

40/40 Leaders

Region's leaders to watch Section B

# Northern Colorado Sept. 24-Oct. 7, 2010 Vol. 15, No. 26 www.ncbr.com

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# **Engines and Energy lab to grow**

Details finalized on 50,000-square-foot expansion

**By Steve Porter** 

sporter@ncbr.com

FORT COLLINS — The old Fort Collins power plant on North College Avenue, which found a rebirth in 1992 when Colorado State University professor Bryan Willson moved in to create the Engines and Energy Conversion Laboratory, is about to see a new chapter in its 75-year-old history.

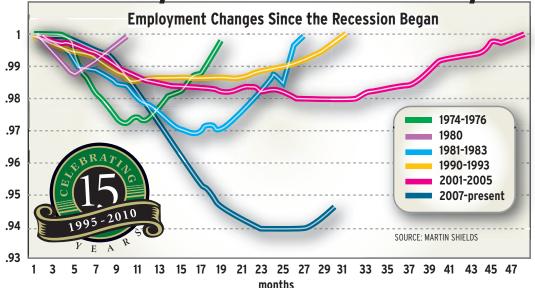
Discussions are being finalized with the city to expand the EECL by 50,000 square feet, with a new addition planned for the facility's front-yard area. Willson, a mechanical engineering professor

and EECL director, said the additional space is needed for classrooms, laboratories, offices and future growth.

"We started the lab in 1992 with just one professor — me and now we have over a dozen and tons of companies working

See ENGINES, 35A

# 2010 not yet a bounce-back year



LONG WAY TO GO — This chart was presented by Colorado State University economist Martin Shields at the Northern Colorado Business Report's Mid Year Economic Update in July. Although the recovery from the Great Recession has officially begun, the hole is way too deep to dig out of quickly.

### As fourth quarter nears, some cautionary tales of too-wishful thinking

By Kate Hawthorne

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The theme of this final installment of the Business Report's 15th Anniversary Retrospective was supposed to be Recovery. Back at the end of 2009 when we were planning this series, we thought — hoped? — we'd have some good news to work with by now.

To be sure, there have been some positive

signs and omens of late. The wizards in Washington just revealed that the Great Recession ended in December, and Nothern Colorado is pulling out of it better than the rest of the country — but we're turning that corner in fits and starts. The state added 1,900 jobs

between June and July but lost 25,200 between July 2009 and July 2010.

Obviously signs and omens do not a recovery make — yet. As much as

we'd like to have better news to report, we still have to wait until it happens.

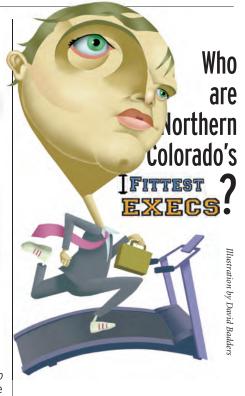
While we wait, we could take some lessons in wishful thinking from NCBR stories of years past.

See RECOVERY, 20A

See Then...and Now

By Kate Hawthorne

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It took all summer, but we finally have the answer to that question.

Fifty participants, both as members of teams and as individuals, started out in April being poked and prodded and timed and tested by Banner Health professionals. Then as part of the 2010 Banner Health Fittest Execs Challenge, they walked and ran and biked and hiked and sweated their way through August to another round of testing.

The results were tallied, the numbers crunched, and the winners named on Sept. 16 at Bixpo — and profiled inside.

But everyone who knows that good health is good business is a winner.

See FITTEST EXECS, 9A







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# Survey says: CRE market same as last year

# Everitt Center finds industry expects '11 to be slightly better

#### By Sharon Dunn

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FORT COLLINS — Chances for growth in the commercial real estate market are about the same as they were last year, with those in the industry expressing little optimism about the coming year, according to the Everitt Real Estate Center's second annual survey.

With 2009 being such a bad year, commercial real estate professionals had little to be optimistic about for 2010, which served to be a prime breeding ground for the 2011 outlook — though respondents generally felt a little more optimistic.

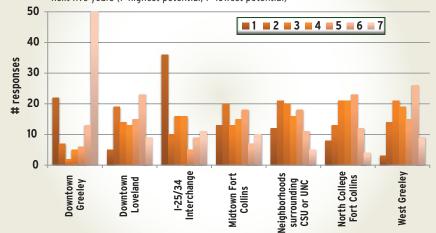
"About the same or slightly better, that's really the mantra this year," said Steve Laposa, director of the Everitt Real Estate Center at Colorado State University, which on Sept. 23 put on its annual Real Estate Rendezvous, subtitled Reality Check 2011.

Laposa, who conducted this survey, said he wasn't sure what to expect with the results from 131 respondents, about 100 fewer than the 2009 inaugural survey.

"Given the lack of sustainable eco-

### I-25/34 outranks other locations in the region

Rank the following locations in terms of successful redevelopment potential over the next five years (1=highest potential, 7=lowest potential)



SOURCE: EVERITT REAL ESTATE CENTER, COLORADO STATE UNIVERSITY, NORTHERN COLORADO COMMERCIAL REAL ESTATE 2011 SURVEY

nomic growth in our region and lack of empirical evidence of job creation in Northern Colorado, perhaps about the same, but slightly better is healthier than 'it's going to get worse in 2011," Laposa wrote in the forward to the report of the survey results.

Despite job growth on the east side of Interstate 25 — with Vestas Wind Systems' recent announcement of 1,000 new jobs, plus JBS USA pumping more employees into the Greeley area every day and the promise of 250 jobs in Greeley at Leprino Foods by 2011, and hundreds of jobs announced last year at

UQM in southern Weld County — Laposa said the Fort Collins/Loveland area has lost 6,000 jobs in the last two years.

"People are concerned about the (economic) environment," Laposa said.

Survey respondents echoed that, noting that "general economic and employment conditions" ranked among their highest concerns. Respondents ranked concern about interests rates and inflation the lowest.

Overall, however, fewer survey respondents said they felt 2011 would be worse for commercial development than

they did last year.

Other results from the online survey:

- Respondents overwhelmingly felt that land acquisitions and development loans would be harder next year, while the most respondents felt executing tenant leases would be easier.
- Respondents overwhelming favored the Interstate 25/US Highway 34 interchange as having the most potential for development, while they overwhelmingly felt that Greeley's downtown had the least chance of development or redevelopment. Equal numbers of respondents felt neighborhoods surrounding Colorado State University and University of Northern Colorado had good chances of redevelopment, as well as North College Avenue in Fort Collins and downtown Loveland.
- Respondents felt the best chances for financing projects was through the private equity market and out-of-state commercial banks, and more respondents felt that financing through regional and local banks would decrease the most. However, respondents did seem to have more optimism for next year than they felt last year.
- Respondents overwhelmingly saw little growth, even slight decreases in grocery-anchored shopping centers and the power/lifestyle centers and other retail centers.

Hotels and office space scored low for growth in real estate values, while indus-

See CRE, 33A



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# Water Pik is picking everything

Where dental floss failed to get the job done, Water Pik Inc. picked up the slack and developed a water jet to help keep teeth clean and healthy.

Continuing with its core competency of using "water for wellness," Water Pik has unveiled the SinuSense product line to help keep the nasal passages clean and healthy. Sinus washing can help clear out congestion, allergens and everyday debris your nose hairs don't filter out.

What Water Pik did to the toothpick, it is now doing to the neti pot — the teapot-like vessel traditionally used to clear sinus passages. With head tilted, a solution flows from the pot into the upper nostril that then flows out the bottom nostril, thus flushing out the intervening passages.

But anyone with a seriously clogged nose knows a traditional neti pot, which relies on gravity, is just snot powerful enough.

Enter Water Pik.

The SinuSense products are made of plastic bottles that can be squeezed to provide some extra boogerbusting oomph.

Squeeze-power is a decent enough place to start, but it lacks that true massaging Water Pik touch. So, when even more power is needed but you're not quite ready to call a plumber, consider the Waterpik Pulsator.

The handheld-unit is battery-powered with a flow-controlled trigger to "create a gentle pulsating stream of water" to bust through clogged passages and even tickle the brain.

What could possibly be next on Water Pik's horizon of clog-blasting? Let's hear some ideas!

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# Nonprofits must file IRS forms by Oct. 15

### Some agencies say they don't belong on delinquent list

By Sharon Dunn

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The next month could be a tense one for leaders of some area nonprofit groups as they work to meet an administrative change from the Internal Revenue Service that will make them more accountable for their annual reporting requirements.

The IRS on Oct. 15 will implement a longstanding rule that strips nonprofit groups of their tax-exempt status after failing to file their 990 forms — essentially a

nonprofit's annual accounting of its existence — for three years.

Throughout the country, 320,000 small nonprofits are now at risk of losing their tax-exempt status, including a 180-page list of Colorado organizations. Of those, there are roughly 277 in Larimer County and 176 in Weld County.

But the IRS list is fraught with inaccuracies from misspellings to inactive employee identification numbers, and groups that have long been dissolved. And many non-profit leaders may still be in the dark on the news, which the IRS made public earlier this year.

The IRS is using the Oct. 15 deadline as one of clemency for the legitimate organizations on the list to file their 990Ns (for organizations with budgets below \$25,000) or 990EZs (for organizations above \$25,000).

Those that do not respond will be expunged.

"We've probably talked with upward of 30 charities about it," said Paul Mueller, a Loveland accountant who works with the Community Foundation of Northern Colorado, adding that his organization has offered pro-bono help with the filing requirements to smaller charities.

It's part of a rule Congress made in 2006, eliminating the annual filing exceptions for organizations raising less than \$25,000 a year. The new law required all organizations, with the exception of religious groups, to begin filing in 2007, regardless of budget.

"Since that time, the IRS has sent hundreds of thousands of postcards and letters to addresses and information they had on file," said Karen Connelly, spokeswoman for the IRS. "If you're a tax-exempt entity,

See NONPROFITS, 32A

F O C U S

# New owner considers The Forks' future



Steve Porter, Northern Colorado Business Report

**NEW LIFE? –** The Forks restaurant and convenience store in Livermore was purchased by Fort Collins businessman Wayne Schrader on Aug. 28. Schrader said he's still evaluating what he will do with the business but does plan to open it again, although he does not yet have an exact date for when that will happen.

#### By Steve Porter

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LIVERMORE — Fort Collins businessman Wayne Schrader wasn't intending to buy a restaurant/convenience store when he woke up on Aug. 28.

Schrader, owner of Schrader Oil Co. and more than a dozen Schrader's Country Stores across Larimer County and in Windsor, was on his way to his ranch in Cherokee Park in north Larimer County when he and his wife, Phyllis, drove by The Forks and saw dozens of

vehicles parked around it.

The Forks, an iconic building at the intersection of U.S. Highway 287 and Larimer County Road 74E, was being auctioned off to the highest bidder that day after it had been closed for months.

"We were headed up to the ranch and decided to stop in and see what was going on," said Schrader, who said he had "thought about and talked about" the possibility of buying the business that forms the heart of the village of Livermore about 20 miles north of Fort Collins.

"I thought if it went cheap it might be a

good buy," he said. "I like the place and it does provide a service to the local people and lots of people passing by."

As it turned out, Schrader was the only person who showed up to make a bid on the property, which has a current value of \$279,900 with the county assessor. With a minimum bid of \$150,000 required, Schrader bid \$160,000 and was suddenly The Forks' new proprietor.

#### Colorful history

Schrader said he's had mixed feelings about the purchase over the last several

See FORKS, 34A





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# Marriott foreclosure sign of hotel times

### Properties stay open, but recession tough on nation's hoteliers

#### By Sharon Dunn

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FORT COLLINS — The foreclosure of one of Fort Collins' two full-service hotels puts the city in step with the rest of the state and country for the last year, in which the hotel industry has struggled mightily.

Operators vow that the Fort Collins Marriott on Horsetooth Road, and two other hotel properties that went back to their lender on Sept. 1, will operate as usual. But times are tough on hotel operators.

In March, Fitch Ratings predicted U.S. loan defaults on hotels could reach 25 percent to 30 percent by 2012. At the time, the default rate was 16.6 percent.

In its September newsletter, Fitch noted the default rate for U.S. hotels in August was 20.8 percent, up from 18.6 percent in June. In fact, a \$140 million default was registered in August by Hyatt Regency–Bethesda, which helped put the hotel industry at the top of the default heap of the different property sectors Fitch studies. Only multi-family residential defaults came close with a rate of 14.18 percent.

"I read about it every day," said Jim Clark, president and CEO of the Fort Collins Convention and Visitors Bureau, charged with attracting large group business to the city. "This is happening all over the country. You've got hotels stopping construction. Hotels in Las Vegas are having problems. One of the problems in Colorado is when the economy crashes like it did, the resorts get rate-competi-

tive. We've even lost business to Vail because they have cheaper rates."

Hotel competition that sprung up when the market was hot has created quite the over-supply in Fort Collins and Loveland, some say, which will take some time to work itself out.

The addition of the Embassy Suites-Loveland at Crossroads Boulevard and Interstate 25 put a strain on the Marriott and Hilton Fort Collins, which had previously been the only full-service hotels in the market.

#### Foreclosures, business as usual

After more than a year of foreclosures proceedings, Integrated Capital of Los Angeles lost the Marriott on Horsetooth plus the Courtyard by Marriott and Residence Inn on Oakridge Drive this month. The investor group had failed to pay on its \$32.5 million note for months prior to the August 2009 foreclosure filing.

Integrated Capital bought the Fort Collins Marriott properties for \$41.68 million in 2006, probably paying too much, Clark of the CVB said.

"The owners came in and bought them and paid a pretty good price, and like anything in real estate, it's all based on how much money you owe on something," Clark said. "And with all of the competition in the last few years, such as the hotels on Harmony (Road), there was an increase in supply but a decrease in demand."

The \$32.5 million note on the properties was held in a bundled fund, not by a bank. Given that type of note, the lender group is under no pressure to unload the property to the lowest bidder, said Kent Karber, a partner with law firm Holland and Hart in Colorado Springs who represents the lending group.

See MARRIOTT, 31A

#### CORRECTIONS

In the Sept. 10 issue of the *Business Report*, The Edge story was written by Annie Finnegan, Human Capital Director of TriNet.

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.



FINNEGAN

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# DDA dialing in on size of downtown hotel

How much needed to draw new convention business to city center?

#### By Steve Porter

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FORT COLLINS — A proposed new downtown hotel is getting a closer look from the Fort Collins Downtown Development Authority to determine the best size for its conference center.

The DDA board of directors on Sept. 9 agreed to extend the contract with Boulder-based consultant Associates for an additional year. The contract with RRC was set to expire at the end of this year. The board also agreed to pay RRC an additional \$25,000 to cover the time costs of additional meetings expected to be needed to finish the project's scope of work.

The DDA last December signed a \$125,000 contract with RRC and its development team to help facilitate the construction of a major hotel that would help draw group conference business to downtown Fort Collins.

Earlier this summer, RRC presented a report that said the preferred alternative would be an "upscale, branded hotel" because a select-service property — such as those already seen elsewhere in the city — would simply duplicate those services.

"An upscale, branded hotel with conference facilities best satisfies the collective desires of the marketplace," the RRC report concluded.

Matt Robenalt, DDA executive direc-

tor, said that being the case, further analysis was needed to determine what that would mean in terms of size and room configura-



**ROBENALT** 

#### Sensitivity to existing hotels

Robenalt said the closer look at the proposed conference facility will also be done with a goal of not competing directly with other hotels in town. "We want to be sensitive to existing hotels in the community that provide this kind of conference space already," he said.

An initial estimate of 15,000 to 20,000 square feet is now considered likely too small to host the kinds of conference business being sought and would be directly competitive with some other existing hotels.

Nolan Rosall, director of RRC Associates and a former planning director for the city of Boulder when downtown hotels were built there, said the finer analysis of the conference center size and configuration will be done through a survey conducted with the assistance of the Fort Collins Convention and Visitors Bureau.

"We're going to contact representative

groups of meeting planners and corporate meeting planners to better understand what the facility needs are within the community and the relative attractiveness of the downtown location," he said. "We want to actually speak with the meeting planners themselves to get a better feel for what would be best for downtown."

