 31.

PVHS wins Malcolm Baldrige Award.

VanDyne SuperTurbo joins RMI.

Record high corn prices driving up costs of ethanol production.

InBev buys Anheuser Busch in \$52 billion deal.

New Frontier Bank reports \$800 million in agriculture loans, one of the biggest portfolios in the nation.

Three days of rain pull Weld County crops back from serious drought.

Michael Phelps wins a record eight gold swimming medals at Summer Olympics in Beijing.

July – Fort Collins allows backyard hens.

July

August

September

October

November

December

August – 34-Xpress bus rolls between Greeley and Loveland.

Son Lub ope Ste; in fr Nic; Cat; spa

October – President Bush signs \$700 billion emergency bank bailout, known as TARP. Credit markets remain frozen.

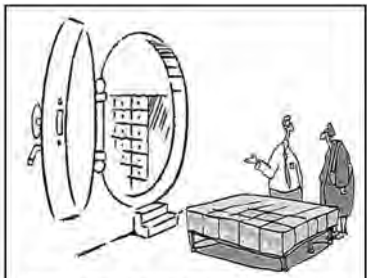
Barack Obama draws thousands of supporters to an appearance on the CSU Oval.

FDIC seizes Washington Mutual, largest single bank failure in American history.

December – EPA issues letter criticizing environmental impacts of NISP.

Gas prices end the year at \$1.57 per gallon, a level not seen since Aug. 2003, and nearly equal to E85 blend. Crude oil down to about \$30 per barrel.

Larry Burkhardt, Maury Dobbie accompany Gov. Bill Ritter on Asian trade mission.



"Even though the mattress offers no extra protection, we find a lot of our customers feel better picturing their money under it."

IndyMac Bank in Pasadena fails, sending jitters throughout banking community.

Cattle industry opposes JBS plan to buy three U.S. beef processors. Foster Farms drops plans for poultry plant in region.

Government takeover of AIG puts taxpayers on the hook for \$180 billion in credit default swaps.

Lehman Bros. files Chapter 11 bankruptcy.

Dow drops 7 percent on Sept. 29, ends Black September at 10,850.



Weld County approves huge bison feedlot near Pierce.



Courtesy Maury Dobbie

Chooses Greeley's former Great Western site for new cheese factory.

Northern Colorado's Great Print-Media Era

How *NCBR* grew up, influenced new batch of upstart journalists

By August 2001, I'd been editing the alternative monthly newspaper the *Rocky Mountain Bullhorn* for over a year. The staff consisted of four to five full- and part-timers and dozens of contractors producing, selling and delivering 32 pages of content largely driven by our own interests, without as much as a nod toward industry trends or popular culture. Even the calendar listings had a point of view, and many residents in what was then a very politically red region took issue with it.

Some of our columnists' politics bordered on radical, and our stories didn't always have a local connection. We were reading *The Nation* and *Mother Jones*, and we wanted to be just like them — whoever they were. We didn't bother connecting with media organizations or professional groups. They were too stodgy and mainstream — exactly what we rallied against, raising a middle finger to the "official" take on current events whenever we could.

Then Tom Hacker knocked on our dingy office door. The editor of *NCBR* was curious about how our fledgling paper was doing at the one-year mark. Until then, we'd nearly dismissed the *Business Report* as a close relative of daily chain newspapers. Had it not been for the oddly compelling Book of Lists,



THEN...AND NOW
Vanessa Martinez



NCBR would have been outside our purview entirely — and detrimentally.

But then Hacker's article was published, and we were enlightened.

"The Bullhorn has arrived," a friend yelled, bursting into our office with *NCBR* opened to the story. A night of double bourbon Cokes and packs of Camel cigarettes later (we adopted Hunter Thompson's health as well as journalistic standards), we realized our friend was right. *The Bullhorn* had suddenly assumed a legitimacy previously foreign to us — and it was incredibly motivating.

We made another important discovery at that time: A lot of our readers — and many others we wanted to reach — also read the *Business Report*. Prior to that time, we'd taken our readership to be a mirror image of our contributors: idealistic, academic, activist, fringe-culture-loving 20- and 30-somethings who didn't give a flip about what the conservative/moderate majority of Northern Colorado thought about us. Somehow, Hacker's article helped us to see that

perhaps pissing off *everybody* wasn't such a good business strategy.

We subscribed to *NCBR*, studied it closely, and turned our obsessive natures toward local culture with a ferocity that propelled our little paper into the far reaches of Larimer and Weld counties. Our publisher even made it into *NCBR*'s esteemed group of 40 Under 40 in 2004.

That's not to say we pandered. After all, we flaunted Joseph Pulitzer's quote, "A newspaper should have no friends." *The Bullhorn* received cease-and-desist letters from *NCBR* over two consecutive years for using some formation of the words "Best of Northern Colorado" in our annual local-awards packages. Still, to a startup business, the attention was empowering.

Newspapers start downward spiral

Something equally powerful yet out of our control was happening to the newspaper industry at the same time we were starting to tip-toe into it. As the next issue of *NCBR* hit the streets in 2001, the Twin Towers fell, then markets tumbled, and George W. Bush's administration began to show some deep cracks. Reporters and editors became increasingly dependent on Google yet very few of us were computing the benefits of truly being online.

Indeed, at a time when the newspaper industry was being sucked into its now-notorious downward spiral, we turned the *Bullhorn* into a weekly newspaper. Various niche pubs and spinoffs sprouted in our wake, including so-

called "faux-alts" produced by the corporate dailies throughout Northern Colorado. Local print media was flourishing as the industry crumbled.

Eventually, the *Bullhorn* caved, too, but it wasn't long before its spirit was revived in the *Rocky Mountain Chronicle*, thanks to a new owner and a handful of former staff members. Despite dire warnings (an alt-industry veteran likened starting a print publication in 2006 to "putting your money in a basket and burning it"), we wanted to prove that the region would support an alternative newsweekly.

Again, Hacker wrote about us, this time pointing out the challenges of operating in a small market that felt almost overburdened with print — the oversized green newspaper condos dotting Old Town sidewalks are the scars of this competitive era. His skepticism panned out. With a historical economic collapse around the corner, most of the papers fell, the *Chronicle* included, leaving local newsstands much as they were back in the summer of 2000.

But from dearth to glut and back again, *NCBR* has held on, documenting a great print era of Northern Colorado. To this day, it remains an example of what business publications do best: Reflect the possibilities within a community, no matter how long they last.

Vanessa Martinez is currently the online editor of 5280 Magazine, covering Denver and Colorado. Her dozens of contractors back in the day included Kate Hawthorne.

OIL AND GAS, from 3

new level.

“Part of what’s driving that is the new technology in horizontal drilling,” he said. “It puts operations in a position to go hit gushers.”

But the technology is not cheap. Orr said the cost to drill a vertical well is roughly half a million dollars, while a horizontal well can run at least three times that, depending on its length. And they don’t always strike oil.

“There’s been wells drilled horizontally that didn’t yield much production,” he noted.

Given that, Orr said he’s not yet ready to spend the money it takes to do horizontal drilling.

“We’re learning all we can about the horizontal technology and have some properties where we want to try it out,”

he said. “What we keep hoping for is the technology to keep improving and those kinds of well costs continuing to fall.”

Orr said his oil and gas company is keeping busy in Weld County in the Greeley-Windsor area, with five wells in operation and another five to seven wells expected to be drilled by the end of 2010.

Big companies like Noble Energy, already a major player in the region, have cranked up their production. Steven Flaherty, spokesman for Noble’s Denver office, said the company averaged 46,000 barrels of oil equivalent per day in the Wattenberg Field in 2009 and through the first half of this year was averaging 53,000 barrels per day.

“We had five rigs in operation at the end of 2009, and we hope to have six to eight rigs running (by the end of the year),” Flaherty said. He said Noble Energy bought Petro Canada’s assets in the Wattenberg Field in January for

about \$485 million.

“It was a good bolt-on addition to our operations,” he said. “We expect we’re going to be there (in Weld County) for a long time.”

Neslin said the number of oil rigs in Weld County has climbed back to 18 after having dropped to just nine last year in the wake of new oil and gas drilling laws that went into effect in April 2009. The new laws, passed in the 2008 legislative session, were intended to make drilling activity more transparent to the public and protect wildlife.

Record oil prices coupled with the impending implementation of the new laws, set off a frenzy of permit applications in 2008, when more than 8,000 permits were issued. Last year, the number of permits issued dropped to 5,159 — still the fourth-highest number on record.

This year through July a total of 3,825

Northern Colorado oil production

Oil production in Weld County in 2009 totaled 17.77 million barrels, the highest ever. But that level may not be reached this year, based on first-half 2010 figures:

	Weld County	Larimer County
2005	11,670,159 barrels	118,261 barrels
2006	12,744,246 barrels	117,327 barrels
2007	13,694,413 barrels	110,773 barrels
2008	17,043,169 barrels	116,864 barrels
2009	17,772,502 barrels	89,659 barrels
2010 (through June)	6,778,054 barrels	25,746 barrels

SOURCE: COLORADO OIL AND GAS CONSERVATION COMMISSION

permits have been approved, positioning 2010 to pass 5,000 permits for the year and putting it in the top five years on record.

New laws not hampering

Neslin said the strong uptick in oil and gas activity in 2009, when the greatest number of barrels of oil ever was extracted in Weld County, along with the strong showing so far this year indicates the new laws have not seriously diminished the interest of oil companies in Colorado.

“I think it demonstrates that the rules are reasonable and the industry has worked in good faith to comply with those requirements,” he said. “Certainly I think the industry’s performance shows it can be compatible with the environment and people’s quality of life.”