Rosall said the conference center would include a flexible design, with moveable walls to divide up a main room so multiple meetings could be held simultaneously depending on group

Rosall said an initial look at the Fort Collins hotel situation tells him that a downtown conference facility should be bigger than 20,000 square feet.

'We're probably not talking about something less than 20,000, but whether it's 25,000 or 30,000 or more, that's the question mark," he said. "And how you can open that up to new business groups that haven't been available in the community."

Rosall noted that the Embassy Suites Hotel and Conference Center near The Ranch fairgrounds complex just off Interstate 25 in Loveland would likely be the closest thing to a competitor when it comes to the eventual recommended size for a downtown Fort Collins hotel. The 263-room Embassy Suites has a total of about 40,000 square feet of conference

But he said a downtown Fort Collins conference center would be expected to draw a different kind of business.

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"We believe a downtown location,

especially for conferences with multiple nights, has great advantages over something out on the highway," he said.

#### **Next steps**

Rosall said the next step is to come up with some choices that the DDA board can study as it works toward finalizing a design.

Rosall said he expected that report would be made "before the end of the

Robenalt said the 12-month extension of RRC's contract was not aimed at providing time for a long market assessment but to complete ongoing tasks in the original contract.

Robenalt said the closer look is critical to getting the project designed to best fit into the existing Fort Collins hotel/conference center community.

'The whole point is to make sure this gets sized so we're able to attract new group business that isn't presently coming to the community," he said.

No site has yet been determined, nor has a particular hotel developer been selected.

An earlier effort by the DDA to build a downtown hotel stalled in 2008 when the development partner, Kentuckybased Corporex Cos., pulled out of the project due to the economic downturn.

Construction of a downtown hotel remains at least a couple of years away, Rosall said earlier this year, and would depend on a reviving economy and improved financing conditions.

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# Beet growers bemoan GM seed ban

# U.S. court ruling puts next spring's planting in limbo

WELLINGTON — Like most of his fellow Northern Colorado sugar beet farmers, Richard Seaworth is perplexed and saddened by an August court ruling

that forbids the planting of genetically modified beets next spring.

On Aug. 13, Federal District Court Judge Jeffrey White ruled that the U.S. government erred in its approval of genetically modified sugar beets. White revoked



**AGRIBUSINESS**Steve Porter

that approval and ordered the U.S. Department of Agriculture to prepare an environmental impact statement and approve the crop again, a process that could take up to two years or more.

"We're obviously disappointed and really don't know where we go from here," said Seaworth, a Wellington-area farmer whose family has been growing sugar beets since 1929. "People are starving around the world and they're trying to cut our production, and that is sad."

schedule an appointment.

The judge made his ruling in a case filed in 2008 by the Center for Food Safety, an environmental organization that claimed the genetically modified sugar beets were not adequately tested for human consumption and potential environmental risks before they were deregulated by the USDA's Animal and Plant Health Inspection Service (APHIS).

The genetically modified beets were developed by Monsanto, which made them immune to its Roundup herbicide. Beets that are "Roundup Ready" are able to grow strong while weeds around them die off after the herbicide is applied.

The net effect is higher yields with less water, fuel savings from fewer trips through fields to kill weeds and lower labor costs than if the weeds had to be manually removed.

Since the GM beets were first approved for use in the United States in 2005, about 95 percent of the sugar beets grown in the nation have been that variety.

The only good news for farmers in White's decision was that sugar beets already planted and ready for harvest next month can be sold and processed into sugar.

Luther Markwart, executive director of the American Sugar Beet Growers Association, said the court decision has thrown his industry into a state of confusion and uncertainty. Markwart would not comment on any legal strategy the association may be considering, only saying "we're proceeding forward in other avenues to try and find a way to have access to the (GM) technology."

Markwart said the issue is currently up to APHIS, which could order a partial or conditional deregulation of the GM beets and allow their planting next April.

"It's now in APHIS' hands to look at how to move forward," he said.

But having to wait two years or more to complete an environment impact statement before being allowed to plant GM seed would be devastating to sugar beet farmers, he noted.

"The USDA has told the court that it could be May 2012 before the EIS would be ready," Markwart said. "But what do you do in the two years between now and then?"

#### Turn back the clock

Markwart noted that the decision — if it stands — could "turn back the clock" for sugar beet growers. First comes the problem of finding non-GM sugar beet seed to plant —virtually impossible since little new seed has been grown in the last two to three years.

"If you can even get conventional seed it would be two to three years old, so its viability is a question," he said.

Then there's been the movement from old-style weed sprayers and cultivators to new, Roundup Ready-oriented equipment that the majority of growers have purchased in the last few years.

"We bought new equipment and all of this is much better for the environment," he said. "If we're not able to plant GM seed, we'd have to find conventional seed and go out and buy the old equipment to plant it."

Finally, finding the old-style herbicides for conventional sugar beets would be problematic, Markwart noted. "That market has evaporated," he said.

"You put all of that together and you're going to close factories and there are companies that could go under as a result of this," he said.

In short, the American sugar industry would be significantly diminished, resulting in more foreign sugar imports.

That's ironic in a year when area sugar beet crops are looking healthy and the price of sugar is strong, according to Seaworth

"We're looking good, with an above-average crop," he said.

Seaworth said he believes GM sugar beets have already proven themselves to be safe and a benefit to farmers and the environment.

"As a farmer, we're not here to harm anybody," he said. "Nothing leaves here that I or my children wouldn't eat."

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



# Commerce banks merging together under one roof

### Kross, Nalezny set to buy outstanding shares from Capitol Bancorp

Commerce banks in Larimer County will soon be under one prover-

bial roof, but bank principals Gerard Nalezny and Mark Kross are like two new parents.

They know their due date — Oct. 30 — on which they will buy out their majority shareholder, Capitol Bancorp. That will



**BANKING** Sharon Dunn

give birth to a new entity through the merger of Fort Collins Commerce Bank, Larimer Bank of Commerce and Loveland Bank of Commerce.

What they don't know is their new baby's name.

"It's hard to find a name that says who you are," said Kross, noting the struggle is to encompass the ideas of doing right by their community, customers, shareholders and employees.

While they continue struggle with that, they are busy making all the preparations for this new birth, which will be their fourth in five years. The

pair struck out on their own in 2005 to make a home after Community First Bank was taken over by Bank of the West. Their first, Fort Collins, came in 2005; Larimer and Loveland followed two years later.

When Nalezny and Kross started, Michigan-based Capitol Bancorp helped them kick-start their new venture by pumping in a 51 percent share. In that time, the local entrepreneurs have grown the banks to combined assets of \$234 million.

But Capitol Bancorp is under regulatory pressure to divest its holdings. The easy entities to cut loose were those investments that aren't considered integral parts of their model, they

Nalezny and Kross decided to cut that cord and start anew. The three Colorado banks have always run their own show, with their own and local loan approval committees and boards.

"The magic of combining the banks is having a broad breadth of ownership," Nalezny said.

And the asking price was right. In the last seven weeks the pair has gathered 90 percent of the \$14.5 million needed to buy out Capitol, which will free them up to offer shares to easily another 150 investors.

Kross and Nalezny are on a road show of sorts to collect those new shareholders at no more than a 5 percent stake, or \$1.2 million cap. Call it a high-dollar baby shower.

And no one is more invested than these two.

"It's difficult for people to come up with that kind of money, but we're all in," Nalezny said of himself, Kross and a couple of board members. "All of our savings, and equity, we're all in. We have people who have a commitment and passion, and that rubs off."

The effect being, they hope, that new investment brings more interest in their banks, thus more business.

"If we can replace (Capitol's share) with 150 smaller shareholders, they'll do business with us and tell their friends about us and lift our organization," Kross said.

#### **Growing young banks**

Capital has been hard to raise in this economic climate, but Kross and Nalezny feel certain they can tempt local investors to let go of some of the cash they've been hoarding for a rainy day. Their banks are growing at a solid 18 percent during the rough times — a good return, though not quite the 40 percent to 50 percent they saw prerecession. The banks have a cross-section of performing loans, and they have continued to lend, even the more risky loans such as construction. Earnings have remained in the black, as

"Our job isn't to convince people of anything," Nalezny said. "Every chance

we get ... we share our vision. ... When the bank does well, the shareholders reap the rewards, which will be spent in our community."

The power in such a merger, approved by the Colorado Division of Banking last month and now awaiting the approval of the Federal Reserve Board, is the combined efficiencies.

As a unit, the banks will only face one regulatory examination every year; there will be only one board, one loan committee. That'll free many employees up for the business of growing the banks, such as loan originations.

"It allows us to be more specialized, and it gives us better economies of scale," Kross said.

Back to that elusive name. The gushing duo has called their holding company "Verus," which is Latin for right, as in doing the right thing. Like any new parents seeking a unique baby name, they say they are the only ones who like it.

'We're now two months before our baby is born," Kross said. "You want the perfect name, but we can't find it."

Maybe they'll have to wait to see what their baby looks like before attaching a name to it.

Sharon Dunn covers the banking industry for the Northern Colorado Business Report. She can be reached at 970-221-5400, ext. 219 or sdunn@ncbr.com.



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# Housing numbers getting better, quietly

### Local real estate market improves, but will it last?

Lately there's been a lot of negative sentiment about the economy. Talk of a double-dip recession and possible tax increases are spooking the public, which can filter to the real estate market.

But quietly, the local residential real estate market is improving. Sure, some of July's figures were bad — monthly home sales in the Fort

Collins/Loveland/Greeley metro areas

fell 43 percent from June, and 41 percent from July 2009 — but that was to be expected as the federal homebuyer's tax credit expired.

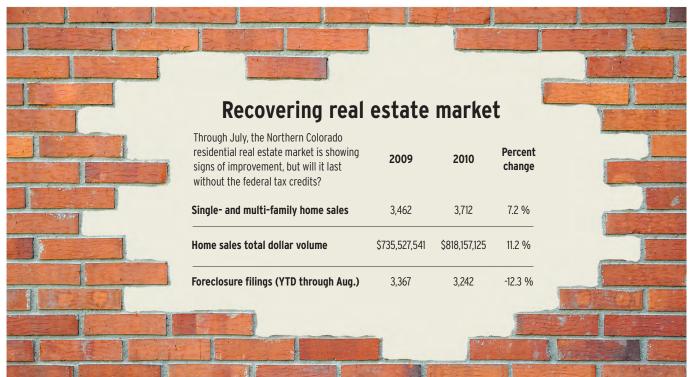
The bigger picture, according to Loveland-based Information and Real Estate Services LLC.



**REAL ESTATE David Clucas** 

shows that year-to-date, through July, home sales are up 7.2 percent in the region from a year ago, with 3,712 single- and multi-family units sold.

The total dollar sales volume of those transactions is up 11.2 percent from 2009, suggesting some price



SOURCES: HOME SALES DATA FOR FORT COLLINS, LOVELAND/BERTHOUD AND GREELEY/EVANS FROM IRES. FORECLOSURE DATA FROM LARIMER AND WELD COUNTY PUBLIC TRUSTEES.

appreciation.

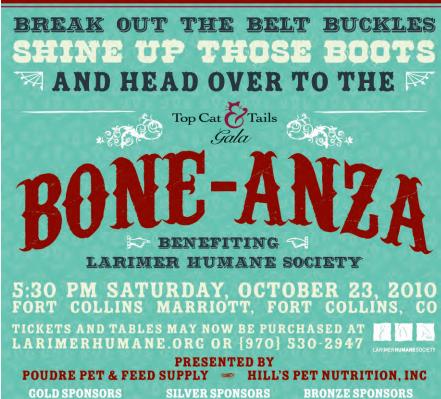
The median sale price of a singlefamily home is up 6.2 percent to \$239,000 in the Fort Collins area from a year ago, up 14.4 percent to \$238,000 in the Loveland/Berthoud area, but down 12.8 percent to \$135,000 in the Greeley/Evans area.

The median sale price of a multifamily home is up 7 percent to \$161,500 in the Fort Collins area from a year ago, down 1.5 percent to \$159,500 in the Loveland/Berthoud area, and up 7.8 percent to \$107,500 in the Greeley/Evans area.

Perhaps the most encouraging news for the local real estate market is that foreclosures filings continue to drop in 2010, down 12.3 percent through August in Larimer and Weld counties.

That's compared to an 18 percent rise at this time last year. Foreclosures were a leading indicator into the downturn they started their aggressive climb in 2006, well before the 2008 crash and they might be a leading indicator

See REAL ESTATE, 30A



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NORTHERN COLORADO 5

**RANCH-WAY FEEDS** 

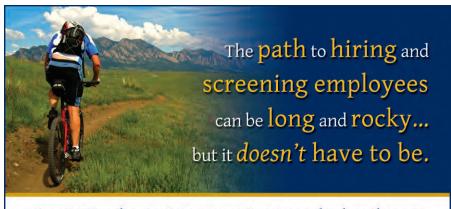
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#### Northern Colorado Business Report | 9A

Overall Fittest Team...... Capital West National Bank Most Improved Team.....

Most Improved Individual.... Mark Lockwood



#### Trebuchet Group biggest exercisers of 2010 Fittest Execs Challenge

TFITTEST

EXECS

The Trebuchet Group is this year's winning team in the Daily Endorphin Fittest Execs Challenge hosted by the Northern Colorado Business Report. See chart on page 12A.

The Trebuchet Group exercised a total of 474.4 minutes per exerciser between June 21 and Aug. 29. Trebuchet Group members included Lee Porter, Ruth Pankratz, Jerry Touslee, Robin Zwister and Chris and Diana Hutchinson.

The winning team wins a free DailyEndorphin exercise challenge for their company.

Rounding out the top 10 Fittest Execs teams were: Ewing-Leavitt Insurance, 471.7 minutes; Great Western Bank, 348.2 minutes; LPR Construction, 324.2 minutes; DailyEndorphin, 317.5 minutes; FE Lone Rangers, 245.3 minutes; Capital West National Bank, 229.5 minutes; Fire Flow Protection, 195.1 minutes: CTL Thompson. 178.1 minutes; and ESK&H, 106.3 minutes.

The top five teams in the Hodgepodge were: LPR Construction; Division DailyEndorphin; FE Lone Rangers; Fire Flow Protection; and CTL Thompson. The top five teams in the Show Me the Money Division were: Trebuchet Group; Ewing-Leavitt Insurance; Great Western Bank; Capital West National Bank; and EKS&H.

Star Endorphers by exercise category,

based total minutes exercised, were:

- Cardio Indoor
  - Nvart Idinyan, 2.080
- Cardio Outdoor Matt Fix, 4,081
- Sports Aaron Eide, 2,045
- Strength Training Christine Herbert, 3,205
- Walking Ginger Watts, 2,807
- Other Chris Hutchinson, 2,365
- All Exercises Jerry Touslee, 9,225

Platinum exercisers, who averaged at least five days and 150 minutes of exercise per week, were: Jerry Touslee, Joshua Letvin, Wayne Knutson, Keith Jordan, Aaron Eide, Curtis Carlson, Chris Hutchinson, Bryan Brenning, Diana Hutchinson, Kirk Dando, Ruth Pankratz, Steve Ewing, Christine Herbert, Dana Hohn, Jenny Schultz, Jeffrey Mann, Steve Clark and

Gold exercisers, who averaged at least four days and 120 minutes of exercise per week, were: Jan Peters, Nvart Idinyan, Melissa Chalona, Lee Porter, Gail Grant, Curt Bear, Travis Coleman, Ken Johnson, Mark Lockwood, Pat Hagge and Michelle Paul.

#### FITTEST EXECS, from 1A

#### OVERALL FITTEST INDIVIDUAL

#### Fit get fitter with Fittest Challenge

At 50, Ginger Watts is fit, probably more fit than most with her love for biking, running and hiking in Colorado's great outdoors. Now, she has the distinction of being named Northern Colorado's fittest executive.

Watts earned the highest score among those who signed on for the 2010 Fittest Execs Challenge, issued by Banner Health and the Northern Colorado Business Report. Her score was based on body composition, blood work and fitness tests before and after the 90-day challenge, in which she scored excellent in all but one category — which she later raised to excellent to achieve her goal.

Watts, a former aerobics instructor, said she was proud that she was able to increase her pushups and sit-ups within the challenge — try 45 pushups in one minute.

"That was after a night where I had been up all night with food poisoning,"

#### **Overall Challenge Statistics**

#### Total

Minutes exercised: 147,187 1,199,870 Calories burned: Days exercised:

#### Weekly Average Per Exerciser:

Minutes exercised: Calories burned: 2414.2 Days exercised: 3.8

CHARTS AND GRAPHS DATA PROVIDED BY DAILYENDORPHIN

she said. "My goal was not to fall back. For me, competition drives me to excel."

Watts is a district sales manager for American Family Insurance in Fort Collins. And while she's more at home hiking a trail, she also can be quite the workaholic.

"Summertime is probably my weaker time. I work a lot. I can easily stay at my office until well after dark," Watts said.

Watts moved from Glenwood Springs to Fort Collins a little over four years ago, but she said she spent more time on work than meeting people and learning

See FITTEST EXECS, 11A





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### Ask the Expert

### Influenza Q&A

In February, a U.S. Food and Drug Administration Advisory Committee recommended that protection against the 2009 H1N1 virus be included in the 2010/2011 seasonal influenza vaccine. This means that, barring some unforeseen circumstance, most Americans will be able to return to the traditional routine of receiving one flu vaccine to protect them against the major circulating flu viruses.

#### Will there be two different flu vaccines this year?

No, there will only be one flu vaccine, the seasonal flu vaccine. The 2009 H1N1 flu strain will be included in the seasonal flu vaccine this year. Additionally, the vaccine will protect against an influenza A virus (H3N2) and an influenza B virus.

# Do I need to get a flu vaccine this year if I got the 2009 H1N1 flu vaccine last year?

Yes, in order to be fully protected against flu this season, you will need to have a vaccine to protect against all three strains.

# Do I need to get a flu vaccine this year if I was sick with the 2009 H1N1 flu last year?

In general, after you recover from flu you are protected against that one strain of flu, but because there are many other strains, it is possible to get flu again. Therefore, it is important to get a flu vaccine every year.

#### Who should get the flu vaccine?

Anyone over six-months-old should get a flu vaccine. The flu shot is available to those six months and older, while patients over two and under 49 may be eligible to get the flu mist.

For information on upcoming flu clinics at NCMC, call (970) 350-6633 or visit www.bannerhealth.com/NCMCflushots.

For information on upcoming flu clinics at McKee, call (970) 635-4181 or visit www.bannerhealth.com/McKeeflushots.



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#### FITTEST EXECS, from 9A

"Being new to the area, this forced me to get out there and get involved," Watts said. "I have been so consumed with my work since I moved."

Watts was just beginning to get out more when the Fittest Exec challenge began. She joined a hiking group to add to her regular daily routines of a morning Insanity workout, followed by a nighttime trip to the gym on the spinning bikes or elliptical trainers. As the weather got nicer, her hikes and runs got her out of the gym.

"It worked out dually well for me," Watts said. "I'm able to make friendships locally, explore new trails and hiking is my true love, so it was a well rounded fitness routine for me."

— Sharon Dunn

#### MOST IMPROVED INDIVIDUALS

#### Hartig, Lockwood both Most Improved

For both Kevin Hartig and Mark Lockwood, getting involved in this year's Fittest Executives Challenge had a very positive outcome.

Hartig and Lockwood tied for Most Improved Individual during the summer-long fitness contest.

Hartig, president of ESC Engineering in Fort Collins, said frequent business traveling made it necessary to try a little harder to maintain his exercise routine.

"I decided I wanted to get a better feel for where I stood fitness-wise and track what I was doing this summer," he said.

For Hartig, 45, the extra focus on fitness was just part of an ongoing desire to stay fit and healthy. "I just try to keep an eve on what I'm doing with my exercise regimen and a reasonable diet," he said.

Hartig said he typically works out two

#### **Challenge Details**

June 21, 2010 - Aug. 29, 2010 (71 days), based on total minutes of exercise.

Challenge description: Minutes-based exercise challenge. All physical activities listed and entered count. Weekly and final standings based on average minutes per team member.

to three times a week on strength training and also runs three to six miles a week and walks six to eight miles weekly in his neighborhood. He's also gotten into yoga. "It really works for me," he said. "It provides a great deal of benefit."

Hartig said he found the challenge a good way to heighten his awareness of his fitness.

"It was great," he said. "It was nice to get an index of health assessment at the beginning and then see where I was at along the way."

For Mark Lockwood, partner and owner of Investors Properties in Fort Collins, getting involved in the Fittest Execs Challenge was an outgrowth of a resolution he made early in the year to get in shape.

At 53, Lockwood said he'd noticed it wasn't as easy as it used to be to stay fit. "I found myself at a point where I'd entered my 50s and the body just doesn't do what it did when you're in your 20s," he said. "It doesn't automatically come off anymore."

Lockwood maintains a rigorous schedule of exercise, taking spinning classes, weight lifting, swimming and playing pick-up hockey games. He also took part in this year's Ride the Rockies bicycle tour in June.

Lockwood said the fittest execs challenge was a good experience for him. "You sort of have your baseline and you look forward to going in and seeing what goals you made," he said. "Part of the whole thing is tracking your progress. It shows you can do what you set out to do if you apply yourself."

– Steve Porter

#### OVERALL FITTEST TEAM

#### Culture key to Capital West's overall fitness

Health and fitness seem to be key components of the culture at Capital West National Bank in Fort Collins.

This became ever more evident during the past three months as a team of employees adopted a few changes intended to foster employee health and fitness at the bank. The changes yielded huge returns and the team from Capital West was named the Overall Fittest Team in the Northern Colorado Business Report/Banner Health Fittest Execs

The crew was led by Senior Vice President Curt Bear, who took over from the former bank president who resigned a short time after originally committing the team to the competition. The cohesiveness of the team coupled with their competitive nature enabled them to stay focused on the competition and adhere to the lifestyle changes that were the foundation for their success.

The team's achievement stemmed from key lifestyle changes involving exercise and nutrition. Bear said that at least three times a week team members would eat lunch during a quick break and go to the 24-hour Fitness gym across the street for the rest of the lunch hour. In general their eating regimen emphasized more fresh fruits and vegetables.

The synergy that resulted from the team members witnessing each other adopt the changes served as motivation for further improvement.

Bear reported that the male team members focused their energy on weight training exercises, while the females engaged in cardiovascular workouts. He

### **Overall Fittest** Team Rankings

		Weekly Average Minutes of Exercise				
1	Trebuchet Group	473.4				
2	Ewing-Leavitt Insurance	471.7				
3	Great Western Bank	348.2				
4	LPR Construction	324.2				
5	DailyEndorphin	317.5				
6	FE Lone Ranger	245.3				
7	Capital West National Bank	229.5				
8	Fire Flow Protection	195.1				
9	CTL Thompson	178.1				
10	EKS&H	106.3				

said that the lifestyle changes that were implemented for the event have had a profound impact on each of their lives and he expects that the changes will be permanent.

The other team members were; Curtis Carlson, Chelsey Bourdeon, Ali Almquist, Nvart Idinyan, and Rayno Seasar. Some of these names also appear on the roster of most enthusiastic exercisers in the Daily Endorphin part of the Challenge – not really a coincidence.

- Ross Manley

#### MOST IMPROVED TEAM

#### **Ewing-Leavitt sets lasting example**

The team from Ewing-Leavitt Insurance Agency had a straightforward goal going into the Fittest Execs Challenge competition. "We wanted to

See FITTEST EXECS, 12A

### Top 10 Endorphers by Exercise Category and Total Minutes Exercised

### IFITTEST EXECS

Cardio Indoor	Cardio Outdoor	Sports	Strength Training	Walking	Other	All Exercises
Nvart Idinyan: 2080	Matt Fix: 4081	Aaron Eide: 2045		Ginger Watts: 2807	Chris Hutchinson: 2365	Jerry Touslee: 9225
Jeffrey Mann: 1360	Chris Hutchinson: 2149	Kirk Dando: 1380	Jerry Touslee: 3135	Ruth Pankratz: 2790	Jerry Touslee: 2100	Christine Herbert: 8495
Dana Hohn: 1120	Christine Herbert: 2090	Jeffrey Mann: 1040	Bryan Brenning: 2075	Keith Jordan: 2064	Wyatt Knutson: 2040	Chris Hutchinson: 6444
Steve Ewing: 1065	Mark Lockwood: 1930	Bryan Mcclure: 977	Ruth Pankratz: 1660	Jeffrey Mann: 1915	Kirk Dando: 1620	Jeffrey Mann: 6252
Michelle Paul: 990	Jerry Touslee: 1860	Jerry Touslee: 810	Curtis Carlson: 1480	Joshua Letvin: 1890	Keith Jordan: 1519	Dana Hohn: 5650
Christine Herbert: 850	Steve Clark: 1805	Eric Bernhardt: 640	Dana Hohn: 1320	Christine Herbert: 1610	Mark Lockwood: 1340	Keith Jordan: 5532
Mark Lockwood: 830	Ted Ray: 1729	Timiry Krieger: 600	Jeffrey Mann: 1297	Dana Hohn: 1590	Nvart Idinyan: 1320	Kirk Dando: 5450
Jenny Schultz: 827	Keith Jordan: 1539	Bryan Brenning: 540	Lee Porter: 1200	Pat Hagge: 1560	Dana Hohn: 1310	Ruth Pankratz: 5180
Gail Grant: 820	Diana Hutchinson: 1240	Steve Ewing: 415	Steve Ewing: 1080	Diana Hutchinson: 1380	Rocky Turner: 1069	Mark Lockwood: 5125
Pat Hagge: 750	Kirk Dando: 1190	Curtis Carlson: 395	Kirk Dando: 905	Jerry Touslee: 1320	Jan Peters: 975	Pat Hagge: 4393

#### FITTEST EXECS, from 11A

win," said President Steve Ewing.

Ewing admits his firm has a natural competitive spirit. However, the desire for Ewing-Leavitt to be named the Most Improved Team in the Challenge goes beyond the glory of the win.

Ewing wanted his staff to get in the gym to show clients and other insurance firms that having a healthy workforce is entirely possible.

"We wanted to show we weren't stereotypical insurance folks," Ewing said. "We can be an example to the industry."

Only five employees from the Ewing-Leavitt firm could participate in the official Fittest Execs Challenge, but as competitive as they are, that did not stop the rest of the firm from hitting the gym and tracking everybody's numbers.

"It was contagious for the entire office to participate," Ewing said.

Family members even caught the spirit.

In telling the audience at the Fittest Execs luncheon how the decision to get healthy has impacted her life, Christy Herbert, a vice president at Ewing-Leavitt, talked about her son joining her in the pursuit of getting fit. And even though the Fittest Execs Challenge has come to a close for this year, Herbert said she and her son still sit down each night to talk about what they did at the gym that day or the nutritious meal they ate and enter their exercise minutes into the

Daily Endorphin tracking site.

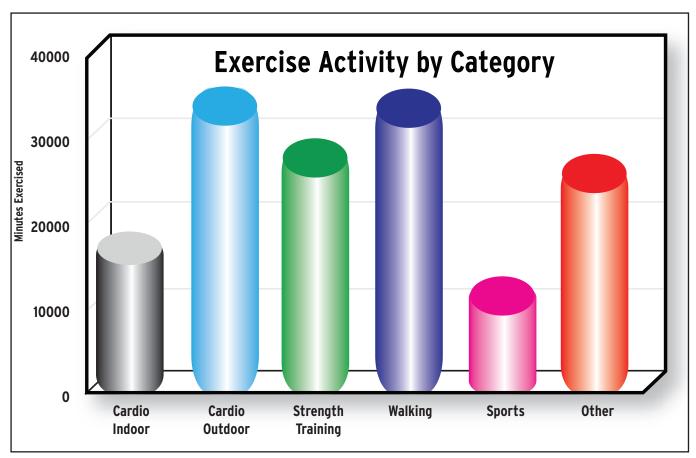
After a 90-day competition, the temptation to stop going to the gym and reverting back to poor diets is not a concern of Ewing's for his employees. On the contrary, Ewing is confident those former temptations and lazy ways have been

replaced with new habits of eating healthy and staying active whether it be playing with the kids or going to CrossFit.

"It takes 30 straight days to form a habit," Ewing said. "That stuff has impacted."

— Noah Guillaume

**ACTIVE BUCH –** Total minutes exercised in the Fittest Execs Challenge: 147,187.



# THE EDGE



**TIME OUT** 

Snapshots of life outside the office

Page 15A

#### **COLUMNS**



Indicators Growth erratic as government pays in stimulus lumps Page 28A

#### ETC.

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### LISTS

Region's largest

**Oil-production** companies Page 24A

Natural-gas-production companies Page 25A

**Southwest Weld** employers Page 27A

# Plans, brands change with times

### Sage updates look, message to reflect new business model

#### By Kate Hawthorne

khawthorne@ncbr.com

Nearly 10 years ago, Doug Larson launched Sage Marketing Group with a business plan that reflected a lean organization: He would provide marketing strategy consulting, and contract out for design, writing and other creative services.

The "open-source" arrangement allowed Larson to match the creative team to his clients' particular needs on individual projects — and save lots of money on overhead. He didn't hire a full-time employee until

The plan worked. Sage was honored by the Northern Colorado Business Report with a 2006 Mercury 100 award for posting revenue growth of 174 percent between 2003 and 2005. The Sage brand became widely known throughout the region as the place for businesses to turn to when they needed to create

See SAGE, 38A



Northern Colorado Business Report file photo

LIVING DOCUMENT - Doug Larsen, owner of Sage Marketing Group shown here in 2006, decided it was time for a new image for his business after a decade of creating brands for other businesses.

# Take decision-making beyond gut level



**PRACTICING INNOVATION** Shirley Esterly

Prioritize to make hard choices quickly, efficiently, effectively

Be prepared — a favorite motto of the Boy Scouts. Are we prepared for the choices we must make in today's fastmoving business environment?

Whether it is an organizational or personal question, everyone is required to make decisions with less time to analyze, reflect and respond. Creating priorities is one way to be prepared to make quality decisions. Timing is everything and being prepared is more important than ever for making rapid decisions.

Good decisions help us progress forward to sustainable

growth. Bad decisions waste resources and lead to failure. Decision-making models of the past no longer provide the results we need.

The dynamics of decision-making have become more complex for every business, organization or nonprofit. What are the dynamics that affect our decision-making today? A common set of trends include technology, customer demand, information abundance, budget uncertainty, and our ability to adapt to change.

At this time, the economic drivers alone point to a need to revisit our decision-making methods and assess how we might be better equipped to respond in the short and the long term.

See DECISIONS, 33A

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www.ncbr.com | Sept. 24-Oct. 7, 2010 14A | Northern Colorado Business Report

# DAILY IN REVIEW

# Loveland names Cahill new city manager

Editor's note: Daily in Review is a partial digest of stories reported in the Business Report Daily online service between Sept. 7 and 17. Follow Business Report Daily each day at www.ncbr.com - click on "Breaking News" on the home page — or subscribe to have each day's top items delivered to your inbox twice a day.

LOVELAND — A California man with a long background in economic development is headed for Colorado after being accepted Sept. 7 as Loveland's newest city manager.

The Loveland City Council voted unanimously to hire William Cahill, 54, of Merced, Calif., to replace retiring Don Williams, whose last day was Sept. 15. Assistant City Manager Rod Wensing, formerly Windsor's city manager, will serve as Loveland's acting city manager until Cahill takes over.

Cahill spent the last eight years as the assistant city manager in Merced, where he also had served as director of economic development and redevelopment for 11 years. From 1982-1990, Cahill served as the community and economic development program manager in Covallis, Ore., after working for two years as an economic development planner there.

#### CSU, Ohio State share research position

COLUMBUS, Ohio — Colorado State University and Ohio State

**Bravo Entrepreneurs** 

Fort Collins

University announced Friday they have created a three-year shared leadership position to explore energy and environment-related research and economic development opportunities.

The new position - called the Vice President and Enterprise Executive for Energy and the Environment - will be filled by Ron Sega. A former astronaut and undersecretary of the Air Force who currently serves as CSU's vice president for energy and the environment, Sega is also the Woodward Professor of Systems

Between the two land-grant universities there are more than 500 faculty researching energy and the environment. Sega, who obtained his master's degree in physics at Ohio State, will split his time between the two campuses and serve as a full-time tenured faculty member in both institutions' colleges of engineering.