Flaherty said the new rules “didn’t really” affect Noble’s operations in Colorado.

“The rules are a factor, but they’re not preventing us from investing in Weld County,” he said. “I think we’ve had a chance to partner with the state and adapt to the changes any new rules can bring.”

Flaherty said Noble Energy now has about 750,000 acres under lease in the Niobrara formation of the Wattenberg Field, where most of the biggest recent strikes have been.

Colorado recently signed deals with 10 oil and gas companies, including Noble Energy, to speed up permit approval time if the companies agree to consult with wildlife officials before drilling.

Orr said he’s seen the heightened interest in drilling in Weld County result in escalating lease payments to landowners.

“We’ve seen bonuses paid for leases grow by hundreds of percent, by several hundred dollars per acre,” he said. “What that has done for the sellers of ranches in northeast Colorado is (for them) to sell the land with the mineral rights separate.

“If (the rights) are included, the cost is prohibitive,” he said. “Land that went for \$500 an acre a couple years ago is now \$500 just for the mineral rights.”

Orr said he’s seeing growing interest in just about every land parcel in northern Weld County from I-25 east to Grover. “Even those small, five-acre tracts are getting leased,” he said. “That proves to me they’re leasing up everything.”

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1	4	EHRlich DEALERSHIPS 2625 35th Ave. Greeley, CO 80634 970-353-5333/970-353-4702	163 146	5,437 1,953 3,484	\$99,137,000 \$19,154,000	Toyota, Volkswagon, Subaru, Nissan	sehrlich@ehrllichmotors.com www.ehrllichmotors.com	Scott Ehrlich President 1946
2	2	MARKLEY MOTORS INC. 3401 S. College Ave. Fort Collins, CO 80525 800-226-2213/970-282-6825	156 168	2,778 1,317 1,461	\$73,913,954 \$92,427,470	Pontiac, Buick, GMC, Honda, Saturn	rbelisle@markleymotors.com www.markleymotors.com	Douglas E. Markley President 1936
3	3	WELD COUNTY GARAGE 2699 47th Ave. Greeley, CO 80634 970-352-1313/970-356-8191	122 123	1,544 529 1,015	\$54,567,766 \$67,476,000	Buick, Pontiac, GMC	wyoder@weldcountygarage.com www.weldcountygarage.com	Warren Yoder General manager 1908
4	6	DELLENBACH MOTORS 3111 S. College Ave. Fort Collins, CO 80525 970-226-2438/970-226-0233	108 110	2,168 1,063 1,105	N/A N/A	Chevrolet, Cadillac, Subaru, Suzuki	chevy@frii.com www.dellenbach.com	Michael Dellenbach Dealer principal 1972
5		FORT COLLINS DODGE CHRYSLER JEEP 3835 S. College Ave. Fort Collins, CO 80525 866-500-9552/970-266-8719	80 55	1,460 643 817	N/A N/A	Dodge, Chrysler, Jeep, Hyundai	shardy@fortcollinsdodgechryslerjeep.com http://www.fortcollinsdodgechryslerjeep.com/ou/fortcollins-chrysler-jeep-dodge-hyundai/	Steven Hardy General manager 2009
6	NR	TYNAN'S FORT COLLINS NISSAN, KIA AND SAAB 5811 S. College Ave. Fort Collins, CO 80525 800-365-0470/970-282-1491	75 50	950 399 501	N/A N/A	Nissan, Saab, Kia	ed@tynans.com www.tynans.com	Ed Tynan Sean Tynan Co-owner President and Co-owner 1984
7	7	DAVIDSON-GEHBARDT CHEVROLET SUBARU OF LOVELAND 3880 Test Circle Loveland, CO 80538 970-667-3950/970-461-3775	50 50	1,200 550 650	\$30,000,000 \$27,000,000	Chevrolet, Subaru	ncasey@lovelandchevy.com lovelandchevy.com, subaruofloveland.com	Joe Gebhardt President 1960
8	12	CO'S AUTO GROUP INC. ① 4150 Byrd Drive Loveland, CO 80538 970-292-5200/970-292-5719	49 33	867 309 558	\$35,870,000 \$38,000,000	BMW & MINI Cooper	sales@cosbmw.com www.cosbmw.com, MINIOfLoveland.com	Christina Dawkins Owner 1974
9	NR	GHENT MOTOR CO. 2715 35th Ave. Greeley, CO 80634 970-339-2438/970-506-6682	45 40	571 183 391	\$15,596,241 \$19,434,864	Chevrolet, Cadillac	greatdeals@ghentmotors.com www.ghentmotors.com	Bob Ghent President 1989
10	11	KING BUICK PONTIAC GMC 4175 Byrd Drive Loveland, CO 80538 970-667-8905/970-663-2445	43 37	750 250 500	\$3,552,500 \$33,056,750	Pontiac, GMC, Subaru	jerad.king@kinggm.com www.kinggm.com	Rex King President 1998
11	NR	AUTO INTEGRITY 7704 S. College Ave. Fort Collins, CO 80525 970-278-1278/970-278-9278	7 4	337 0 337	\$3,898,251 \$3,031,442	All used.	Sales@AutoIntegrity.net www.autointegrity.net	Keith Knutson President 1999

Region surveyed includes Larimer and Weld counties, and the city of Brighton.
N/A-Not Available.

NR-Not ranked in 2008's list.

① Formerly known as Co's BMW Center. Figures also include expansion of Mini of Loveland.

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

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Time for Plan B – made-to-order burger joints

New places fill up local carnivores, fast-casual niche

The smart restaurateur always has a Plan B filed away for activation in times of economic drought, when Plan A begins to wither on the vine. In Northern Colorado, the B stands for Barbecue — and Burgers.

The recent florescence of BBQ in the region has been well documented in this space. Purveyors of smoked meats seem to be holding their own, although the long-awaited **Nordy's** in Old Town Fort Collins does not seem to want to open. Now it's time for the custom hamburger joint to step up.



STEPPING OUT
Jane Albritton

Back in the day — the mid-1990s — there were basically two places to sit down and eat a prepared-to-order burger in Fort Collins: **CB & Potts** and **Charco Broiler**. The Potts burger was and is enormous; the Charco Broiler version came garnished with fancy slices of raw carrot. In the last 15 years, the list of Potts' burgers has grown to 19, and while Charco Broiler now offers



Courtesy Tom Green

CHOICE BURGERS — Customers place their order at the Larkburger soft opening Aug. 13 in Fort Collins. Larkburger is a Colorado startup filling the fast-casual burger niche alongside small chains from as far as the East Coast.

15, the carrots are gone.

Today, including the two perennials, there are no fewer than nine burger joints cooking in the fast-casual niche. In the small-chain-but-growing-rapidly category there are **Five Guys Burgers and Fries** from the East Coast, who

boast “nothing ever frozen”; **Culver's** from the Great Lakes region, home of the trademarked ButterBurger, where only the custard is frozen; and Denver-born **Smashburger**. The most recent Zagat fast-food survey named Five Guys the Best Burger in America, sending

Ronald McDonald and the Burger King to the bottom of the top five.

Then there are Colorado's own **Big Al's Burgers and Dogs**; **Stuft: A Burger Bar** and **Larkburger**, which belong in

See **STEPPING OUT**, 25

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STEPPING OUT, from 24

the (almost) one-of-a-kind category.

Larkburger, the most recent entry in the burger-and-fries sweepstakes, arrived at the Corner of College Avenue and Drake Road in Fort Collins earlier this month. The upscale place is the offspring of Vail's well-regarded **Larkspur**, Chef Thomas Salamunovich's fine dining establishment that serves "couture cuisine that is both sophisticated and approachable."

"The Larkburger was on the bar menu at Larkspur, and in the spring of 2005 we decided to do burgers," said Adam Baker, president and operating partner for Larkburger. "I was in fine dining management for 17 years, at Larkspur since 2000. I think that a high-quality burger place is just a better business model than fine dining."

He explained that there are many moving parts to fine dining. Along with the talented cooks at the center of the operation, there is an extensive staff necessary to support the kitchen. The wait staff must be up to the food, a talent pool not necessary attracted to life in a ski town.

"In fine dining, the peaks and valleys are so extreme," he said. "One night you might have 40 people to serve, on another 400."

Baker opened the first Larkburger in Edwards, down the road from Vail, in 2006.

"It opened well, it did well, and it has grown," he said. "We had opened our second Larkburger in Boulder when the economy really went bad, but given that our model was simple and our price point was user-friendly, the economy actually treated us very well."

Next stops were the Denver Tech Center, where the restaurant draws from both a business population and high-end residential neighborhoods, and Fort Collins, another college town filled with burger eaters.

"We make good food," Baker said. "We make everything here. People might make a lot out of our commitment to composting all our waste. That's a given for us since we do create a lot of waste. But what really distinguishes us is good, fresh food."

And judging by the line that wound around the block on opening weekend, the \$2 introductory burgers — certainly prepared at a loss — won't hurt either.

Although Larkburger is off to a good start, it does have competition. When owner Jake Fitzsimmons was re-evaluating his concept at **Eliot's Mess** on College Avenue downtown, he decided that while his high-quality sandwiches did attract a lunch crowd, they didn't do much for dinner.

"People don't think of sandwiches as dinner," he said. "They are lunch. But a burger is good any time."

The Stuff concept is also easy to manage. Basically, there are two sizes of patty and three choices of bun — four, if you must count the lettuce wrap, and "no bun" doesn't count. After that, diners build their own burger with toppings, a system first brought to town by sub franchise **Which Wich** across from the Colorado State University campus. Easy.