#### Space planned for Benchwarmers available

Sites in Fort Collins and Greeley that had been planned locations for the now defunct Benchwarmers Tavern & Grill are back on the market.

The space at 1544 Oakridge Drive in Fort Collins, which has seen a number of restaurants come and go in the past few years, is now up for sale for \$2 million, while the location in Westlake Village Shopping Center at 2100 35th Ave. in Greeley is available for lease.

Kevin Right Properties, formed in June by Mitchell Right, business partner of Benchwarmers' owner Kevin Foote, bought the Fort Collins restaurant property on the corner of Oakridge and Harmony Road for \$1.8 million in July. The pair had intentions of opening a Benchwarmers there, but shut it down soon after making some improvements, said Nick Christensen, principal of Chrisland in Loveland, which is listing the restaurant.

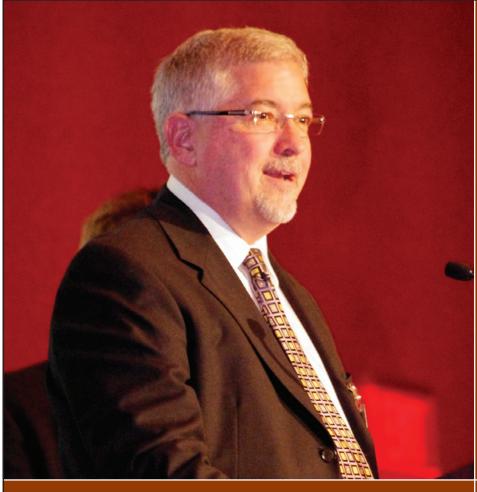
In April, Foote entered into a 10-year lease to take over the former Jackson's All-American Grill in Greeley, which had abruptly shut down a month before after 18 years in business. Verniece Thomas, business manager with PB Roche Solutions, which manages the Westlake shopping center, said she terminated the Benchwarmers' lease in July for nonpayment of regular maintenance fees. The restaurant and bar space remains vacant.

#### Leprino buys land for wastewater treatment

GREELEY — Leprino Foods is already expanding its site in east Greeley, with construction of the cheese-making plant just beginning.

The global mozzarella producer is under contract to buy 18 acres of the former Meyer Feedlot east of its existing site off U.S. Highway 85 to build its own renewable wastewater treatment facility.

The Greeley Planning Commission on Sept. 14 approved the company's plans to house an aerobic and anaerobic wastewater treatment facility on the land. The company this summer began construction on its 847,000-square-foot cheese plant, which is expected to open November 2011 and eventually employ up to 500 people.



1998-2010 .....Curt Richardson OtterBox ...... Wynne Odell Odell Brewing Company Douglas Odell Odell Brewing Company ..Rulon Stacy Poudre Valley Health Systems Terry Drahota Drahota Commercial, LLC Colorado CustomWare, Inc. .....David Bethune Atrix Laboratories, Inc. Front Range Internet - FRII .David Neenan The Neenan Companies Jim Neenan The Neenan Companies Spiro Palmer Palmer Florist ..Kim Jordan New Belgium Brewing Company Jeff Lebsch New Belgium Brewing Company Advanced Energy Industries, Inc. ......Kent 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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# TIME OUT







CHECKING IN - 1. Members of Dohn Construction's Golf Committee, from left, Nate Brock, Annie Brinker, Bernie Marzonie, Colleen Nelson, Brian Blake and Brett Brown present a

donation to Kathi Wright, Boys and Girls Club of Larimer County and Kristin Yocum and Chuck Dickson, Boys and Girls Club of Weld County. The donation was made possible with the proceeds from the Third Annual DCI Charity Golf Tournament on July 3. 2. Volunteers for Fort Collins-based Odell Brewing Co. serve up beers on Sept. 17 at the Great American Beer Festival in Denver. 3. Tom Selders, Greelev Computer Services; Pete Morrell, Morrell & Associates; and Darin Busse, Cornerstone Chiropractic get in some early morning networking at the Greeley Chamber of Commerce Business Before Hours hosted by Weld Family Clinic of Chiropractic and The Growth Coach Sept. 8.

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



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Orthopaedic & Spine Center

of the Rockies

**Exodus Moving & Storage** GE Johnson Construction **GH Phipps Construction** The FEET, Inc. Value Plastics, Inc. Computer Sites, Inc. JE Dunn Construction Peak Resources Professional Document Management, Inc. U.S. Engineering

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# **CALENDAR**

- Sept. 25 National Public Lands Day, from 9 a.m. to 3:30 p.m., U.S. Forest Service's work center, off of Dowdy Lake Road in Red Feather Lakes. Contact: Kristy Wumkes at 970-295-6721.
- Sept. 25 26 Autumn Gold A Festival of Bands, Brats 'n' Beer, from 10 a.m. to 5 p.m., Bond Park, In the center of downtown Estes Park in Estes Park. Cost: Free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- Sept. 27 NoCoNet presents Twitter Exposed, from 8 to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields St. in Fort Collins. Contact: NoCoNet at noconetinfo@yahoogroups.com.
- Sept. 28 Business Growth...how to get there, from 8 to 10 a.m., Loveland SBDC, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$25. Contact: Mary Ann at 970-667-4106 or maryann@lovelandsbdc.org.
- **Sept. 28** kNOw MORE! Breakfast for SAVA, from 7 to 8:30 a.m., Hilton Fort Collins, 425 W. Prospect

- Road in Fort Collins. Cost: free. Contact: Louann DeCoursey at 970-472-4204 or louann@savacenter.org.
- Sept. 28 Writing through loss, from 7 to 9 p.m., Pathways Hospice, 305 Carpenter Road in Fort Collins. Cost: \$80. Contact: Michele Desnoes at 970-663-3500 or michele.desnoes@pathwayscare.org.
- Sept. 28 16 Excel Topic-Specific Workshops, from 5:30 to 8:30 p.m., The Education and Life Training Center, 401 Linden St. in Fort Collins. Cost: \$49. Contact: Laura Barron at 970-492-4357 or Laura.Barron@eltcenter.org.
- **Sept. 29** Newly Bereaved Group, from 6:30 to 8 p.m., Pathways Hospice, 305 Carpenter Road in Fort Collins. Cost: \$25, no fee for hospice families. Contact: Michele Desnoes at 970-663-3500 or michele.desnoes@pathways-care.org.
- Sept. 30 Fort Collins Job Fair, from 1 to 4 p.m.,

- Larimer County Workforce Center, 200 W. Oak St in Fort Collins. Cost: Free.
- Sept. 30 Loveland CEO Meetup, from 8 to 10 a.m., Loveland. Cost: Free. Contact: John McIntosh at 303-554-7332 or john@coloradogrowthpartners.com.
- Oct. 1 Social Networking, from 5:30 to 9:30 p.m., Front Range Community College, BP152, Blanca Peak building, 4616 S. Shields St. in Fort Collins. Cost: \$75. Contact: FRCC at 970-204-8686.
- Oct. 2 World Food Program Committee of Denver:
  Launch Party, from 5:30 to 8:30 p.m., Denver
  Darkroom, 4037 Tejon St. in Denver. Cost: \$20.
  Contact: World Food Program Committee of
  Denver at 720-341-2475 or
  wfpusadenver@qmail.com.
- Oct. 2 Mothers of Invention Convention, from 8 a.m. to 5 p.m., CU Denver Campus, Tivoli Center in Denver. Cost: \$59. Contact: 303-910-8889 at 303-910-8889 or rita@inventorsdesktop.com.

- Oct. 2 3 Elk Fest, starting at 10 a.m., Bond Park, In the center of downtown Estes Park in Estes Park. Cost: Free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- Oct. 5 Business Planning for Success, from 8:30 a.m. to noon, SBDC office (Key Bank Tower), 125 S. Howes St., Suite150 in Fort Collins. Cost: \$40/prepaid, \$50/day of. Contact: SBDC at 970-498-9295 or www.sbdc-larimer.com.
- Oct. 7 Guide for Your Online Success, from 8:30 to 11:30 a.m., SBDC office (Key Bank Tower), 125 S. Howes St., Suite150 in Fort Collins. Cost: \$40/prepaid, \$50/day of. Contact: SBDC at 970-498-9295 or www.sbdc-larimer.com.
- Oct. 7 Alan Weiss 101-Accelerating a Consulting and Speaking Career, from 8 a.m. to 4 p.m., Ritz-Carleton Denver, 1881 Curtis St. in Denver. Cost: \$600. Contact: Patricia B. Sikora, Ph.D. - IMC Colorado Marketing Chair at 303-499-5723 or patsik@aol.com.
- Oct. 8 All About Health Reimbursement Arrangements (HRAs), from 10 to 11 a.m., Webinar. Cost: \$0. Contact: Amy Essig at 303-776-3105 or aessig@VBbenefits.com.
- Oct. 9 10 Surprise Sidewalk Sale, starting at 10 a.m., Downtown Estes Park, Elkhorn Avenue & Vicinity in Estes Park. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- Oct. 9 Adoptions Dreams Come True, starting at 6 p.m., The Hilton Fort Collins. Cost: TBD. Contact: Brittany Hageman at 970-566-4682 or brittany@mantoothcompany.com.
- Oct. 11 13 The ABC's of Microsoft Access, from 5:30 to 8:30 p.m., The Education and Life Training Center, 401 Linden St. in Fort Collins. Cost: \$99. Contact: Laura Barron at 970-492-4357 or laura.barron@eltcenter.org.
- Oct. 12 15 Registration for the Fall II Session at ELTC, starting at 0 a.m., The Education and Life Training Center, 401 Linden St. in Fort Collins. Cost: Sliding Scale Discounts Available. Contact: Laura Barron at 970-482-4357 or Laura.Barron@ eltcenter.org.
- Oct. 13 NCEDC Annual Meeting, from 11:30 a.m. to 1:30 p.m., Fort Collins Hilton, 425 W. Prospect Road in Fort Collins. Contact: Kay Wood at 970-667-0905 or kwood@ncedc.com.
- Oct. 13 Business Before Hours, from 7 to 8:30 a.m., FirstFarm Bank, 127 22nd St. in Greeley. Contact: Kim Barbour at 970-352-3566 or kim@ greeleychamber.com.
- Oct. 13 Selling Your Uniqueness, from 8:30 to 11 a.m., SBDC office (Key Bank Tower), 125 S. Howes St., Suite150 in Fort Collins. Cost: \$40/prepaid, \$50/day of. Contact: SBDC at 970-498-9295 or www.sbdc-larimer.com.
- Oct. 13 NCEDC Annual Meeting and Luncheon, from 11:30 a.m. to 1:30 p.m., Hilton Fort Collin, 425 W. Prospect Road in Fort Collins. Cost: \$35/person, \$240/table of eight. Contact: Diana McKinney at 970-667-0905 or dmckinney@ncedc.com.
- Oct. 14 How to attract and retain key employees in a recovering economy, from noon to 1 p.m., Harmony one building/ New York Life, 3003 E. Harmony Road, Suite 110 in Fort Collins. Cost: free. Registration Deadline: 10/13/2010. Contact: Brian Fabrizio at 970-371-1915 or bfabrizio@ft.nyl.com.
- Oct. 15 Relationship Selling, from 8:30 to 11 a.m., SBDC office (Key Bank Tower), 125 S. Howes St., Suite150 in Fort Collins. Cost: \$40/prepaid, \$50/day of. Contact: SBDC at 970-498-9295 or www.sbdc-larimer.com.
- Oct. 18 24 Make A Difference Day 2010, Larimer County. Contact: Jami McMannes at 970-407-7055 or jmcmannes@uwaylc.org.
- Oct. 19 13 Google Confusion Unraveled, from 5:30 to 8:30 p.m., The Education and Life Training Center, 401 Linden St. in Fort Collins. Cost: \$49. Contact: Laura Barron at 970-482-4357 or Laura.barron@eltcenter.org.
- Oct. 20 Notes from the Underground: Solutions to Greenhouse Gas Mitigation are in our Soils, from 5 to 6:30 p.m., Avogadro's Number, 605 S. Mason St. in Fort Collins. Cost: FREE. Contact: Kerri McDermid at 970-492-4155 or kerri.mcdermid@colostate.edu.



What: Webinar series
When:Tuesdays₁ 10/26-11/23
Where: Your desk
How: Register at NCBR.COM
Series cost: \$25

For more information call Lindsay Gilliland at 970-221-5400 ext. 203

# **Business Succession & Exit Strategies** – Key Components to Building Value in Your Business

October 26th, 12pm-1pm - Meet the Presenters - Overview of the Series - Q&A

November 2nd, 12pm-1pm - Features Sandy Blaha



#### Failsafe Exit Strategy - Driving Business Valuation & Wealth Creation with Sandy Blaha.

Sandy Blaha Performance Consulting is a performance management, leadership development and succession/exit planning company. An author, presenter, trainer, facilitator and coach she builds organization capacity with a focus on strategy, leader development, talent assessment and execution discipline. She works with owners and senior executives nationwide to insure their companies' legacies.



Certified Public Accountants

Business Advisors

November 9th, 12pm-1pm - Features Susan Johnson



#### **Build Your Value and Plan Your Future**

Susan Johnson, CPA, is the Director of Tax of Brock and Company, CPAs, P.C. Susan joined the firm in 1978 COMPANY APROF and works primarily with privately-owned businesses and individuals. Her areas of expertise include the construction and real estate industries, and estate and fiduciary tax planning. She has worked with numerous clients as they transition their businesses to both family members and outsiders.

November 16th, 12pm-1pm - Features Tony King



#### Legal Considerations and Issues in Business Successions and Exits

Anthony A. King is a leading transaction attorney in the Rocky Mountain Region working with business owners in successfully transferring businesses to key employees, family members and third parties, as well as advising business owners on other business issues. Tony joined the firm in 1993 and has been an owner and Director since 1999. His practice centers on mergers and acquisitions, business transitions, corporate and business planning, financings and executive compensation planning.



Management

AND

November 23rd, 12pm-1pm - Features John Clagett



#### Key Strategies for Creating Sustainable Wealth for Today's Business Owner

John Clagett is the owner of Q4 Wealth Management, Inc. a full-service firm whose client-centered business model delivers customized advice, financial strategies, and personalized service to many Northern Colorado business-owners. With over seventeen years in the investment industry, John brings a unique approach to managing the many areas of clients' financial lives by proactively conferring with their team of investment, tax, legal, and insurance professionals to ensure objectives are met.

Securities and Advisory Services offered through Nations Financial Group, Inc.(NFGI), member FINRA/SIPC, a Registered Investment Advisor. John Clagett is a Registered Representative of NFGI. Q4 Wealth Management, Inc is a separate entity and not affiliated with NFGI.

# ON THE JOB

#### **ACADEMICS**

Lvnn Vosler has been named workforce development director at Front Range Community College. Vosler will be responsible for growing and building FRCC's non-credit workforce training arm, with particular attention to expanding innovative programs like Energy Boost, which Vosler



**VOSLER** 

started in 2008. Energy Boost is a 92-hour program that prepares workers for entry-level jobs in the energy industry.

Jane Marshall joined the Institute of Business and Medical Careers as the new admissions representative. Marshall's responsibilities will entail interviewing and recommending prospective students

for admission into IBMC programs of study.

#### **ACCOUNTING**

Michael Bundy is now a shareholder in Brock and Co. CPAs, PC in Fort Collins. With the firm since 1993, Bundy specializes in audit and accounting services for a variety of industries including construction, distribution, and manufacturing. The Fort Collins office also promoted Audra Meade to the position of senior accountant.



**HEALTH CARE** 

**MEADE** Rigden Farm Senior

Living community in Fort Collins named Christinia Murfitt as the new executive director. Murfitt brings more than 10 years' experience in property operations to the Rigden Farm team. She has a diverse background that includes property management, and even multi-site retail management.

Nathan Hunt joined the Orthopaedic & Spine Center of the Rockies as a podiatrist caring for patients with foot and ankle conditions and injuries, including those who have diabetes-related problems such as recent or chronic wounds.