Big Al's on Mountain Avenue also goes simple. You can have anything on your burger as long as it's lettuce, tomatoes, onions, pickles and cheese. The only burger spot without chain aspirations (being part of the Hot Corner Concepts family), also has a secret non-

burger weapon: The Chicago Dog with absolutely authentic neon relish and sport peppers. Now that **King Weenie** is open, it's dog-eat-dog downtown.

How well these Plan B restaurants do will depend on how one distinguishes itself from the others — and if Fort Collins can support them all. Meanwhile, there are some mighty good burgers there for the sampling.



Mother of invention

Speaking of invention in a time of economic dearth, how about putting two establishments — one a weekend special occasion place, the other a breakfast and lunch spot — under the same roof? Share the space, and the rent.

"We had a full kitchen left over

from the **Wildrock Café** and **Hooters** before it," said Tad Buonamici, the idea guy for Neal Cashman who owns **Times Square Dueling Piano Bar and Grill** on College Avenue just south of Drake Road. "The only liquor license we could get was hotel/restaurant, and so we have always served food. But the piano bar is a special occasion place that is open only on weekend nights."

Buonamici explained that the Gray family has for years run a breakfast and lunch café in Ault, serving mostly hungry farmers.

"The family was looking for a location in Fort Collins, and we had space available," he said. "So now we have **Gray's Café at Times Square**, open from 6 a.m. to 2 p.m. every day but Tuesday. And we have a kitchen that covers 40 percent of our rent."

Wildrock should have been so clever.



By the numbers

The first quarter of 2010 seems so long ago, but the numbers for restaurant sales are just in. The data show a nice increase from the fourth quarter of 2009, which saw the lowest sales on record since 2007. Compared to the first quarter of 2009, El Paso County enjoyed the biggest growth, up 6.8 percent, while Weld County suffered the biggest loss, 4.8 percent. Larimer County was just flat, with a tiny increase of 0.9 percent. Maybe the second quarter will look better.

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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POULTRY, from 2

Standing outside the processing facility, there's no smell, no feathers, very few flies and little to indicate what's going on inside.

"A lot of people have this perception of a processing plant with guts and feathers and trucks and screaming chickens," he said. "That's not us."

Rice, a retired law enforcement officer, moved into meat-cutting and holds down a part-time job at Whole Foods' meat department in Fort Collins. He raised his own chickens for 18 years and could never find a place that would do custom processing.

"I hauled chickens all over looking for a clean, reliable processor but they keep going in and out of business," he said.

Rice said at the same time he kept hearing his meat customers ask where they could get fresh, locally produced poultry.

That prompted him to take over a defunct processing operation and, in partnership with his son, Aaron, convert it into Rocky Mountain Poultry. Aaron raises all-natural chickens, turkeys, ducks and Cornish hens at Jodar Farms near Fort Collins and processes the birds at his father's facility.

"It works out well for both of us," said Aaron, arriving with a fresh load of birds. "It's nice, because we're providing a service you couldn't find otherwise."

Unique operation

Rice said his operation is unique in the state in that he provides custom processing of birds brought in by the public. Some cities, like Fort Collins and Boulder, allow residents to have chickens for egg production but don't allow them to be slaughtered for eating.

Rice was able to get USDA approval for his operation, which involves having a certified USDA inspector onsite at all times.

"The key is having the USDA inspec-

tor who inspects each bird," he said. "That allows us to process the birds and then they can be sold."

The USDA inspector, who declined to be identified, said Rice's operation is well-run. "These guys do a really good job," she said. "It's nice and sanitary and makes my job easier."

Rice said word is spreading fast about Rocky Mountain Poultry, which has been in full operation about four months. "We get birds as far away as Durango, all over Wyoming and western Nebraska," he said. "We cater to the small people out there."

Marsha Slepicka of Niwot is one of several Boulder-area customers who drive all the way to Nunn to have their chickens processed. Then, she has to drive back up again the next day to pick up her frozen birds.

Slepicka, who lives in unincorporated Boulder County, could process her own chickens but didn't want to deal with the mess. "We once tried to do it but it took all day to do three," she said. "They (Rocky Mountain) do a good job. There's really no smell that I can determine and they take the precautions to keep flies to a minimum and the birds come back clean."

In the current economic downturn, Slepicka said she believes more and more people are interested in growing and processing their own poultry. "With the economy the way it is right now, we can pay 99 cents for chicks and can sell them for \$10 a bird and we can (freeze and) eat them most of the winter."

Slepicka said she'd like to see Rice's operation closer, and Rice said he's hoping to get approval from Larimer County to establish a larger facility near Fort Collins.

But business at the small facility has so far been great, he said. "We just did our 7,500th chicken and 300-some-odd turkeys," he said. "I'm already booked for 1,500 turkeys for Thanksgiving."

"People don't like to mess with them, and that's why I'm here."

MEETING THE CHALLENGE

The **Legal Aid Foundation of Colorado** salutes the following individuals and law firms from Larimer County who contributed to legal aid so generously despite the continued listless economy in the region and beyond.

The Larimer County Campaign for Justice raised more than \$20,000 for Colorado Legal Services, which provides civil legal assistance for low-income individuals and families in Larimer County and across Colorado. We extend a special thank you to Richard S. Gast and Randy Lee Williams for chairing the Campaign.

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WORKING, from 9

Thriving in Uncertain Times," the message was clear: The best window of opportunity in our lifetime to launch a business is now.

But fortune will not favor those who wait. As employment increases, scarcity of talent will increase the cost to acquire top talent. Higher salaries put pressure on increasing the bottom line and the drop in unemployment may be a sign that the ideal conditions for a startup are beginning to close.

What does it take?

Consider these Five Distinctions of Successful Entrepreneurs, which distill the wisdom from the successful entrepreneurs I interviewed. These are the common threads they all shared that not only result in great businesses, but more fulfilling lives:

1. Uncover a consuming passion. The more you share, the stronger it becomes. Similar to an addiction, they can't turn it off and it rarely feels like work.

2. Define an impersonal goal. You have discovered a purpose greater than yourself. You do it despite the money. It's more about the impact on other people than on you.

3. Learn to embrace risk.

Entrepreneurs see risk as dashing into the future with hope and the possibility to move closer toward their impersonal goal. Many have shared that once they accept the worst possible outcome, they feel empowered to take action.

4. Emulate to learn, innovate to earn. Emulating is a great way to get onto the field, but all great accomplishment in the world has stemmed from someone doing something different. Eventually, you need to blaze your own trail and innovate to find success.

5. Develop an ability to shift perspective. You will no doubt face many challenges and setbacks along the way. The key to not letting those setbacks impact you lies in your ability to shift your perspective and see the circumstances from a different light. Faith is at the root of one's ability to shift perspective. Faith comes from overcoming earlier setbacks, knowing that in the end, everything works itself out, one way or another!

Brian Schwartz is the author of 50 Interviews: Entrepreneurs Thriving in Uncertain Times. In upcoming issues of NCBR, he will be sharing some of his interviews with successful business people, like Jake Jabs. Schwartz is also the founder of 50 Interviews Inc., and can be reached at www.50interviews.com

VILLAGE, from 19

are contractors responding to whatever contract is available at the time, carrying out objectives determined by the top down. It's one thing to say you want communities to develop, but it can't happen if funding is coming from the top down. It doesn't leave much room for communities to find their own path.

"We're working with communities on their priorities," he added. "It's a two-sided approach, how communities can work and plan together and how they can fund their own programs. It's a whole different way of thinking about development, as driven by communities."

Grassroots projects

In addition to providing training and consulting, Village Earth is involved in some grassroots projects. Bartecchi works on land use and land recovery issues for the Pine Ridge Reservation in South Dakota.

"I don't do projects on my own, I don't come up with need and develop a project," he said. "I work with local groups and try to support them."

Village Earth is using the same approach in Peru, where it's helping indigenous communities defend their resources. The group is also involved in projects in Cambodia, Guatemala and India, and has a library of appropriate technology CDs and DVDs available in 74 countries.

Kathleen Sherman, CSU professor and Chair of the Department of Anthropology, recently returned from Trisakti University in Indonesia where she taught for a month in the PhD program in sustainable development that

Albertson developed in 1999.

"The graduate students in Indonesia are ready to implement these notions of sustainability; it was very inspiring," Sherman said. "It's part of his broader impact, helping CSU to be more global and more internationally focused and to contribute back to the international community. All of the international development studies on campus, he had a hand in encouraging them if not creating them himself."

Albertson remained actively involved in leading Village Earth until he passed away in 2009. The medal, awarded first on Albertson's 90th birthday to Bernard Amadei, the founder of Engineers without Borders, was a way to continue honoring his legacy.

"Maury was always a visionary, that's the role he always played," Bartecchi said. "Ed and Mimi were really the intellectual and practical core. Maury was amazing at always keeping us focused on the bigger picture. The guy totally believed he could end world poverty."

Last year, the medal was awarded to Bryan Willson, CSU professor and founder and director of the Engines and Energy Conversion Laboratory for his work on energy and the environment.

"We don't see development as something that just needs to happen overseas in poor countries," Bartecchi said. "We believe it's global. You can't separate consumption of oil in North America with the crisis in the Amazon. The two are intricately intertwined. The medal is a way to honor people making changes in both avenues, who are addressing global sustainability issues like energy consumption. We're burning the candle at both ends."

PRACTICING, from 17

leaders who realize this will be the winners in the long run. Making this transition will require everyone to roll up their sleeves and get to work. Yes, workload will increase until the transition is complete. However, there is hope for a more manageable workload, an energized workforce, and quality performance.

I suggest three areas for improving performance. None of these proposals are quick fixes or easy to accomplish. Each will require commitment and partnership with staff in order to "get real" about the unique situation in each organization.

■ **Become a learning organization.** What does that mean? Everyone views everything as an opportunity to learn. Learning is how we re-create ourselves and our organizations. Learning is how we do the things we don't think are possible. Think of your first tennis or swimming lesson. You did not know how you would do it, but you were ready to learn. Mistakes, not errors, create new information when generated from repeated experiments. New information is the key to innovative solutions. A learning organization is a "no-blame" environment. Everyone is working together to create positive change. Blame has no place in a learning organization.


■ **Think about re-purposing existing assets.** Every computer, software package, person, vehicle, building, office space and product should be evaluated. But evaluated against what? The vision of the future must be clarified and

shared widely. How do the various assets in your organization support the revised vision and purpose? Is every asset being used to its fullest? What percentage of existing technology is currently being used? Creating a new vision without updating the operational model will not work. People, processes, and technology are a complete package of assets that must be realigned to the new vision.

■ **Realize that resistance to change is extremely costly to performance.** Identifying those situations where resistance is present is critical to a renewal of performance. Why? Resistance can take many forms in both leaders and staff, and it can be hard to pinpoint. For instance, a team in an internal service organization may view implementing innovation for a client as increased workload, and find ways to avoid taking on the task or project. That judgment will mean that a valuable innovation may not be implemented. Resistance can be subtle but destructive to the goal of rallying performance.


This time of transformation is a call for leaders to evaluate new ways to adapt organizational performance in the face of new requirements and constraints. The people are working harder than ever. This is a time for everyone to experiment with new thinking. Leaders who create a learning organization will be rewarded with improved performance and happier employees.


Shirley Esterly is a master facilitator and systems thinker who works with clients to build sustainable business practices. She can be reached at sae@quantumwest.com.




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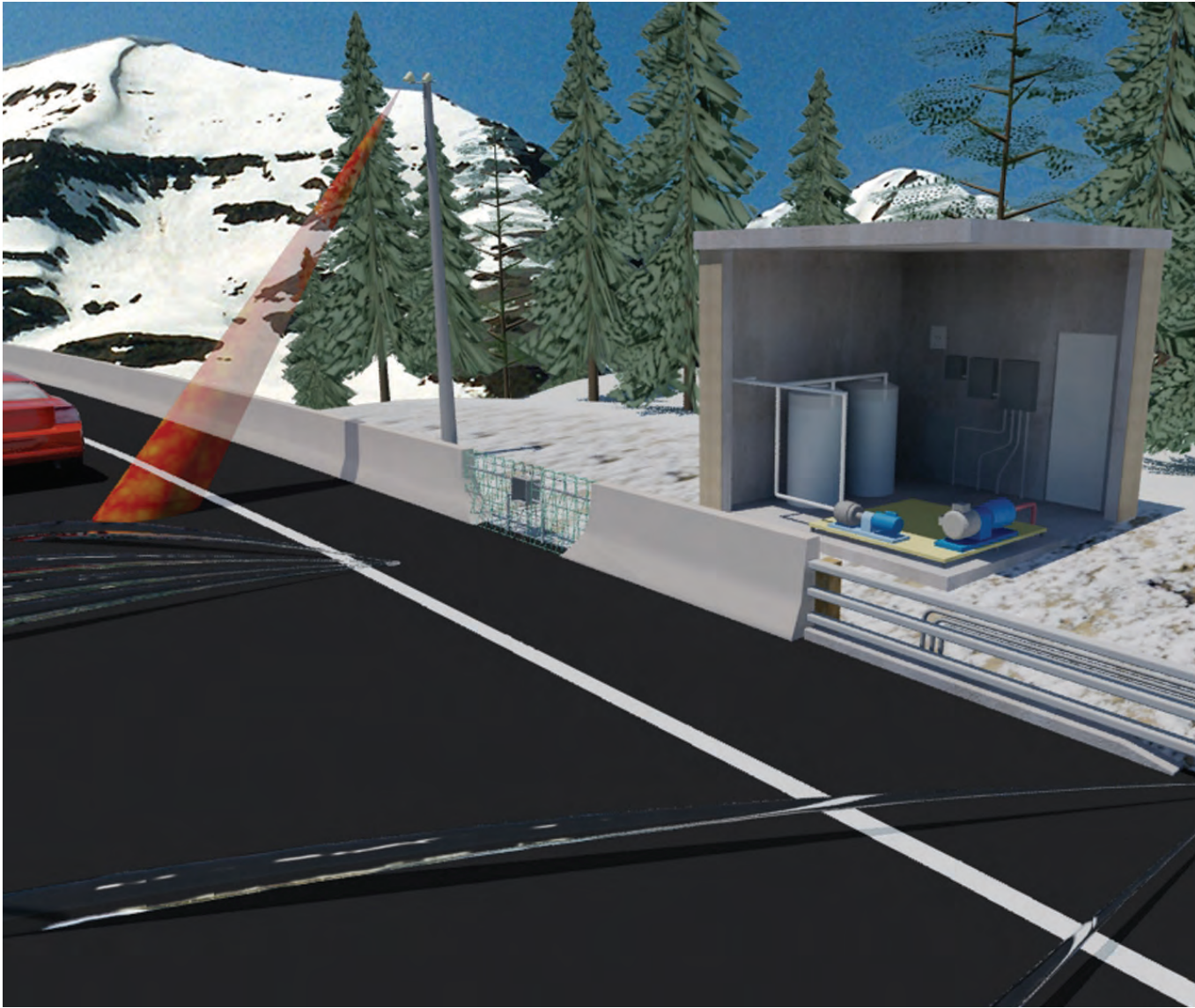
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Courtesy EnviroTech Services

SMART SPRAY – This artist's rendering illustrates EnviroTech Services' automated spray systems that monitor road conditions and determine when liquid de-icing treatment is necessary. The company's ES1-Spray division installs and maintains the systems.

ENVIROTECH, from 17

have downsized and cut back to tame the recession dragon, Knoph has added both facilities and continues to seek out mutually beneficial partnerships.

"Last year was our 20th anniversary. We have had 34 percent growth annually," Knoph said. "We hit the ceiling just before last year. Although we've got some good things going on in our company, the growth has slowed down."

That was "slowed down," mind you, not "stopped."

R&D drives growth

Research and development continues to be an important component of that growth, especially now that governments and municipalities — and citizens — are paying attention to how de-icer and dust-control products affect the environment. As a result, EnviroTech continually strives to improve road-treatment products.

"It helps us grow, helps us have more control of our destiny to develop and take to market," Knoph said.

R&D can take two to three years in EnviroTech's lab followed by another two years in test markets. "During those two years we modify the product as needed, and identify good and bad things," he explained. "If there aren't many adjustments, then we can put it on the market."

A focus of the company's R&D has been making road-treatment products that are environmentally friendly yet still deliver top performance. Or in other words, they use less to deliver higher performance. Ice Slicer, for example, is a granular de-icing product that requires half the amount of traditional road salt to achieve

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comparable results. That has the potential of being a big hit up in the Midwest where salt is still the preferred de-icer.

And using less product results in less labor required to apply it, and this reduces the amount of time road treatment vehicles are in operation, which reduces the carbon footprint. Or in other words, it's all a good thing.

Environmentally friendly products

Another environmentally friendly product manufactured by EnviroTech is MeltDown Apex, a liquid anti-icing and de-icing product that works at temperatures as low as minus 80 degrees (previous products were good down to minus 22 degrees). MeltDown Apex is an enhanced magnesium chloride product, which means it's less corrosive yet still delivers in the performance arena.

X-hesion, a nonchloride soil stabilization product, eliminates chlorides from being introduced into the environment and helps bind smaller dust particles together. Durablend, on the other hand, is an enhanced dust-control product that achieves the same performance as a typical magnesium chloride treatment but requires half the amount per application. Migration of chloride from the road is also lowered while friction in moisture situations is higher.

Demand for environmentally friendly products such as these is right in line with EnviroTech's mission.

"Everybody wants something green," Knoph said. But just because a product is touted as "greener" doesn't mean it always is, he warned.

Non-chloride de-icer can cost 10 times as much as chloride to perform the same function, for example. "But just because it's non-chloride doesn't mean it's benign to the environment," he said.

De-icer accounts for 75 percent to 80 percent of EnviroTech's business "in a good winter." Where before municipalities, governments and commercial entities would place orders year-round, Knopf said many wait until "just in time."

"It's a double-edged sword," he admitted. "We carry a larger volume of inventory locally than other competitors. When demand is there, we can do a better job."

Shipping product nationwide

EnviroTech's Evans facility stores up to 30,000 tons of product, which can be loaded on railcars and shipped to Denver and beyond. The company has numerous similar facilities throughout the United States, including Glenwood Springs, Washington, Oregon, Utah, Nevada. It also operates out of about 30 third-party facilities across the United States.

EnviroTech now does business the entire length of the West Coast and as far east as Nebraska. Joint ventures is propelling the company into the Midwest, East Coast and up into Canada. What sells in the West, however, doesn't necessarily sell in the East.

"It's not always simple to understand what product will or won't be accepted in different parts of the country," according to Knopf.

In Chicago, for example, customers are primarily involved in commercial de-icing. In Colorado and much of the West, however, clients are government entities such as the Department of Transportation that are responsible for keeping highways and major roadways open.

Phillip Anderle, highway mainte-

nance supervisor for the Colorado Department of Transportation, said CDOT works with lots of vendors, but EnviroTech "puts in extra effort to ensure customer satisfaction." If he asks for a certain type of product, the company makes it happen. In fact, "It's gotten to the point where they bring in something different and new before I knew I needed it."