**HUNT** 

#### **CONSTRUCTION**

Robin Dornfest, CPG, who recently joined Geotechnical Services Inc. as a vice president and principal of the company, will manage the new office in Fort Collins. GSI provides geotechnical, geologic, and environmental engineering, as well as construction **DORNFEST** materials testing and



drilling services. GSI plans on growing the Fort Collins office in the near future.

Drahota Construction has hired William K. "Bill" Glazener as director of operations. Glazener brings 34 years' experience in the construction and real estate development industries. Most recently, he was a partner/principal with Brinkman Partners in Fort GLAZENER



Collins. He will oversee general operations and all construction operations at Drahota.

#### **ENGINEERING**

Bryant Walters, P.E., LEED AP, has joined the Collins Engineers Inc. team as Regional Manager of the Colorado office. Bryant brings to this position 26 years of significant civil engineering experience with expertise in all phases of site civil project management and project design for public and private development.



**WALTERS** 

#### **AGRICULTURE**

Linda Lewis joined Colorado Corn as a communications specialist. Lewis brings over 20 years' experience in business and nine years in public relations and marketing for nonprofit organizations.

#### **GOVERNMENT**

Donald J. Mares, executive director Colorado Department of Labor and Employment, appointed Christine Shapard, founding executive director of the Colorado Cleantech Industry Association, chair of the Green Jobs Colorado Advisory Council. The Advisory Council will work to build a workforce for Colorado's New Energy Economy through administering the Green Jobs Colorado Training program and coordinating statewide green job efforts.

#### **MISCELLANEOUS**

Private Ashley Morgan joined Clean N' Green LLC in Greeley as an executive assistant. Dan **Urquhart** rejoined the Clean N' Green team as account manager after a year away. Urquhart will be developing new opportunities, and focusing on creating and reinforcing relationships in the Northern Colorado community.

Fort Collins Utilities' Water Conservation Specialist Laurie D'Audney received the Alice Darilek Water Conservation Award from the Rocky Mountain Section of the American Water Works, serving Colorado, New Mexico and Wyoming. The award recognizes D'Audney as an outstanding contributor to the water conservation field, including her leadership. Since 2006, this award has been given to only one individual per year, making D'Audney the fifth recipient to receive this honor.

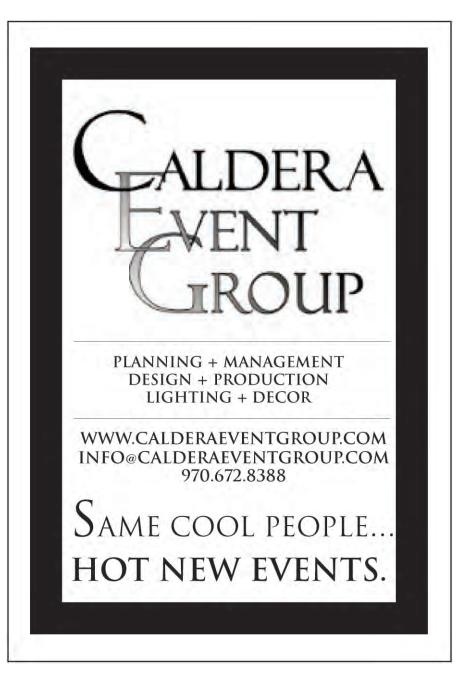
Lori Minter, owner of Fish Window Cleaning in Fort Collins, received the Navigator Award at the national Fish Window Cleaning convention in St. Louis in July. The award was presented in recognition of her work with prospective franchisees.

The Certified Legal Investigator Committee of the National Association of Legal Investigators appointed Dean A. Beers, CLI, as the Region 6 Representative. The CLI Committee oversees the integrity, examination, continuing education and ethics of the member Certified Legal Investigators. Region 6 includes Idaho. Utah. Montana. Wyoming. Colorado, New Mexico and Arizona.

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







# BRIEFCASE

### **Nonprofit notes**

Roche Constructors volunteered time and service this summer on a library remodel for Park Lane Elementary School in Aurora. Park Lane Elementary was one of 32 schools in the country selected by Target and the Heart of America Foundation to have its library remodeled. The \$200,000 remodel was made possible through the School Library Makeover Program.

Rodizio Grill in Fort Collins hosted Brazil Fest Sept. 4, and donated a portion of the proceeds, over \$220, to the Partners of the Americas Wyoming Chapter Breast Cancer project. The Wyoming Chapter of POA has teamed up with Goias, Brazil, to actively involve youth volunteers in a hands-on international community project. Due to the high incidence of breast cancer and limited access to early detection in rural Goias, the Breast Cancer Project is raising money for a mobile mammography unit.

The Larimer County Sheriff's Department is compiling a Special Needs Registry to assist disabled individuals or older adults who need help in times of emergency or natural disasters. The registry will be used by emergency personnel and identifies individuals who need assistance for evacuation purposes, or need oxygen or electricity for life support. Register by visiting the Larimer County's Virtual Courthouse website at www.larimer.org/apps/specialneeds. If you need assistance to register call United Way at 211 or United Way at 970-407-7066.

#### **KUDOS**

The Great Place to Work Institute and Entrepreneur Magazine recognized accounting and business consulting firm Ehrhardt Keefe Steiner & Hottman as one of the 25 Best Mediumsized Companies to work for in America. The winners are selected based on a randomly distributed employee opinion survey about the organizations' workplace cultures and a firm culture audit.

The **Society of Professional Journalists** honored **Colorado State University** for its outstanding work. Annually, each of SPJ's 12 regional directors selects one chapter in his or her region that has performed outstanding service to the Society, their campus and the journalism profession. From these 12 chapters, one chapter is selected by the Vice President for Campus Chapter Affairs as the

Outstanding Campus Chapter of the Year.

Through compostable and recyclable vendor products and diligent waste recovery, **Bohemian Nights at NewWestFest** diverted 73 percent of waste from the landfill in 2009. In 2010, the festival partnered with **Gallegos Sanitation Inc.** to divert 80 percent of waste and recycled/composted over nine tons of materials.

The **Dental Assisting Program** at **Front Range Community College** earned accreditation from the **Commission on Dental Accreditation** of the **American Dental Association**. The program was granted the accreditation status of "approval without reporting requirements," meaning the program "achieves or exceeds the basic requirements for accreditation," according to CODA.

Alliant National Title Insurance Co. in Longmont placed 631 on the 2010 Inc. 5,000 List - Inc. Magazine's annual ranking of the fastest-growing private companies in America. Alliant National demonstrated a three-year growth rate of 482 percent.

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

U.S. Postal Service shipping services and mailing products now available at Office Depot stores include Priority and Express Mail service, Parcel Post service, Delivery Confirmation service, Signature Confirmation service, and regular First Class U.S. postage stamps. In addition, free Priority Mail Flat Rate boxes also are available. Office Depot has locations in Brighton, Greeley, Loveland and two in Fort Collins

#### **NEW LOCATION**

**Pathways Hospice** moved the clinically staffed Windsor office to 1580 Main St., Suite 2, in Windsor. Pathways Hospice provides expert medical and comfort care for individuals navigating the last months of life and support for families, caregivers and those mourning the loss of a loved one.

**360 Wellness Solutions** has opened in Fort Collins to help small and medium-sized businesses stay financially and physically fit. The company uses a combination of online and on-site surveys and assessments to take a "snapshot" of the overall health of the employee population. The assessment data is analyzed and then used to identify both the risks a company faces now and the impact those risks will have on their health-care claims, future absenteeism and more. Call 970-430-5194 for more information.

#### **ANNIVERSARIES**

The **Colorado Foundation for Conductive Education** is celebrating its second anniversary by hosting an open house celebration on Oct. 2, from 10 a.m. to 3 p.m. at the center located at 483 N. Denver Ave. in Loveland. The mission of CFCE is to provide opportunities for individuals with motor challenges to achieve optimal physical, cognitive, and social independence through the application and promotion of Conductive Education principles.

#### **PROJECTS**

The Neenan Co., headquartered in Fort Collins, is providing integrated architecture and construction services for the 31,000-square-foot Grand Junction VA Medical Center addition. The project includes four operating rooms, two endoscopy rooms, an intensive care unit with five negative-pressure patient rooms, pre-op/post acute care unit with eleven bays, nurses station and support spaces. The project is expected to receive patients in July 2011.

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.



# **ENERGY & UTILITIES**

# Precision Wind makes moves to Boulder

### Wind-energy needs precise forecasts for best financial results

**By Jeff Thomas** 

news@ncbr.com

BOULDER — If the answer is indeed blowing in the wind, then it may be big news in Boulder that the latest innovation in predicting the breeze may come from the private sector.

"The technology and how we're approaching the (wind forecasting) model is very unique," said Ed Koepfler, the chief executive of Precision Wind Inc., which relocated to Boulder from New Mexico in early August.

"We are extremely encouraged by our initial results," Koepfler said.

The reason for relocating would seem obvious, given the talented labor force at the federal labs NOAA, NCAR and major Colorado universities. But with wind power becoming more of an economic resource on a daily basis, this particular play didn't come from the halls of academe or government-sponsored research; it came directly from folks with

their eyes set on the bottom line.

"One of the major problems with wind energy is when is it going to blow and how much energy can you derive," Koepfler said. "No one has been able to solve this problem to anyone's satisfaction."



**KOEPFLER** 

Or, at least to the satisfaction of public utilities, which will need more precise forecasting to get good utilization rates from their wind-energy resources. Power companies are in a bit of a fix there, as today they need to forecast at least a day in advance, for instance, if they will be net producers or net users of electrical energy from the grid.

More so, Koepfler said they need to be pretty precise in exactly how much energy they will be buying from or selling to the 15 independent service operators that have to balance the predicted usage, supply and dependability of supply to their portions of the grid.

"If you overproduce you are basically sending electricity into the ground, because there really isn't a way to store (that amount of) electricity," he said.

Underproduce and the power companies will not only be paying elevated prices on the electricity they need to keep the lights on for their consumers, they can also be assessed heavy fines.

So today the importance of which way and how hard the wind will blow has moved way beyond political pundits and folk singers and right into the mainstream of global business.

#### Halloran spinoff

Precision Wind was spun out of Halloran Energy, a private investment company established by American Refining Group Inc., in 2008, and is the only company that Harry Halloran has ever spun out of any of his companies.

An initial focus of the business, then located in Las Cruces, N.M., was to sell services on where to locate wind farms. But wind-energy manufacturers were far too anxious to give away such services and the focus turned to more real-time forecasting. The 24/7 service that Koepfler envisions will be continually feeding information to clients, perhaps on a flat rate or, in some circumstances, based on how much money was saved or generated by the superior service.

"The models most of these compa-

See PRECISION, 30A

#### **Precision qualifies** for rebates

BOULDER – Precision Wind Inc. has been approved to receive up to \$25,000 from the city of Boulder's business incentive pro-

Precision Wind, which specializes in wind-energy forecasting for the renewable energy sector, can receive the rebates for sales and use taxes and permit-related fees. The company plans to expand its Boulder headquarters, increasing the size of its facility and growing its workforce.

Precision Wind qualified for the rebates by agreeing to implement several environmental programs, including Xcel's On-site Energy Assessment Program, a zero-waste program, the 10 for Change Challenge and committing to an environmental purchasing

"This tax rebate from Boulder will be instrumental for Precision Wind Inc.." said Ed Koepfler, Precision Wind's chief executive. "As a growing startup in the renewable energy space, rebates such as these provide an excellent opportunity to reduce our expenses and recoup costs associated with hiring new employees and expanding the business at such a crucial time."

– Jeff Thomas





for commercial real estate, banking. Health care gets thumbs sideways for reform uncertainty.



creditors finally get paid nine vears after bankruptcy.

7.0 magnitude

earthquake kills

nearly a quarter-

million in Haiti.

Steele's

Marilyn Schock becomes CEO of McKee Medical Center



Fort Collins city council tosses out trash districting plan after Waste Management submits low bid.

March - Jon Turner, Martin

5,000 acres for \$177 million.

Winter Olympics held in

Columbia, where Canada

beats USA for hockey

Vancouver, British

gold.

Lind, Craig Harrison offer

"Temple Grandin" debuts on HBO.

> Consultants study Fort Collins Midtown Commercial Corridor.

Monster oil gusher Jake fuels new drilling boom in Weld County.

> Amazon fires all Coloradobased affiliates in reaction to state's new sales tax rules for online retailers. Eight other revenue-raising bills signed into law by Gov. Bill Ritter.

> > Legislature increases amount of electricity to be generated from renewable sources by 2020 to 30 percent.

President Obama signs health care reform act. Colorado Attorney General John Suthers joins in lawsuit opposing its implementation.

15th

1995.

April - Weld, Larimer

effect in November.

counties testify against new

ozone testing plan to go into



Ash from Iceland disrupts Europea

Steve Strunk becomes state Banking Commissioner.

NCBR launches BP plans to expand Cedar Creek Wind Farm east of anniversary Grover. retrospective with a look back at the Internet circa

*NCBR* opposes Proposition 101 and Amendments 60 and 61 Oil begins of Mexico drilling pla Brown

Chapte declare debt or million Busine 51 perc

on November's ballot. **April** 

**January** 

SOURCE: NCBR ARCHIVES; BUSINESS REPORT RESEARCH

John Green says 2009 trough of Great Recession; overall signs point to jobs recovery in 2010.

2010



Stu MacMillan takes helm at CSURF real estate office.

February - New Orleans Saints beat Indianapolis Colts 31-17 in first Super Bowl appearance, most-watched televised sporting event in history.

**February** 



Lindsay Gilliland celebrates 10 years with NCBR.

Loveland working on Arts Economic Development Center.

March

Swine flu pandemic closes with three deaths from H1N1 virus in Northern Colorado, 69 statewide.



Giant toymaker Wham-O buys RMII graduate Sprig Toys, winner of the 2010 Specialty Toy of the Year.

Greece's sovereign credit rating downgraded to iunk.



Pilgrim's Pride employees headed for JBS headquarters in Greeley.

#### RECOVERY, from 1A

In hindsight, we probably should seen it coming.

#### **Dacono Factory Stores**

Did anyone really think that a ride in a dog-fighting flight simulator at an outlet store would sell airplanes? Maybe the



### What's up next

Oct. 8 Where we go from here

#### Previously published anniversary stories:

NoCo on the Net 1995-96 Labor and Employment 1997 Commercial Growth 1998 1999 Tech Bust 2000 Aa Challendes 2001 Transporation Security 2002 Health Care Competition 2003 2004 Brewing Icons/10 Years 2005 Education/Tech Transfer 2006 New Energy/Economy 2007 Meltdown 2008 **New Frontier** 2009

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

inline skating rink would sell some Rollerblades, and the three softball fields could help out the sports-equipment retailers, but seriously — a boating lake? With tax-increment financing for the guy who drove the original Castle Rock Outlet deal into the ditch?

Ted Decker of Tucson started talking with Dacono town officials in 1992, and they went so far as to annex the land at the Erie exit off I-25. But the outlet craze had pretty well cooled by January 1996, and Loveland's fully occupied shops weren't that far up the road from Southwest Weld County. A year later, ground hadn't been broken because Decker couldn't get a phone installed in the construction trailer and CDOT planned to widen I-25.

Then in 2000 the pesky Arizona Corporation Commission decided to bring charges of unregistered securities dealing against Decker and his Oxford Development Corp., and the lawsuits from investors started piling up.

By June 2001, about \$83 million has flowed into the project, the developers has been ordered to pay about \$22 million in restitution, and nobody expected to see a dime. The undeveloped land went into foreclosure and the four defendants faced criminal charges in Arizona in 2003

#### **Enter Tech**

It was supposed to be different in the New E-Commerce Economy, and for a while, it seemed like it was. And maybe the websites targeted to the agricultural market would have been more successful if Northern Colorado farms and ranches had had access to the Internet back in 1999.

The meteoric rise and resounding crash of the dot-coms was almost perfectly replicated in the story of a little Loveland-based company. After the resignation of its entire management team in 1999, Walnut Capital reinvented itself as Enter Tech in January 2000 and hops on the e-commerce bandwagon with the purchase of Shopping Mall Online, which links Internet-based commerce with storefront locations.