Dale Miller, road and bridge director for Larimer County, said the county often serves as a test control site for EnviroTech products. If the product works, "we'll pay for it; if not, we've both learned from it. We tried probably eight or 10 different things that didn't work, so we didn't have to pay for them."

Knoph, not one for hard-and-fast predictions, does have his fingers crossed for lots of snow. And if his wish comes true, he'll make sure it's safe for the rest of us to get to work.



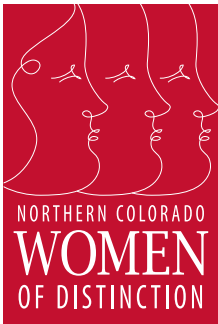
Courtesy EnviroTech Services

HEAD TECH – Roger Knoph, founder and owner of EnviroTech Services in Greeley, has spent over 20 years developing ice- and dust-control products that get the job done while also lessening their impact on the environment.

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THE BREAKFAST CLUB – About 350 people from across Northern Colorado gathered to honor this year's Women of Distinction at the Embassy Suites-Loveland. Clockwise from upper right, Pam Brock, vice president of marketing and strategic planning for Poudre Valley Health System, addressed the crowd as one of the major sponsors of the event and helped present the awards to the dozen honorees; Sharon DeNayer with nominees Cindy Chavez and Robin Downing, DVM; Chris Otto, principal at EKS&H CPAs, also spoke as a sponsor and presenter; Kate Hawthorne, editor of the Northern Colorado Business Report, reminded attendees that First National Wealth Management had graciously placed tissues at every table in case of Tears and Cheers. She also introduced the organizations receiving support from the proceeds from the 2010 Women of Distinction event: A Woman's Place in Greeley; Crossroads Safehouse in Fort Collins; and WomenGive.



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 Hyatt Regency Denver Tech Center, Grand Mesa D-F
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All Business is Personal - Setting the Standard for Engaged Customer Experiences
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 University of Northern Colorado, University Center Ballroom
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Mike Leavitt,
Former U.S. Secretary of Health and Human Services
What Health Care Reform Means to You and Your Business
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EDUCATION, from 1

easy answers at all.”

Like its sister institutions across the region and state, UNC has been preparing for “the cliff” — a big drop-off in state funding — for the last couple years as state revenues declined and federal stimulus funds to backfill budgets were used up. UNC faculty members have not gotten raises for two years and undergraduate tuition has gone up nearly 30 percent over the last three years.

“We’ve had flat funding in ’08-’09 and ’09-’10, and a partial cut this year,” Norton said. “But what everybody’s talking about — ’11-’12 — is when all of that federal money goes away. The ability of the state to fund general education and put money back into higher education is looking pretty limited. The prospects aren’t good.”

The state of Colorado is likely facing an expected \$1.5 billion-plus shortfall in funding in the coming year unless the economy dramatically improves. And without a mandate to fund it, higher education is expected to take a big hit in 2011.

Nobody knows exactly how big that hit will be, but statewide it will likely be on the order of hundreds of millions of dollars. This year, higher education is receiving \$644.5 million from state and federal funds. Next year, that looks to be somewhere between \$450 million and \$555 million, although it could be even less.

More flexibility

Senate Bill 3, signed by the governor in June, calls for more flexibility for higher education when setting tuition



Steve Porter, Northern Colorado Business Report

NUMBERS UP — Enrollment in Colorado’s institutions of higher education is up this fall, including at Colorado State University, shown here just before classes began. CSU is expecting a 3 percent increase in overall enrollment this fall, marking the fourth consecutive year of record student numbers. And each in-state CSU student will pay 9 percent more in tuition than those entering college last year to help cover a continuing decline in state funding.

rates for in-state students — with a cap at 9 percent each year unless given CCHE approval — and in funding their internal operations.

SB-3 also requires that CCHE rewrite its master plan to include a worst-case scenario in which overall state funding for higher education next year would be reduced by 50 percent.

And why did lawmakers want to include that provision?

“My understanding is some legislators wanted to make sure higher education is thinking about these traumatic times and what would that look like,” said Rico Munn, Department of Higher Education executive director. “We’re currently facing pretty drastic times and

there’s not a prospect of it getting significantly better — but it could get significantly worse.

“Part of the challenge is the legislation is broad and a little vague,” he added. “It doesn’t speak to the allocation and how much goes to each institution.”

That’s become one of the most contentious issues at meetings this summer

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Next steps for funding higher education

The Colorado Commission on Higher Education, a 14-member panel appointed by Gov. Bill Ritter, is holding meetings with representatives of the state's higher education colleges and universities to discuss the requirements of Senate Bill 3 signed by the governor on June 9.

Here are key dates ahead:

- **Sept. 22** – Panel reviews proposed draft report.
- **Late September/October** – Public meetings to be held across state (dates TBA).
- **Nov. 4** – Final report due to governor and CCHE.
- **Nov. 10** – Each higher ed institution must submit a report on how it would deal with 50 percent less state funding next year.
- **Dec. 10** – CCHE recommendations to Joint Budget Committee.

to start figuring out the funding road ahead.

“That’s a perennial issue, the politics of scarcity,” said UNC’s Norton, who noted that trying to decide how to best allocate diminishing state revenues to fund institutions of higher education with their differing missions and funding streams will be difficult.

Norton said UNC is taking a hard-nosed approach to the situation and may start resembling a private college as a result.

“A central message is there’s a pretty simple relationship between how much the state can fund and access to (public education),” she said. “The less the state is able to fund us, the more we’ll have to pursue activities that will pay for themselves and through tuition increases. It’s a very simple relationship.”

Andy Dorsey, president of Front Range Community College, said he’s glad to see more local control over tuition hikes but he frets over what that may eventually mean for community college students.

“We’ve raised tuition 9 percent each of the last two years,” he said. “I worry that long-term we will price people out of the market. I think that would be bad for the state’s economic development and for some of our citizens who need (education) most.”

Rep. B.J. Nikkel, R-Loveland, was one of SB-3’s sponsors. Nikkel said she strongly supported the bill because of its focus on local fiscal control.

“It gives each institution more flexibility in how they create their finances, set their budgets and set their tuition rates,” she said.

Nikkel said she applauded a new student financial aid program just unveiled by Colorado State University this summer to help students from low to middle-income families afford CSU. The program, called Commitment to Colorado, allows those students to pay half the undergraduate rate.

“It’s obviously expensive, getting an education,” said Nikkel. “But I think CSU is breaking some good ground and showing other institutions how they can make college affordable.”

Successful fundraising campaign

CSU has been successful in bringing in funds from the private sector, so far

raising \$340 million in a seven-year campaign to raise \$500 million with two years yet to go. This summer, CSU announced it had seen a 17 percent increase in its number of donors and a 6.6 percent increase in dollars raised over the previous fiscal year while other research institutions nationally were seeing declines of up to 13 percent in each category.

Part of the money raised in the capital campaign will be used to help fund the Commitment to Colorado program.

But even with CSU’s strong pool of private donors and research grants, the expectation is that \$33 million will be cut from CSU’s permanent base funding unless the state’s economy dramatically improves.

“The issue of the adequacy of funding for higher education is one we’re going to have for a long time,” said Joe Blake,

CSU System chancellor.

Blake calls SB-3 “a complicated policy driver of fiscal discussion,” noting “we don’t have a clear focus on the (funding) level of higher education going forward.”

Higher education has already shrunk to less than 10 percent of state funding, with K-12 taking up 43 percent of state revenues under Amendment 23. Medicaid takes another 22 percent and corrections gets about 9 percent.

“The only category that (the legislature) had discretion over was higher education, which is about 9 percent and falling,” Blake said.

One possible outcome of CCHE’s rewrite of the state’s master plan could be a recommendation to put a dedicated income stream for higher education on the general election ballot.

But Norton doesn’t see that being

successful in the near term.

“I don’t believe anything marked as a higher education tax would be supported by the voters,” she said. “People are hurting and have their own issues and it’s pretty hard for them to wrap their heads around our issues.”

CSU’s Blake said he did not want to speculate on what might come out of CCHE’s report, due to the legislature’s Joint Budget Committee in December.

“As with everything we do, we’re going to be dealing with it in total good faith and get the best information we can,” he said. “We’re all in this together. This is a tremendously important element of Colorado’s economy and future, and we all need to work together.”

Adds UNC’s Norton, “We’re going to make it work somehow, but it will not be easy or free.”



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7:30 a.m. **Breakfast and keynote speaker**

8:45 a.m. – 10:10 a.m. **Panel presentations and open space discussions**
Attendees pick one of two topics

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

Women’s health and wellness
Heart wise
Weigh to go
All stressed up and nowhere to go

10:15 a.m. – 11:30 a.m. **Panel presentations and open space discussions**
Attendees pick one of two topics

Working wealth
Making a plan
Managing the plan
Realizing the rewards

Nutrition and diet
Chocolate (and other addictions). Did you hear it can be good for you?
Who knows where my iron is hiding?
What happens to C and D when the sun doesn’t shine?

11:30 a.m. **Break**

12:00 p.m. **Lunch with keynote speaker**
Topic: The Power to Change

2:00 p.m. – 3:40 p.m. **Panel presentations and open space discussions**
Attendees pick one of two topics

Women as caretakers
Men’s health. What you need to know to help him help himself?
Parenting parents. What are the new views on the health of our older generations?
Life with children. Current wellness issues for the younger generations.

Transitions
Life stages. Is this really what should be happening now?
Career. What do I do now?
Family. Who knew how fast we would go from diapers to diplomas?

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

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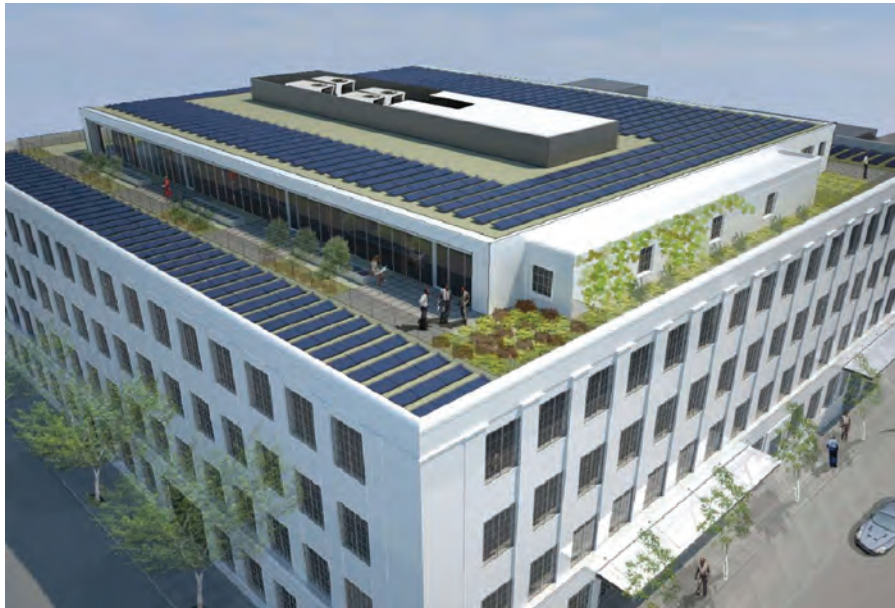
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Courtesy Vestas

FORAY INTO ARRAY – A rendering for Vestas’ new North American sales and service headquarters shows what the wind-power producer thinks will be the largest solar array in Portland’s central business district. Vestas designed the 80-year-old building to achieve LEED Platinum Certification, which is expected to be completed early 2012.

THE EYE, from 3

Portland: 400

- U.S. employees: 2,400
- Turbines supplied globally since 1979: 40,500
- In North America alone: 11,000
- LEED Platinum buildings in Portland: 15



Forbes.com recently praised a new product that is the perfect marriage of two things people hate most: work and exercise.

The **TrekDesk Treadmill Desk** by name is self-explanatory, but picture a treadmill with your office desk in front of it at an ergonomically appropriate height.

Work an eight-hour day? That means you’re walking eight hours a day, too. Work just squared itself.

The company says on its website that it believes the combination will improve mood, prevent depression, build the brain, increase productivity, restore health and help users lose weight. But why stop there? Hook up a generator and have employees literally keep the lights on.

Health insurance premiums might go down, but workers’ comp claims will probably go up. Dress codes will have to be rewritten to include tennis shoes. What if the power surges? YouTube has plenty of footage of what happens to people when treadmills go too fast — or stop suddenly.

While this is a clever combination, it might be better to power home television sets or children’s video games — things that require no higher brain function. Walking and chewing gum is one thing; walking and balancing a multi-million dollar budget is another.

Retailing for \$479, the TrekDesk does not include the treadmill.

ENTREPRENEURS, from 3

sales reached a certain benchmark, each has forged ahead enjoying the support and resources of her networking buddies.

Dixie Daly (TickledPinkBoutique.com)

Daly’s enthusiasm for creating and inventing is contagious. “It makes life fun,” she says, and vows to help other women in business. “Whether it’s taking their products to market, an infomercial, sell on TV, QVC, or HSN — this is what I live and breathe for every day!”

Liz Mrofka (Fobbie.com)

Mrofka spends a lot of time learning about other people, products and their journeys. “I love helping others, brainstorming, and passing along what I’ve learned,” she said. She credits Daly for getting her products placed with QVC last year, and Kantor for helping her learn how to navigate marketing’s many facets. “It’s all about relationships, attracting who you need when you need it, trusting the flow of life.”

Barbara Kantor (Vedante.com)

Kantor says her business turned down when the economy tanked, but the things she was doing online were still working. “I followed my gut and pursued the online direction, learned social

networking, did what I had to do to survive. I see the walls I run into as gifts that refocus and redirect me.” She is impressed by the authenticity of The Fab Five. “Every single one of us genuinely — from the heart — wants to help the other ladies; no one is worrying about what’s in it for me. We all cc: the five of us!”

Kathy McEvoy (CelebratelnPink.com)

This October, McEvoy celebrates five years as a cancer survivor. “My a-ha moment came when I wanted to have a luncheon for the people who had supported me through my first Koman walk in D.C. I could not find pink plates!” She acknowledges being “up against it” in her business when Weitzel called. Within a few months McEvoy had three good suppliers, production proceeded and she took delivery. “It’s a sisterhood. We are all in this together and we have to make one another look good.”

Kerrie Weitzel (Whispering Words Consulting)

Although technically retired as a printing consultant and promotional products dealer, Weitzel enjoyed working with Mrofka and McEvoy. “They got my creative juices flowing to solve printing problems, something I love to do ... it is good to rub shoulders with other creative people because it keeps you open to the universe of creativity.”

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COMMENTARY

EDITORIAL

Terrible trio have no place in Colorado

Now that the primaries are over, and candidates can start ripping their opponents rather than members of their own parties, let's not forget that issue ads are set to begin right after Labor Day.

Before we all start looking for a place to hide until Nov. 2, keep in mind there are seven statewide initiatives on the ballot as of Aug. 24, with two more under review by the secretary of state.

Two are legislative housekeeping issues — transferring licensing of games of chance to the Department of Revenue and providing for a temporary seat of government during an emergency — and one is an encore of the “personhood” amendment rejected by voters 3-to-1 in 2008.

That leaves four measures. Amendment R, placed on the ballot by the Legislature, would eliminate taxes on businesses or individuals using government-owned property worth less than \$6,000 for private benefit.

And then there were three: Proposition 101 and Amendments 60 and 61. As we've discussed previously in this space, the terrible trio would all but guarantee that Colorado, which up until now has managed to avoid the worst of the Great Recession, would never recover and spiral ever downward.

With what opponents are calling the Bad Three as part of our constitution, the state's economy would come to a standstill, unable to maintain roads, or employ workers to do so; obtain financing to build elementary or high schools, or hire contractors for the job; support facilities at our institutions of higher education, or attract the best and brightest to do the advanced research that spins off into new companies that hire local employees.

The terrible trio are just plain bad policy that would cost us all so much more than any individual would gain there should be no question about voting against them. Committees opposing the measures have raised more than \$4 million to the supporters' \$12,000 — yes, 12 thousand dollars — which could mean once potential donors actually read the ballot language, they put their money where it will do the most good for Colorado.

If you don't want to take our word for it, ask any one of the growing list of organizations that have taken a formal stance against the terrible trio: Loveland Chamber of Commerce; High Plains Library District; Colorado Corn Growers Association; Colorado Association of Commerce and Industry AND Colorado AFL-CIO; State Board for Community Colleges and Occupational Education; Colorado Association of Realtors; Colorado Rural Electric Association ...



"PLEASE SIR, WE'D LIKE SOME MORE."

Headlines, e-newsletters and new *NCBR* staffers

It's all in the head.

As you can see on the opposite page, some subscribers to our Business

Report Daily e-newsletter took umbrage at a recent headline. Not the story, which was a factual report of data collected for the Colorado Division of Housing, but the headline, which they felt cast the fair city of Greeley in a less-than-flattering light.

So maybe this is a good time to review what the *Northern Colorado Business Report* is and what it is not, what we do and what we try not to do.

First and foremost, we are a newspaper. In this era of bloggers, citizen journalists and “sponsored content,” the notion may seem quaint, even outdated, but we tend to do things old school, like check facts, have more than one person read copy, and try to draw a bright line between news and opinion, stories and advertising. And write headlines that catch readers' interest.

Most of the time we are successful, I think. But here's a recurring question: Should *NCBR* be “the voice of Northern Colorado business”? If so, what should we be doing differently? Feel free to share your opinions, as our faithful letter writers did about the Greeley headline, on our website, www.ncbr.com, in the comments section under this column, or send an e-mail to editor@ncbr.com.



EDITOR'S NOTEBOOK

Kate Hawthorne

Speaking of e-mail, we have recently begun sending our Business Report Daily Early Edition. You may not have noticed, due to a couple of technical glitches, but each weekday, you can receive a roundup of business news from around Colorado and sometimes beyond. This is in addition to our ever-popular afternoon Business Report Daily, which contains breaking Northern Colorado news as well as controversial headlines.

You can sign up for the Business Report Daily Early Edition on our website and start looking for the newest news in your inbox by 8 a.m. — or whenever the computer gremlins feel like delivering it.

NCBR's editorial staff has been remarkably stable over the past 15 years. Even when reporters like Steve Porter or Tom Hacker leave the paper after a good long run, they can come back for another stint, bringing with them their wealth of contacts and in-depth knowledge of Northern Colorado.

We are happy to report that we are adding another reporter with a remarkable wealth of knowledge and experience to fill the vacancy left by Kristen Tatti, who covered banking and technology for *NCBR* for an amazing six years. Sharon Dunn, who has been covering business for the *Greeley Tribune* for those same six years, will come on board Sept. 7.

We welcome her — and her enormous Rolodex of Weld County contacts — and look forward to more dialog with our loyal readers.