By February, Enter Tech stock is trading at about \$4 per share, up from Walnut Capital's traditional 40 or 50 cents. The company exchanges 5 million shares for 80 percent of Wave Power Corp. of Florida, with plans to build a global digital utility. Say what?

Before the month is out, the company sues one of its former officers to get back 750,000 shares now valued at \$2.6 million.

In April, Enter Tech gets \$10 million from Reservation Foundation Trust in exchange for 6 million shares of stock provided the merger with Wave Power Corp. is completed.

Enter Tech is still going full speed ahead in June, when it signs a letter of intent to acquire 80 percent of AdSynchronous.com of California for 2.1 million shares of stock — valued at \$3.9 million — and MallClix of Florida for 450,000 shares.

But then RFT decides 6 million shares are worth only \$600,000 rather than \$10 million. On July 19, Enter Tech fails to pay its 19 employees. By October, Enter Tech shares are worth about 28 cents. In November, when the shares hit 19 cents, Enter Tech announces it will return to its original digital kiosk plan.

By June 2002, the No. 10 top public company in the region has no revenues.

#### Baseball

The former Time Zone Without a Team snagged the Colorado Rockies in 1993, and Coors Field opened in 1995, the year NCBR began publishing. Baseball fever was in the air, and Northern Colorado boosters caught a bad case.

In January 1999, NCBR reports that Larimer County and Fort Collins Area Chamber of Commerce President Mike Hauser have been in talks with owners of two minor-league baseball teams about the possibility of bringing a team "to the new stadium that would be built on the Larimer County Fairgrounds planned along Interstate 25, north of U.S. Highway 34."

In August, the Fort Collins DDA recommends the Northside Aztlan Community Center as the site for a stadium for the nonexistent team, now allegedly part of the Rockies' farm system. "For this to happen, we have to be playing baseball by 2001," according to DDA executive director Jay Hardy, who is also certain that the city can count on the support of Rockies co-owner Jerry McMorris, a resident of Timnath.

NCBR urges local leaders to work to bring baseball to town. However, no Northern Colorado community completes the necessary paperwork by the Nov. 15 deadline.

In December, Windsor developer Martin Lind steps up to the plate with "a proposal that could have a new stadium approved and built within the next year — a timetable Fort Collins cannot hope to match"

Major League Baseball targets 2001 for a Rocky Mountain rookie league. Cheyenne, Laramie, Greeley and Windsor all vie for a team.

In 2002, the Rockies' Pioneer League Casper Ghosts begin playing in Mike Lansing Field, funded by and named for Wyoming native Lansing, who played second base for the Rockies for three years.

McMorris sold his ownership stake to the Monfort brothers of Greeley in 2005, so in a very roundabout way, baseball has come to Northern Colorado after all.

egulations for s state universities tuition.

ic volcano n air traffic.

gushing into the Gulf after deep-water tform explodes.

Publishing takes r 11 bankruptcy, s \$104 million in assets worth \$94 including Boulder s Information and ent of *NCBR*.

FRONT RANGE

Study by Everitt Real Estate Center shows retail shift to Front Range Village mostly from other Fort Collins businesses, not from other cities.

**May** – Top Brown execs form new corporation to bid on assets of bankrupt Brown Publishing.

Crop Production Services moves 280 corporate employees into Centerra's Rangeview office park from Greeley.

Interchange at Hwy. 392, I-25 receives funding from state; \$20 million more needed for repairs to begin March 2011.

Greeley post office named in honor of W.D. Farr.

July - Consultants find an upscale branded hotel with conference facilities best fit for downtown Fort Collins - with public subsidy.

> Abound Solar receives \$400 million loan guarantee from DOE.

> > CSU partners with Cannon Power group to complete Maxwell Ranch wind farm.

First-time homebuyer tax credit bumps up home sales for first half of year.

Allegiant Air offers flights to Phoenix from Fort Collins/Loveland.

> UQM announces former Chrysler Corp. COO Eric Ridenour will become CEO on Dec. 1.

> > August

This page sponsored by:



**September –** CU Buffaloes beat CSU Rams in 82nd Rocky Mountain Showdown, 24-3.

> Brown Media cannot fulfill bid, assets go back to consortium of banks.

Boyd Lake Village goes back to lender First National Bank in foreclosure.

> Bank-owners hire Denver management company to resurrect St. Michael's Town Square in Greeley

> > 34X bus makes final stop between

> > > Loveland, Greeley

June -Anheuser Busch lists 700 acres of rezoned land

June

Erin Toll resigns as director of the state

division of real estate, receives \$55,000 settlement.

Spain wins FIFA World Cup after month of ear-splitting South African vuvuzelas.

July

OtterBox breaks ground on new headquarters in

Save the Poudre Store it in Glade Save the Poudre coalition asks Northern Colorado Water Conservation District to cease and desist water conservation visitive to cease and bears. distributing wildly popular bumper stickers.

August - Agilent shows signs of finally selling empty buildings in Loveland.

> Poudre School District puts bond/mill levy question on November ballot. Fort Collins and Greeley asking for increases for street maintenance.

"Temple Grandin" wins seven Emmys, including Best Picture and Best Actress for Clair Danes.

**Greeley Mall** owner defaults, foreclosure begins.

> Fort Collins water board recommends banning new development in 100year floodplain.

USDA, Justice Dept. hold workshop on livestock industry competition at CSU.

September

Don Williams retires as Loveland city manager after eight years, 24 with the city. Bill Cahill to take position Nov. 1.

Opposition builds against Prop. 101, Amendments 60, 61.

> Colorado unemployment at 8.2 percent. John Green predicts employment will pick up in second quarter

# After looking back, NCBR looks to future

### It's been wild ride on into journalism in the 21st century

#### By Kate Hawthorne

khawthorne@ncbr.com

They say that as far as the average person can tell, history begins with his or her birth. If we don't see it with our own eyes — and sometimes even if we do — there's always the faint possibility that maybe an event didn't happen the way we heard it, or at all.

On one end of the spectrum of disbelief are things like your mom ever looking good in a miniskirt and go-go boots, no matter what your dad tells you. On the other end are those who deny the moon landing or the Holocaust really happened, no matter how much documentation is presented.

And somewhere in the middle is where journalists live. The best of us are natural-born skeptics, always trying to look behind the curtain just because someone told us not to. But most of us are willing to believe that the truth is out there, somewhere. It may not be our job to put all the pieces together to solve the ultimate puzzle, but it is our job to make sure we uncover as many of those pieces as we can. If we're really







THEN...AND NOW Kate Hawthorne

good, we'll get all the corners and straight edges linked up for historians who have the luxury of time to assemble the entire jigsaw, eventually.

On a daily basis, we are navigators, attempting to triangulate the truth that exists in the spaces shared by different points of view. We try to chart a course to what really happened by following a trail of breadcrumb-facts, using what skills we have to sort them from crummy factoids. As business journalists, we also follow the money, sometimes finding unexpected answers to the question we always ask: "cui bono?"

And we work out there on the wire in front of an uncertain audience. How many of you would be willing to put your name on everything you do during an average work week, then present it for public scrutiny? Would you be willing to add your e-mail address and

phone number? Just asking for pain, isn't it? As an article of faith, we invite

Because somebody has to.

The toxic combination of total anonymity plus a global audience has spawned legions of semi-professional online commenters pushing their agendas aggressively, ruthlessly, rudely and mostly unencumbered by the higher thought process. The relentless bile has driven more thoughtful dialog elsewhere. We're still trying to locate it, exactly, but that's our role in this 21stcentury democracy.

#### Played our part

For the past 15 years, the Northern Colorado Business Report has played its part by bringing useful, entertaining, in-depth and sometimes hard-hitting news and information to the business community in Larimer and Weld counties. At times it seemed there would be no limit to the growth of either the region or the newspaper; at others, it seemed we were all on a fool's errand, slogging through one economic downturn after another and never quite coming together to achieve the regional potential NCBR's founders and editorial writers have encouraged since the beginning.

Newspapers may eventually go the way of buggy whips and vacuum tubes — heck, this print newspaper may disappear someday, just not

today, thanks — but the need for accurate reporting and clear and vigorous communication won't. In fact, as the tide of unexamined information rises ever higher, stuffing our inboxes with spam and our brains with unfiltered blog rants, the need for the unbiased observer, the traffic cop at the intersection of Fact and Opinion, grows more critical. Unfortunately, the optimistic assumptions of our youth — "good ideas always drive out bad" and "information wants to be free" — could be headed for a massive pileup in the middle of Reality and Economics.

All we can do is keep our eyes on the road and hands on the wheel and hope we have enough creative gas in the tank to detour around it. Because we would be missed if we quit doing what we do the very best way we know how, even if we say so ourselves.

But wherever the Business Report and its hard-working, dedicated, fiercely devoted staff wind up practicing their craft in the next 15 years, it will have been my privilege and honor to have shared part of the wild ride into the new millennium.

Kate Hawthorne has been editor of the Northern Colorado Business Report since March 2008. She has read every issue ever printed for this anniversary project and may never compile another timeline as long as she lives.

# Landfill enterprises look for big haul

### Businesses explore new ways to divert, reduce trash intake

During the last decade, the annual haul at the Larimer County landfill has decreased by more than 30 percent, partly because of the recycling and

reuse efforts of local citizens. Loveland recycles half of its residential waste, and Fort Collins is pushing for a similar target. The drop in buried trash (from more than 1 million cubic yards to about 700,000 annually) is impressive, but it's



also due to a few more factors than our 21st-century environmental enlightenment.

In reality, the recession and the crash of the regional housing market are probably having a greater impact on local garbage numbers than individuals separating out glass, aluminum and paper, according to Stephen Gillette, director of the Larimer County Solid

Waste Department. Gillette, a 29-year veteran in the garbage business, said that up to 40 percent of the county landfill is still paper fiber that would be easy to recycle but isn't, for whatever reason. So, despite local initiatives to increase recycling and divert materials from the landfill, we've still got a ways to go.

One local startup, GreenStream, based in Fort Collins, is dedicated solely to the purpose of better sorting through our garbage and managing commercial waste. Since opening this past year, owner Rich Modesti said Green Stream has attracted clients — "solid-waste amateurs" — that produce a considerable amount of solid waste but don't quite know how to sort waste in an efficient and affordable way.

Green Stream offers services to consult with businesses, and it also dives deeper into the pile, managing recycling and trash diversion for companies and providing reports to show the impacts of those efforts. Clients have emerged from up and down the Front Range so far, Modesti said, although he acknowledged that drumming up business as a waste-stream consultant has been tricky.

"People don't really know what the value to their business is," Modesti said.

Homes and businesses already pay for sanitation services and some take

extra steps to bring materials to recycling centers. But few companies are going to spend time and money dissecting their waste stream unless it helps

### "People don't really know what the value to their business is."

Rich Modesti, owner Green Stream

their bottom line, regardless of the cheery, green spin. Modesti said there's room for more progress, especially for major waste producers, but most companies and individuals still don't closely consider trash habits.

#### Rethinking garbage

Rethinking and repurposing garbage is at the center of a different sort of project at the Larimer County landfill. A year ago, the county agreed to a deal with Timberline Energy that allowed the company to build and operate a power plant that will run on methane gas collected at the landfill.

Methane builds up at all garbage sites as various elements break down, and the gas can be lethal. It is 21 times more potent as a greenhouse gas than carbon dioxide, so using methane for fuel instead of just letting it leak into the environment helps offset climate change. The benefits helped secure \$230,000 in funding from the Colorado Carbon Fund, a state program that purchases carbon credits meant to cancel out or forego the use of fossil-fuel energy.

Timberline has committed to invest \$3 million in the project, but there's one major catch so far: The site isn't producing enough methane

to make the new generator worthwhile to run. The project is currently collecting methane from 90 of its total 170 acres, but it needs to add another

15 acres to build the supply necessary to operate the power plant. Gillette said the West's dry conditions makes it harder to collect enough methane, a problem that doesn't exist on the East Coast where more methane-capture operations exist and much of the research on their success has been done.

Until the power plant is running, Timberline and the county are flaring the collected methane since that minimizes the pollution potential of the gas. Eventually, the 1.4-megawatt facility will produce power for about 900 homes within the service area of the Poudre Valley Rural Electric Association. The plant will also remove methane pollution from the air, equivalent

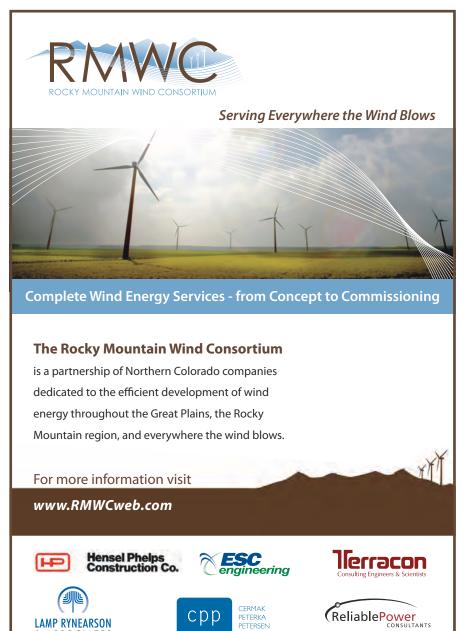
to taking 7,500 cars off the road annually. Timberline is now exploring a similar project at the Waste Connections landfill in Erie, which is one of seven disposal sites in Weld County.

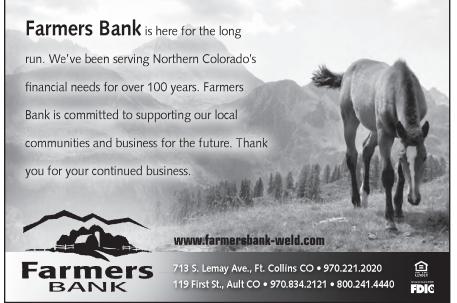
Methane capture doesn't have any direct impact on the capacity or size of a landfill, but the projects help local people look at trash in a new way. Then again, there is one more significant cause to the decline in garbage at the Larimer County dump.

Local trash haulers are choosing to drive their garbage to landfills in Weld County or elsewhere because they offer cheaper rates, according to Gillette. He estimated that as much as half of Larimer County's garbage goes outside the county.

The practice isn't by any means illegal, but it does inflate our sense of righteousness over our reduced trash output. As landfill managers know better than anyone, throwing something away — from our homes, our offices, or our county borders — doesn't mean it really goes away.