Kate Hawthorne is the editor of the Northern Colorado Business Report.

Northern Colorado BUSINESS REPORT

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LETTERS TO THE EDITOR

The 'in' box is open

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

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

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

E-mail letters to Kate Hawthorne, khawthorne@ncbr.com or submit comments through our website, www.ncbr.com. Snail mail to 141 S. College Ave., Fort Collins, CO 80524.

Northern Colorado. Now that Greeley has some momentum and good things happening, it would be beneficial for everyone to see positive reporting to help keep that momentum going in the right direction.

Kate Kessinger Warner

I've always thought *NCBR* was above THAT kind of journalism. Come on, you're better than that!

Randy Moser
Greeley

Editor's note: It was not our intent to trash anything. Greeley is the only area in which the data from the Colorado Division of Housing showed counterintuitive results — vacancies and rents falling at the same time — which seemed somewhat noteworthy. The headline was changed on our website.

Women of Distinction Awards breakfast, Aug. 12, 2010

There was a room full of Women of Distinction at your event. Thank you for the opportunity to recognize just a few who have stood out in 2010. I hope you will run articles on all the award winners. They are all deserving of the recognition and applause from our community at large.

Debora Hayman Polk
Fort Collins

Editor's note: A list of 2010's Women of Distinction and their profiles is available at www.ncbr.com/rules.asp?pID=91.

Apartment vacancies fall, rents rise — except in Greeley

Wow... nice headline. Are you kidding me??? You trash a whole town in your headline because rents dropped a small \$10.72???

What about touting the fact that vacancies are down in Greeley to 6.3%...THE LOWEST IN NORTHERN COLORADO.

I would like to see this headline changed and resent to your readership as this is misleading and just plain BAD sensationalism.

John DeWitt
Greeley

Greeley has been through arguably the toughest of times out of all areas in

Allegiant offers \$29.99 fares to Phoenix (Business Report Daily, Aug. 11, 2010)

This will be good for Northern Colorado, if the cost remains low.

Esther Goll
Fort Collins

Go ahead, folks, and try to fly via Allegiant Air to Phoenix-Mesa for \$29.99. The taxes and add-on fees are a joke — the \$29 fare turns into over \$50. Typical deceptive promotions.

Richard Bonilla
Berthoud

BLOG COMMENTS

Editor's note: Yes, we have blogs, at www.ncbr.com. And we've added three new ones: Dollars and Sports by Eric Kidd; Seems to Me ... by Steve Porter; and Spokin' Well by Noah Guillaume. Check them out, and let us know what you think.

Try a Little Tenderness

I'm learning, ever so slowly, how important it is to "try a little kindness." All the suggestions are wonderful reminders, especially the last one, "this too shall pass." Let me add this one: Laugh a lot. It releases those wonderful endorphins, puts things in perspective and offers a space for creativity.

Bobbie Bonk
Fort Collins



Thursday, September 16, 2010
Embassy Suites, Loveland, CO

4705 Clydesdale Parkway,
Loveland CO 80538

Reservations for all ticketed events and full details
NCBR.com

Click on Events under the Departments heading.

Bixpo Event Schedule

BUSINESS LEADERS BREAKFAST

Bixpo Twenty Ten Kickoff Event

Title sponsor: First National Wealth Management
7:30 - 9:30 a.m.
High Meadows Ballroom

An in-depth look at economic development plans, recent results for economic development and regionalization in Northern Colorado
Keynote speaker: Don Marostica, Director, Colorado Office of Economic Development and International Trade
Tickets: \$39

Bixpo Expo Business Leaders Preview of Bixpo Expo Twenty Ten

9:30 - 10:30 a.m.
Rocky Mountain Exposition Hall

Exhibitor VIP Suite

Opens at 9:30 a.m.
Open to all Bixpo exhibitors and event sponsors
Hosted by Kruger and Clary, CPA's
Lake Loveland Room

The Power of Email Marketing Workshop

Constant Contact
FREE for Bixpo exhibitors and attendees
9:30 - 10:30 a.m.
Stage 2 - Rocky Mountain Exposition Hall

FaceTwink

Practical Social Media Marketing Workshop
FREE for Bixpo exhibitors and attendees
Social Media Pilots
10:30 a.m. - 12:30 p.m.
Stage 1 - Rocky Mountain Exposition Hall

GAMEFace

Face-to-Face Marketing by Sandler Training

FREE for Bixpo exhibitors and attendees
Session 1: The Buyer/Seller Game
10:00 a.m. - 12:00 p.m.
Carter Lake B Room



10:30 a.m. Bixpo Expo opens to the public

Title sponsor: A-Train Marketing
Front Range Exposition Hall
Bixpo Exposition open throughout all Bixpo events
FREE

IFITTEST EXECS

Title sponsor: Banner Health
Fittest Execs Power Lunch and Challenge Awards
11:30 a.m. - 1:30 p.m.
High Meadow Ballrooms
Tickets \$41



Rocky Mountain Governmental Purchasing Association Reverse Vendor Trade Show

Pre-registration required: Fee: \$129
Session 1
12:30 - 2:00 p.m.

GAMEFace

Face-to-Face Marketing by Sandler Training
Session 2: Game On!
FREE for Bixpo exhibitors and attendees
1:00 - 3:00 p.m.
Carter Lake B Room

The Power of Email Marketing Workshop

Constant Contact
FREE for Bixpo exhibitors and attendees
2:00 - 3:00 p.m.
Stage 2 - Front Range Exposition Hall

FaceTwink

Practical Social Media Marketing Workshop
Social Media Pilots
FREE for Bixpo exhibitors and attendees
3:00 - 4:00 p.m.
Stage 1 Front Range Exposition Hall



Rocky Mountain Governmental Purchasing Association Reverse Vendor Trade Show

Pre-registration required: Fee: \$129
Session 2
3:00 - 5:00 p.m.



2:30 - 3:00 p.m.
40/40 Leaders Alumni Ice Cream Social with Jerry Greenfield, Ben & Jerry's
Open by invitation only to 40/40 Leader Alumni Members
Speaker sponsors: Community Foundation of Northern Colorado and First National Wealth Management

3:00 - 5:00 p.m.

40/40 Leaders Awards Reception

Title Sponsor: EKS&H, CPA's
Tickets \$40; Tables: \$550

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



Presented by: Public Service Credit Union and OtterBox
5:30 - 7:30 p.m.
Live music from two stages
Bixpo Exposition re-opens
Tickets: \$25 online pre-registration; \$30 at the door

Event Architect:

Northern Colorado
BUSINESS REPORT

NCBR poll watch

Are you glad the primaries are over?

Yes.
74%

No.
0%

Now the November campaigns begin.

15%

Next question:
What are your plans for Labor Day weekend?

Answer now at www.ncbr.com. Responses will be accepted through Labor Day.

These results reflect responses to the online poll at www.ncbr.com Aug. 9 - 23.

Are economic conditions improving in No Co?

Regional outlook more positive than national economy

Without a doubt, Northern Colorado's economy is looking up.

But people out of work and seeking a job may not agree quite yet. Keep in mind that employment is a lagging indicator; employers don't start hiring again until it is clear that the economy is recovering and that it won't fall back into recession.

Nationally, the economy may well fall into recession again. Or, alternatively, we may have two or more quarters of non-consecutive negative GDP growth which won't meet the official definition of a recession. Recovery from this recession is definitely weaker than recoveries from past recessions.

Economic conditions in Northern Colorado are not that uncertain. We have large employment additions on the horizon from Leprino Foods, Vestas Wind Systems, Abound Solar and other employers, including in the tech sector. There are many smaller businesses that



ON THE ECONOMY

John W. Green, Ph.D.
Regional Economist

are growing their workforces, as well, and the secondary employment impacts will be at least as great as the primary workforce additions. The basic driver of any economy — employment — looks bright in Northern Colorado.

Let's take a look at how 2010 is shaping up, compared to 2009, in Northern Colorado.

Employment

Employment (by place-of-residence, through May, the latest available data), the lagging indicator, is still below 2009 levels: 270,800 versus 274,400. This is 3,600 fewer employed persons, a 1.3 percent decrease from 2009. But looking at year-to-date through May, Northern Colorado has 7,587 more employees this year compared to a 2,636 increase during the same period in 2009. The January-through-May change in employment has been 188 percent greater in 2010 than in 2009. This is a very positive sign for the economic vitality of our economy. I expect greater employment growth to continue into the fall and the winter slowdown to be much less drastic than in 2009.

Construction

Although through July residential construction was up from 2009, the total value of construction put in place in Northern Colorado is down 20.7 percent in 2010. This is primarily because of a decrease in large commercial projects and expensive residential homes. The decrease in the value of this statistic is a big drag on economic recovery in Northern Colorado.

Motor vehicles/sales tax accounts

Motor vehicle registrations are up 1.7 percent through July: 382,941 this year compared to 376,661 for the same period last year. This increases the demand for fuel, maintenance and repairs and provides other secondary boosts to our economy.

New and renewed sales tax accounts through July are 6.7 percent higher in 2010 than in 2009: 3,036 compared to 2,845. Small business entrepreneurs are decidedly more optimistic about economic conditions in Northern Colorado than they were in 2009. This is a very strong indicator of the future health of the retail sector and the outlook for holiday season sales.

Housing permits

Single family residential housing permits issued through June in Northern Colorado were 47.8 percent greater in 2010 than in 2009: 751 compared to 508. This was primarily due to the federal government's homebuyer tax credit, indicating that the program was very successful. The secondary effects on retail sales were also probably significant as many buyers spent most of the \$8,000 credit on furnishings, landscaping and other expenses related to moving into their new home.