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







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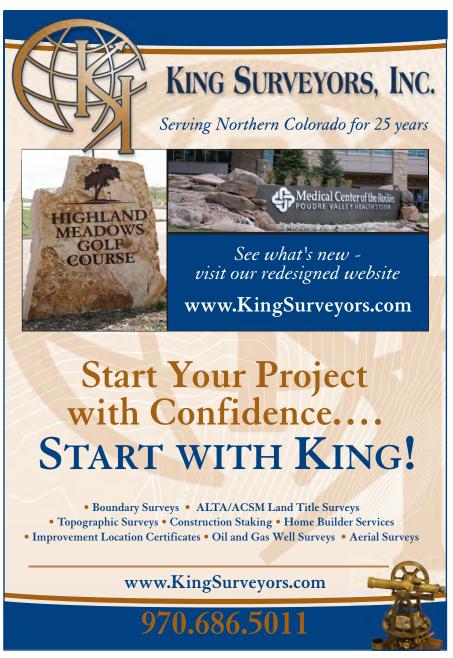
# **Largest Oil-Production Companies**

# Ranked by oil production



RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	OIL PRODUCTION STB 2009 OIL PRODUCTION STB 2008	GAS PRODUCTION MCF 2009 GAS PRODUCTION MCF 2008	WATER PRODUCTION BOE 2009 WATER PRODUCTION BOE 2008	E-MAIL Web Site	PERSON IN CHARGE Title of Person in Charge Year Founded
1	2	NOBLE ENERGY INC. 1625 Broadway, Suite 2000 Denver, CO 80202 303-389-3600/303-595-7403	5,996,592 3,273,231	69,283,228 38,688,056	1,162,592 12,229,274	info@nobleenergyinc.com www.nobleenergyinc.com	Charles D. Davidson CEO, Chairman, President 2000
2	1	KERR-MCGEE OIL & GAS ONSHORE LP P.O. Box 173779 Denver, CO 80217 720-929-6000/720-929-7461	5,617,335 4,173,305	74,487,429 65,471,922	1,052,523 1,180,420	N/A www.anadarko.com	James T. Hackett CEO, Chairman, President 1983
3	4	PDC ENERGY ① 103 E. Main St. Bridgeport, WV 26330 304-842-6256/304-842-0913	1,553,179 1,130,800	11,828,181 8,283,589	130,540 121,137	petd@petd.com www.petd.com	Richard W. McCullough Chairman, CEO 1969
4	3	PETRO-CANADA RESOURCES INC. 1099 18th St., Suite 400 Denver, C0 80202 303-297-2300/303-297-7708	1,501,633 1,181,288	11,724,549 8,697,848	902,264 288,427	N/A www.petro-canada.ca	Ron A. Brenneman CEO, President N/A
5	5	ENCANA OIL & GAS (USA) INC. 1313 Denver Ave., Bldg. 1 Fort Lupton, CO 80621 303-659-7740/303-857-1259	900,191 901,849	19,269,588 19,659,707	401,374 490,540	N/A www.encana.com	Randy Eresman CEO, President 2002
6	7	MERIT ENERGY CO. 13727 Noel Road, Suite 500 Dallas, TX 75240 972-701-8377/972-960-1252	333,630 423,721	5,344,860 6,230,843	93,317 138,507	info@meritenergy.com www.meritenergy.com	Terry Gottberg President 1989
7	10	K P KAUFFMAN CO. INC. 1675 Broadway, Suite 2800 Denver, CO 80202 303-825-4822/303-825-4825	243,768 231,696	1,520,506 1,483,447	140,969 159,636	kpkauffman@kpk.com www.kpk.com	Kevin P. Kauffman CEO, Chairman, President 1982
8	8	GREAT WESTERN OIL & GAS CO. LLC 1700 Broadway, Suite 1170 Denver, CO 80290 303-398-0356/866-742-1787	237,342 276,089	910,842 919,507	15,894 25,819	kkress@gwogco.com www.gwogco.com	Keith Kress President 2005
9	9	UNIOIL ② 1775 Sherman St., Suite 3000 Denver, CO 80203 303-860-5800/303-860-5838	231,509 267,650	2,599,601 2,904,514	33,933 53,457	petd@petd.com www.petd.com	Richard W. McCullough Chairman, CEO 2007 ③
10	11	BONANZA CREEK OPERATING CO. LLC 116 Inverness Drive East, Suite 270 Englewood, CO 80112 720-279-2330/720-279-2331	208,216 128,385	899,305 519,648	67,429 28,940	BCOC2@Bonanzacrk.com www.bonanzacrk.com	Frank H. Bennett Chairman, Owner N/A
11	NR	DIVERSIFIED OPERATING CORP. 15000 W. Sixth Ave., Suite 102 Golden, C. 0. 80401 303-384-9611/303-384-9612	103,855 112,029	385,720 431,755	89,844 105,614	tcammon@doccolo.com www.doccolo.com	Terry Cammon Owner, President 1985
12	NR	MINERAL RESOURCES INC. 3109 35th Ave. Suite BI01 Greeley. Co 80634 970-352-9446/970-339-8321	93,237 89,763	1,741,068 1,418,853	14,770 9,195	info@mineralresourcesinc.com www.mineralresourcesinc.com	Collin Richardson Land manager N/A
Region surveyed consists of Larimer and Weld counties.  Source: Colorado Oil and Gas Conservation Commission.  To be considered for future lists, e-mail research@ncbr.com  N/A-Not Available  N/A-Not Available  Oil Formerly Petroleum Development Corp.  Subsidiary of PDC Energy  Oil Acquired by PDC Energy in 2007.							



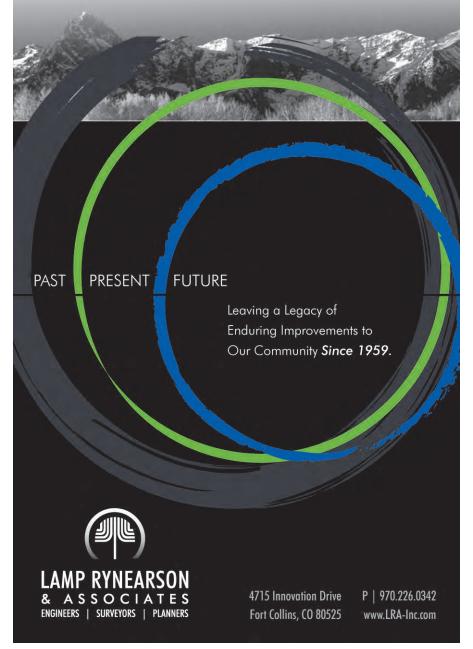


# Largest Natural-Gas-Production Companies DataBank The Vault's Always Open Ranked by gas production

RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	GAS PRODUCTION MCF 2009 GAS PRODUCTION MCF 2008	OIL PRODUCTION STB 2009 OIL PRODUCTION STB 2008	WATER PRODUCTION BBL 2009 WATER PRODUCTION BBL 2008	E-MAIL WEB SITE	PERSON IN CHARGE TITLE OF PERSON IN CHARGE YEAR FOUNDED
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9	9	K P KAUFFMAN CO. INC. 1675 Broadway, Suite 2800 Denver, CO 80202 303-825-4822/303-825-4825	1,520,506 1,483,447	243,768 231,696	140,969 159,636	kpkauffman@kpk.com www.kpk.com	Kevin P. Kauffman CEO, Chairman, President 1982
10	NR	<b>COLTON LLC</b> 621 17th 5t. Denver, CO 80293 303-298-1567/303-298-8022	911,575 1,198,994	38,729 50,599	2,329 3,252	sovereignenergy@aol.com N/A	Thomas Metzger President 2000
11	12	GREAT WESTERN OIL & GAS CO. LLC 1700 Broadway, Suite 1170 Denver, CO 80290 303-398-0356/866-742-1787	910,842 919,507	237,342 276,089	15,894 25,819	kkress@gwogco.com www.gwogco.com	Keith Kress President 2005
12	NR	BONANZA CREEK OPERATING CO. LLC 116 Inverness Drive East, Suite 270 Englewood, CO 80112 720-279-2330/720-279-2331	899,305 519,648	208,216 128,385	67,429 28,940	BCOC2@Bonanzacrk.com www.bonanzacrk.com	Frank H. Bennett Chairman, Owner N/A Sponses to Business Report survey researched by Ross Manl

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

Region surveyed is Larimer and Weld counties.
Source: Colorado Oil and Gas Conservation Commission.
Production is in MCF, 1,000 standard cubic feet metric. STB = Stock Tank Barrels, 42 U.S. gallons liquid volume. BBL = Barrels





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# **BUSINESS LITERATURE**

# Deep thoughts nearly impossible on the Web

Insidious effects outlined in mostly off-subject tome

By Terri Schlichenmeyer news@ncbr.com

You've tried three times to finish reading that report today, and you just can't do it. You never finish more than a few paragraphs before the words start swimming in front of your eyes.

It's not a boring report; in fact, you normally find these things very interesting. So what gives? You don't have any problem reading your newspaper, a magazine, or an article online.

And maybe that's from where your newly developed trouble springs. The Internet, says author Nicholas Carr, has stealthily changed the way your brain

operates, and in his new book, "The Shallows: What the Internet is Doing to Our Brains" he explains what that means for our future.

This morning, when you booted up your computer to check e-mail, chances are that wasn't all you did. Admit it: You checked last night's score, your horoscope, the headlines and stock prices. You bank, research, shop, renew, upgrade and network online. And you've been doing it for years.

The Internet, says Carr, is a tool and, like most tools, it changes the way society works. If you don't believe it, imagine what life was like before Gutenberg revolutionized printing or Ford improved manufacturing. Imagine what it was like just a hundred years ago without TV, cell phones, fast travel and, yes, the Internet.

Science has proven that when humans use tools,

2010, W.W. Norton & Co., \$26.95 / \$33.50 Canada our brains adapt to the tool itself. If you repeatedly pick up a gadget, for instance, your brain eventually sees it as an extension of your hand, and re-wires

OUR BRAINS

Nicholas Carr

SHALLOWS

**BOOKS** 

"The Shallows:

is Doing to Our

What the Internet

Brains" by Nicholas

adapted to the net. But because the Internet is "bidirectional" — meaning that we can send and receive information — its effect on the brain is a little more insidious. Carr says that the Internet actually promotes shorter attention spans. Links to unrelated topics, brief articles, immediacy of information and the multitudinous things one hooked-up computer can do have all wired our brains to move, scan and deviate, lightning-quick. That's changed the way we read, comprehend, and work — and not, he says, for the

to accept the item automatically. In

much the same way, your brain has

The problem with our new, shortened attention span is that "deep thinking" is difficult-to-impossible. Memory suffers, too, both long-term and shortterm. Work on a computer for a while, and writing long-hand feels weird. And staying targeted, on- or offline, becomes an increasing challenge.

I found it extremely ironic that I had a hard time reading this book, but not for the reasons you'd think. "The Shallows," as it turns out, felt unfocused

Author Carr ominously reveals many frightening things that we, as a culture, need to heed. He does an amazing job in cautioning readers about the maybetoo-late, shocking dangers of a society run online. In between the good points, though, esoteric literature, highbrow language, and belabored (and often obscure) historical information made it hard to maintain interest.

So which wags the dog here, online or off-subject? That's up for interpretation, but I believe this: Either way, for most business-minded readers, "The Shallows" is way too deep.

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



engage. enlighten. inspire. entertain.

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#### Tickets available at NCBR.

com. Click on Events under the Departments heading.

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

For sponsorship information contact NCBR Marketing and Events Director, De Dahlgren, at ddahlgren@NCBR. com or 970.232.3132.

#### 730 a.m Breakfast and keynote speaker

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

Do you need a little space?

#### Women's health and wellness

Heart wise Weigh to go

All stressed up and nowhere to go

#### Panels 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

#### 1130 a.m. Break

#### Lunch with keynote speaker

Topic: The Power to Change

can be and what you can do.

#### 2:00 p.m — Panels presentations and open 5:40 pm 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. Closing reception and open space 5:30 p.m. discussions on all topics

EVENT ARCHITECT



PRESENTING SPONSORS

10!15 a.m.-

11 30 a.m.



MARKETING SPONSOR





LUNCH HOST

BREAKFAST HOST





POUDRE VALLEY

HEALTH SYSTEM







# **Largest Southwest Weld Employers**

Private sector, ranked by no. of employees



RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES 2010 EMPLOYEES 2009	REVENUES 2009 REVENUES 2008	TYPE OF BUSINESS	E-MAIL WEB SITE	PERSON IN CHARGE TITLE YEAR FOUNDED
1	1	MCLANE WESTERN 2100 E. Colorado Highway 119 Longmont, CO 80504 303-682-7500/303-682-7557	441 523	\$1,321,268,186 \$1,313,228,170	Food distribution.	contact@mclaneco.com www.mclaneco.com	Keith Pearson President 1894
2	3	PRODUCTION CONTROL SERVICES INC. (PCS) 3771 Eureka Way Frederick, CO 80516 720-407-3550/720-407-3540	110 140	N/A N/A	Plunger lift, gas lift, nitrogen generation and automation for oil and gas wells.	julie.wienen@pcslift.com pcslift.com	Jeff Giacomino President 1985
3	4	ROOF CHECK INC. 1610 Skyway Drive Longmont, CO 80504 303-678-7828/303-678-7615	105 150	\$15,000,000 \$21,000,000	Industrial, residential, and commercial roofing. Sheet metal fabrication, gutters, downspouts, maintenance and repair.	chris@roof-check.com www.roof-check.com	Chris A. Cain Linda Cain Owners 1984
4	2	FCI CONSTRUCTORS INC. 4001 N. Valley Drive Longmont, C0 80504 970-535-4725/970-535-4867	94 75	\$328,000,000 \$380,000,000	General contractor.	sarmstrong@fciol.com www.fciol.com	Ed Forsman President 1978
5	NR	METAL SALES MANUFACTURING CORP. 7990 E. 1-25 Frontage Road Longmont, CO 80504 303-702-5440/303-682-2509	86 78	\$25,000,000 \$27,000,000	Steel roofing, panels and building products.	jhoopes@metalsales.us.com www.metalsales.us.com	Jeff Hoopes General manager 1963
6	8	SPECIALTY PRODUCTS CO. 4045 Specialty Place Longmont, CO 80504 303-772-2103/303-772-1918	70 65	N/A N/A	Manufacturer of alignment and suspension parts, tools, and accessories for the automotive industry.	info@specprod.com www.specprod.com	Benjamin Bigelow Mina Cox CEO COO 1972
7	9	UQM TECHNOLOGIES INC. 4120 Specialty Place Longmont, CO 80504 303-682-4900/303-278-7007	68 60	\$8,692,000 \$7,508,322	Electric motors.	sales@uqm.com www.uqm.com	William G. Rankin President, CEO ① 1967
8	6	<b>PRO-BUILD</b> 4058 Camelot Circle Longmont, C0 80504 970-535-0395/970-535-0648	60 60	N/A N/A	Lumber, truss and millwork supplier.	bruce.allen@probuild.com www.probuild.com	Bruce Allen Northern Colorado GM 2006
9	12	<b>DIAMOND D DAIRY</b> 4513 Weld County Road 32 Longmont, C0 80504 970-535-4290/970-535-0318	38 30	\$3,750,000 \$3,500,000	Milk, drinkable yogurt, and other dairy products.	jddairy@aol.com www.diamondddairy.com	Jim Docheff Owner 1987
10	NR	INTERSTATE FORD LLC 800 Bryan Court Dacono, CO 80514 303-833-6700/303-833-6715	35 30	\$2,500,000 \$3,300,000	Auto sales and service.	mike@i25ford.com www.i25ford.com	Mike Held GM/Owner 2010
11	NR	FREEDOM FIRE PROTECTION LLC 4026 Mulligan Drive Longmont, C0 80504 303-827-2060/303-827-2070	31 N/A	N/A N/A	Fire protection.	N/A www.freedomfirepro.com	Andrew Teebken 2004
12	NR	<b>SADDLEBACK GOLF CLUB</b> 8631 Frontier St. Firestone, CO 80504 303-833-5000/303-833-3515	30 30	N/A N/A	Driving range, practice putting and chipping greens, tournament pavilion, retail shop, PGA teaching professionals available.	tomalley@saddlebackgolf.com www.saddlebackgolf.com	Whitey O'Malley GM/Owner 2001 Business Report survey researched by Ross M

To be considered for future lists, e-mail research@ncbr.com

NR NOT Evidence Will assume the CEO position on Dec. 1, 2010.

Region surveyed includes the communities of Frederick, Firestone, Dacono, Erie, Mead, the Del Camino area, unincorporated Southwest Weld County, and portions of Longmont.

© Eric Ridenour will assume the CEO position on Dec. 1, 2010.



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# INDEX OF LEADING ECONOMIC INDICATORS

# Recovery from Great Recession slow, but under way

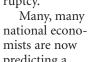
### Growth erratic as government pays in stimulus lumps

The Northern Colorado Business Report Annual Monthly Growth Rate is very erratic around the zero line as the Northern Colorado economy recovers from the recent recession. Most of this unevenness is caused by lumpiness in construction dollars.

Infrastructure construction, repair and maintenance (road work) comes to Northern Colorado governments in lumps, mostly dispensed by the federal Recovery Act, which has been very effective in halting the national slide into depression. Thankfully, we have been left with only a severe recession, which will be difficult to get out of, but not in a situation which could have been much worse.

The other federal program which has successfully shortened the recession in Northern Colorado is the tax credit for new and upgrading homebuyers. These tax credits have stimulated many home sales and even some new construction of lower-priced housing. Whether or

not the program just borrowed from future sales. it did stimulate immediate economic activity which created jobs and saved some construction subcontractors from bankruptcy.



predicting a greater than 50 percent probability that the U.S. economy will "double-dip." That probably means it won't. I have been predicting a double-dip since at least January.