The danger, however, is that the tax incentive just borrowed sales from the future; sales that occurred sooner rather than later just because of the tax credit. Recent discussions I have had with real estate agents indicate that the tax credit

probably did borrow substantially from future sales since home sales have declined rapidly in the last three months. The quicker boost, however, may have saved some bankruptcies as the spending effect worked its way through the economy.

Lower interest rates are also encouraging homeowners to refinance their mortgages. Some of these mortgage savings will be spent, further boosting the retail sector of our economy and, perhaps, staving off some foreclosures and/or bankruptcies.

Retail sales

Retail sales through May were 4.8 percent higher in 2010 than in 2009: \$4,778,677,000 versus \$4,561,926,000. Thus, many of the positive changes delineated above are being observed in retail sales, an effect I think will continue through the rest of 2010.

We can safely say that economic conditions are improving in Northern Colorado. The rebound from recession is progressing steadily, faster than the national economy but not fast enough to revive dangers of another bubble. Inflation will not be a problem for another couple of years and home prices should continue a slow recovery after the post-incentive slowdown in sales activity.

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.

Business Marketplace

LAND NEEDED

The United States of America is interested in purchasing 15 acres of contiguous land in Fort Collins, CO for construction of a U.S. Army Reserve Center.

The land should consist of approximately 15 net buildable acres with a minimum width of 500 linear feet. Ideal location would be located within Fort Collins, CO.

Convenient access to major thoroughfares and proximity to all utilities is required.

Property must be outside the 100 year flood plain.

Commercial or industrial zoning preferred.

Interested parties are to provide the following information:

Plat map with legal description

Address of property

Owner/Agent name, address, and daytime phone number

Please respond no later than Friday September 3, 2010 to:

U.S. Army Corps of Engineers
Real Estate Division, ATTN: Amanda Crane
1616 Capitol Avenue
Omaha, Nebraska 68102-4901
Direct: 402-995-2837, FAX: 402-995-2861
Email: Amanda.m.crane@usace.army.mil

The Army will evaluate the sites and select a site that best meets its needs in terms of location, cost, and other criteria.

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Completed Commercial Transactions

430 Main St., Windsor

Listing Agent B J Johanningmeier - Re/Max Commercial
Selling Agent Jared Goodman - Sperry Van Ness/The Group Commercial LLC
Landlord Jerry L. Steele & Janet Steele
Tenants Dan & Sally Brunk and Rick & Judy Walters
Lease Sign Date July 14, 2010
Commencement Date July 15, 2010
Property Type Retail
Lease SF 2,000 sf
Lease Term 3 Years
Lease Rate \$12.60 psf NNN
Type of Business Coffee Shop

480 Basher Drive, Berthoud

Listing Agents Julius Tabert & Mike Eyer - Sperry Van Ness/The Group Commercial LLC
Selling Agent Pete Kelly - Realtec
Property Type Industrial
Landlord Mountain View Commercial LLC
Tenant Troy Lake & Holly Lake
Type of Business Automotive Diesel Service
Lease Size 9,080 SF
Lease Rate \$8.00 psf NNN
Lease Term 12 Months
Lease Sign Date July 30, 2010
Lease Commence Date Aug. 15, 2010

1230 W. Ash St., Suite C, Windsor

Listing Agent Randy Marshall - Sperry Van Ness/The Group Commercial LLC
Selling Agent Randy Marshall - Sperry Van Ness/The Group Commercial LLC
Landlord 1230 Center LLC
Tenant Swift and Brammer, LLP
Type of Property Office
Type of Business Law Firm
Leased SF 1,867 SF
Lease Rate \$7.00 psf NNN
Lease Term 1 year
Lease Sign Date July 12, 2010
Commencement Date Aug. 1, 2010

7301 SW Frontage Road, Unit 2, Fort Collins

Listing Agents Craig Hau, Travis Ackerman & Robert Hau - Sperry Van Ness/The Group Commercial LLC
Selling Agent Travis Ackerman - Sperry Van Ness/The Group Commercial LLC
Landlord B3 Ventures LLC
Tenant Auto Integrity LLC
Type of Business Auto Sales
Type of Property Retail
Lease Size 1,200 SF
Lease Term 6 months
Lease Rate \$6.88 psf Modified Gross
Lease Sign Date July 28, 2010
Commencement Date July 28, 2010

1001 E. Harmony Road, Unit C, Fort Collins

Listing Agent Cole Herk - Sperry Van Ness/The Group Commercial LLC
Selling Agent Cole Herk - Sperry Van Ness/The Group Commercial LLC
Landlord Harmony Market LLC
Tenant Forma Furniture
Type of Business Furniture Store
Property Type Retail
Lease Sign Date July 1, 2010
Lease Commencement Date July 1, 2010
Lease SF 7,000 SF
Lease Rate 12.86 psf NNN
Lease Term 7 years

2649 E. Mulberry St., Unit 52, Fort Collins

Listing Agent Craig C. Hau - Sperry Van Ness/The Group Commercial LLC
Selling Agent Craig C. Hau - Sperry Van Ness/The Group Commercial LLC
Seller William James Temple
Buyer Steve Ochsner & Barbara Ochsner
Property Type Industrial
Listing Price \$90,000
Selling Price \$84,000
Close Date July 29, 2010
Property SF 1,137 SF
Financing Cash

5874 Langely Ave., Loveland

Listing Agent Michael Ehler, Realtec Commercial Real Estate Services
Selling Agent Rick Callan, Realtec Downtown
Seller Virga Corp.
Buyer David Nichols
Property Type Distribution
Selling Price \$764,250
Close Date Aug. 3, 2010
Property SF 15,285

216 W. Horsetooth Road, Suite B, Fort Collins

Listing Agent Mark O'Donnell - Doberstein Lemburg Commercial Inc.
Selling Agent Cole Herk & Jared Goodman - Sperry Van Ness/The Group Commercial LLC
Landlord Blaco Investments LLC
Tenant Studio West Dance Center
Property Type Retail
Property SF 7,100 SF
Lease Rate \$6.76 psf Modified Gross
Lease Sign Date Aug. 2, 2010
Lease Commence Date Aug. 1, 2010

1305 Duff Drive, Suite 5, Fort Collins

Listing Agent Craig C. Hau - Sperry Van Ness/The Group Commercial LLC
Selling Agent Kyle Lundy - Brinkman Partners
Landlord Chadwick Investments LLC
Tenant Advanced Energy Industries Inc.
Property Type Industrial
Property Size 1,827 SF
Lease Rate \$5.30 psf NNN
Lease Term 1 Year
Lease Sign Date Aug. 1, 2010
Commencement Date Aug. 1, 2010

1925 Timberline Road, Unit N1, Fort Collins

Listing Agent Craig C. Hau - Sperry Van Ness/The Group Commercial LLC
Selling Agent Craig C. Hau - Sperry Van Ness/The Group Commercial LLC
Landlord Timberline Star Properties LLC
Tenant Howard Bassett
Property Type Industrial
Lease Sign Date July 14, 2010
Lease Commence Date November 1, 2010
Lease Term 3 years
Lease Rate \$2.80 psf NNN
Lease SF 4,140 SF

1767 Rocky Mountain Ave., Loveland

Listing Agent Nathan Klein - Loveland Commercial LLC
Selling Agent Randy Marshall - Sperry Van Ness/The Group Commercial LLC
Landlord Bridger Development LLC
Tenant eAnalytics LLC
Type of Business Soil and water testing
Property Type Office
Lease Sign Date July 28, 2010
Commencement Date Aug. 1, 2010
Lease SF 1,407 SF
Lease Term 2 Years
Lease Rate \$13.00 psf NNN

4339 S. Mason St., Fort Collins

Listing Agent Brenda Frey & Dan Berth - Domberstein Lemberg Commercial
Selling Agent Bill Reilly - Sperry Van Ness/The Group Commercial LLC
Landlord Bob Homolka
Tenant Kenny Anders / Anders Auto Glass
Type of Business Auto glass installation and repair
Type of Property Retail
Property SF 1,600 SF
Lease Rate \$9.25 psf NNN
Lease Term 3 years
Lease Sign Date July 7, 2010
Lease Commence Date Aug. 1, 2010

1606 S. Lemay Ave., Unit 102, Fort Collins

Listing Agent Travis Ackerman - Sperry Van Ness/The Group Commercial LLC
Selling Agent Travis Ackerman - Sperry Van Ness/The Group Commercial LLC
Landlord Oregon Trail Bank
Tenant Crossfit North Fort Collins LLC
Property Type Retail
Type of Business Gym
Leased Size 2,215 SF
Lease Rate \$7.90 psf NNN
Lease Term 12 Months
Lease Sign Date Aug. 11, 2010
Lease Commencement Date Aug. 11, 2010

2030 Blue Mesa Court, Loveland

Listing Agent Mike Eyer & Julius Tabert - Sperry Van Ness/The Group Commercial LLC
Selling Agent Stephanie Kirkland - The Group Inc.
Landlord Stanley Schumm and Ethel Schumm
Tenant Daniel Friedline
Property Type Office
Business Type Chiropractic Care
Leased SF 1,010 SF
Lease Signing Date Aug. 3, 2010
Lease Commencement Sept. 1, 2010
Lease Rate \$7.64 psf NNN
Lease Term 38 Months

4229 S. Mason St., Fort Collins

Listing Agent Brenda Frye, Dobberstein
Cooperating Agent Jason Ellis, Realtec Commercial Real Estate Services Inc.
Landlord Bob Homolka
Tenant McTeggart
Business Type Dance School
Leased SF 2,000SF



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