I now believe the U.S. economy won't double-dip according to the official designation of two or more consecutive quarters of negative Gross Domestic Product change, but will have one or more quarters of non-consecutive negative growth. Without question, the recovery from this recession will be weaker and longer than any recovery back to the Great Depression. The Northern Colorado Index of Economic



**ECONOMIC INDICATORS** John W. Green, Ph.D.

industry but which saw other sectors, including commercial construction, still hanging on. The "bottom" in the local economy was from a weak 2008 Christmas season Regional Economist until November 2009. We had solid growth early in 2010 but the mid-summer months have been weaker than

#### **Employment**

expected.

Employment by place-of-residence in

Growth has bounced

back to early 2008

levels, a time which

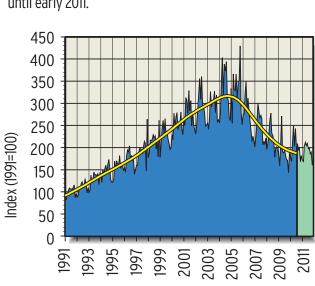
was already bad in

the construction

Northern Colorado is still declining about 1.5 percent per month on an annual basis. I expect this decline to end no later than early next year and for employment to start growing again. Employment is a lagging indicator and since the recession probably ended in

# **Growth Index**

The Index should bounce in the 200 to 260 range until early 2011.



the third quarter of 2009, it's time for employment gains. The unemployment rate will remain stuck in the 7.3 percent to 8.3 percent range as new jobseekers enter the labor force.

See INDICATORS, 29A

# Increased pre-job screening leading indicator?

#### By Kate Hawthorne

khawthorne@ncbr.com

Employment rates are seen as a lagging economic indicator, because businesses don't feel comfortable hiring after an economic downturn until they see their customers coming back. For example, Chicago-based employment consultants Challenger, Gray & Christmas recently reported that two consecutive months of sales gains could be enough to trigger increased seasonal hiring by national retailers, but the number of workers added in October, November and December is still likely to fall short of pre-recession

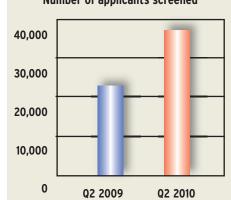
Holiday hires in 2009 were up 30 percent from 2008, according to the U.S. Bureau of Labor and Statistics but 2008 represented a 22-year low for seasonal employment.

"This year we expect to see further gains in seasonal hiring, but it probably will not achieve the levels we saw in 2006 or 2007," said John A. Challenger, chief executive officer of Challenger, Gray & Christmas. "Retailers do not want to be caught with too many workers at a time when many of the fundamentals needed for strong consumer spending remain a little shaky. There are still nearly 15 million Americans out of work and many have lost their homes or are struggling to hang on to them. This does not bode well for heavy holiday spending."

But what about after the new year?

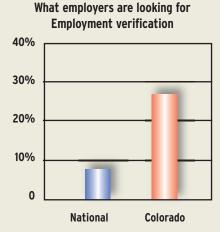
### More employer confidence in economy

Who employers are looking at Number of applicants screened



SOURCE: PREMIER EMPLOYMENT SCREENING SERVICES

More companies are using pre-employment screening services than last year, a sign that confidence in the economy is recovering. What background checks find



Drug test failures 40% 30% 20% 10% National Colorado

Data from Premier Employment Screening Services in Fort Collins may point to more employers updating their HR processes ahead of additional hiring

The number of pre-employment background checks Premier ran for its business clients in the second quarter of 2010 rose dramatically — 81 percent compared to the same period in 2009. This could indicate that companies could be preparing to hire next year after not hiring at all last year.

"We've had a significant increase in business this year, which can be attributed to two things," said Katie Zwetzig, co-owner and COO of Premier. "First, we see companies wanting to look at

more tools and more automation to help them with the recruiting process, and second, we have seen our samestore sales begin a slow, steady increase. Overall — if pre-employment screening is an indicator of economic recovery we are feeling pretty upbeat about

Same-store sales are revenues from clients that used Premier in both 2009 and 2010, which increased by 1 percent in the second quarter year-over-year, after declining between 2008 and 2009.

Within the screenings themselves, Premier has also seen encouraging signs of employer confidence.

Employers continue to increase the number of checks they are running per

applicant — the average was up 7 percent compared to last year — and the percent that include education verification more than doubled to 9.8 percent.

"Employers are making sure they have the most qualified person and they are verifying that those job seekers are being honest on their resumes," explained Doug Hay, marketing director for Premier.

At the same time, the percent of background checks that include job verification decreased by 4.8 percent.

"You could argue that this points to recovery as companies just need workers and are not as concerned about how the applicant performed in previous positions," he added.

#### INDICATORS, from 28A

#### Housing

The number of single-family detached housing permits being issued dropped sharply after the housing tax credit expired. New housing permits being issued in Northern Colorado are now at the same levels as in the late 1980s and early 1990s. These levels are one-fifth to one-sixth the levels we were seeing in 2004 as the bubble was inflating. I don't see a real recovery in the home construction industry until at least spring of 2011 when new jobs begin to be added.

#### Motor vehicles, sales tax accounts

Motor vehicle registrations are increasing again as the economy shows some mild signs of recovery.

New and renewed sales tax accounts are also increasing nicely as retail sales pick up and optimism about the Northern Colorado economy becomes evident. Increases in retail sales, from January/February lows, have been much stronger in 2010 than in 2009. The Christmas sales season will be better than 2009 but not as good as years before that. The loss in wealth from decreases in home values and lost jobs has caused consumers to save more and spend less.

#### **Bankruptcies**

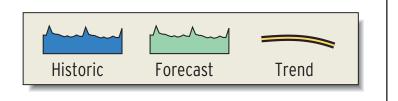
The number of bankruptcies being declared remains high as job losses cause foreclosures which turn into bankruptcies. Foreclosures cause forsale housing inventories to increase which pushes the value of homes down, causing further decreases in wealth, more saving and less consumer spending — a self-reinforcing downward spiral that will not stop until entrepreneurs ask banks to lend and banks agree to underwrite investment in economic production. The key that is currently missing is a willingness on the part of businesses to expand production in the face of decreasing consumer spending.

The Northern Colorado economy is much better positioned to recover than 99 percent of other regions of the United States. Growth in our economy has begun but will not increase rapidly. There will be weak months because of the unevenness of economic growth in the various sectors of our economy. But we have turned the corner and economic conditions are improving.

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

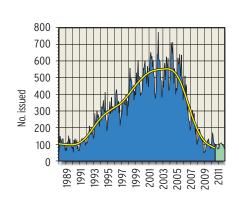
### KEY

These economic indicators are provided by NCBR economist John Green.



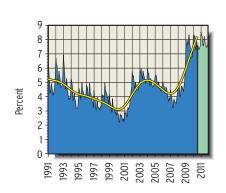
#### Single-family permits

Through July, 2010 is much better than 2009.



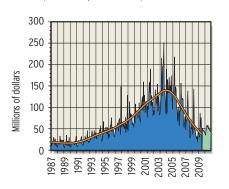
#### Unemployment rate

The unemployment rate is stuck in a 7.3-to-8.3 band.



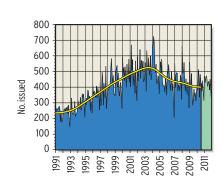
#### Total construction value

2010 activity is probably mostly the result of the Recovery Act, although some activity is visible.



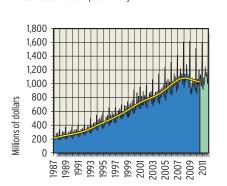
#### New sales-tax accounts

2010 continues to be stronger than 2009.



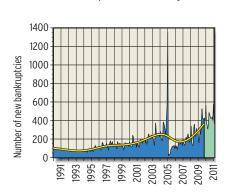
#### Retail sales

Retail sales are slowly recovering.



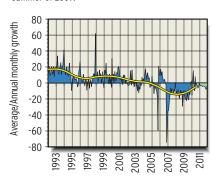
#### **Bankruptcies**

The number of bankruptcies filed remains high.



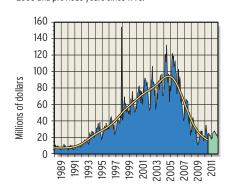
#### Growth in the region

The recession clearly bottomed in the summer of 2009.



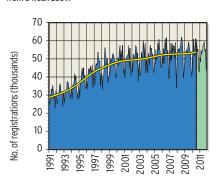
#### Single-family permit value

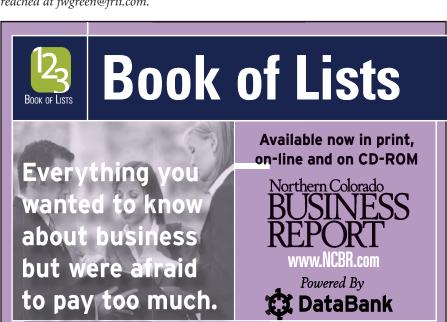
2010 continues to be better than 2009 but weaker than 2008 and previous years since 1993.



#### Motor-vehicle registrations

Motor vehicle registrations appear to be recovering slightly from a weak 2009.





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#### **REAL ESTATE**, from 8A

#### A recovery year?

Still, some experts remain reluctant to claim 2010 a recovery year just yet.

"I think it will be a tale of two halves," said Eric Thompson, president of The Group Inc. residential real estate brokerage in Fort Collins. "The first half was driven by the tax credit. But by the end of the year, I think we will look back and see the same number of transactions in 2010 that we did in 2009."

Thompson said he does see the lending market improving. Lower interest rates and lenders more willing to help struggling homeowners are likely factors in the drop of foreclosure figures, he said.

But even if lending becomes more available, it all comes down to jobs,

Thompson said. "The good news is that fundamentally, Northern Colorado has the right environment to attract jobs."

Jobs are also the key to a recovery in the commercial real estate market, said Peter Kast, a broker/partner with Realtec Commercial Real Estate Services in Fort Collins.

Comparative sale figures in the commercial market are harder to come by, but it's clear that transactions are minimal. While banks might be warming back up to residential lending, they are keeping clear of commercial.

Much of the activity today involves smaller deals backed by Small Business Administration financing, Kast said.

"The best thing I can say is that it's better than last year, but it's still a struggle," he added.

On the leasing side, there are mixed

signs of stabilization in the local commercial market.

According to Realtec, office vacancy rates in Fort Collins stood at about 14.2 percent at the end of the second quarter, slightly better than last year. Office vacancy rates in Loveland and Greeley are still up from a year ago, at 11.6 percent and 23.4 percent, respectively.

Retail vacancy rates remain about where they were last year at 9.5 percent in Fort Collins, 8.4 percent in Loveland, and 14.7 percent in Greeley.

Industrial vacancy rates also are stabilizing at 6.8 percent in Fort Collins, 8 percent in Loveland and 11.9 percent in Greeley. Kast said he expects the Greeley industrial market to improve next quarter with a boost from the growing oil industry

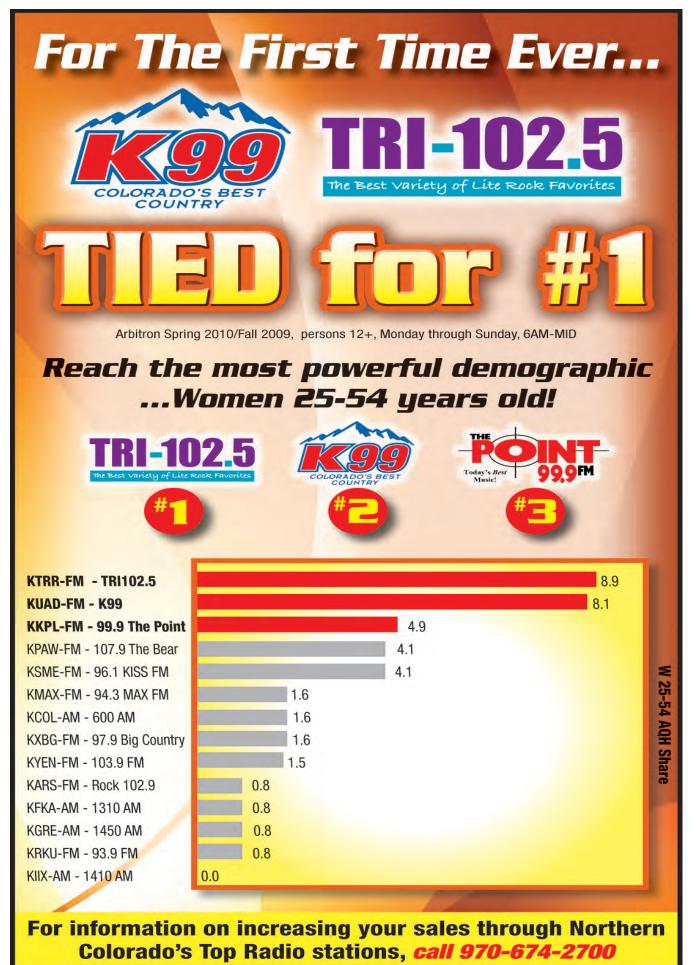
The best signal for both local com-

mercial and residential real estate might be the health of local banks. The picture there on a year-to-year basis is still grim, but it's stabilizing quarterly.

Total delinquent loans and foreclosed property held by the 15 banks based in Larimer and Weld counties stood at more than \$475 million as of June 30 — up 11.4 percent from a year ago, but up only one-tenth of a percent from a quarter ago.

Banks are still pulling back on lending. Net loans and leases held at local banks fell to about \$4.8 billion as of June 30 — down 18.5 percent from a year ago, and down 3.9 percent from a quarter ago.

David Clucas is a freelance writer based in Boulder who can be reached at clucas.work@gmail.com



# "We have some Fortune 100 companies that are very interested."

Ed Koepfler, CEO Precision Wind Inc.

#### PRECISION, from 19A

nies are using now are 10 to 20 years old," he said. "But given the growth in wind-energy production in Europe, China and now North America, more and more people are focused on getting better forecasts."

Some clients will be able to realize tens of millions of dollars in savings or increased production annually, Koepfler said. All companies with wind-energy portfolios would benefit by more fully utilizing their cheapest energy — once the infrastructure has been established.

"All of that goes directly to the bottom line," Koepfler said.

Details on financing were not forthcoming, but Halloran remains committed along with Xceed Capital, an investment firm in Perth, Australia.

"We have some Fortune 100 companies that are very interested in investing in us," Koepfler said.

The fortunes of Precision Energy, of course, lie in how accurate its forecasting can become. Halloran said expectations are that there will be an "exponential" leap in the detail and accuracy of such forecasting.

While not willing to say much about the proprietary model, Koepfler did say the initial skeleton models have already reached or exceeded existing computer models. The company is expected to reach its third-level in modeling, with all the computer resources that it needs, that will take it to market late this year.

But with more than 40 years in software development, including leading a host of startup, small- to mid-range, publicly held and a few science-based companies on his resume, Koepfler said he's willing to fly under the radar for now. The No. 1 target at this time is proving they can live up to the company moniker.

"Not to be right but to get it right," he said. "I want everybody focused on making sure we're getting it right."

### "Hotel valuations are way down right now. Someone will get a good deal."

Jim Clark, director Fort Collins Convention & Visitors Bureau

### MARRIOTT, from 4A

There already is high interest in the properties, Karber said, though they are not yet on the market.

"I've probably gotten calls from 50 to 60 brokers on this, and I just pass this on to my client," Karber said. "They have so far not exposed it to the market, but again ... it's early. There's a lot of interest at 30 to 40 percent of the value of the loans against them. There's interest at a very low price."

And it's also unlikely the lending group will let it go for so little, he added.

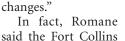
"I would assume at some point in time, that hotel will sell for more than is currently owed," Clark added. "Hotel valuations are way down right now. It's a difficult environment, but they've performed well in the past. Someone will get a good deal."

The lending group, which submitted a low bid of \$17 million to get the properties back, recently retained Hostmark Hospitality, a national hotel management group based in Illinois, to manage the Fort Collins Marriott properties.

Marriott general manager Richard Romane said all systems are go at the

properties, which will run "business as usual."

"The Marriott contract is for several vears forward," Romane said. "We don't foresee any changes."



Marriott is still on track to revamp its ballroom in 2012, and the hotel continues to have a capital budget for other projects.

ROMANE

The Clarion Hotel and Conference Center in downtown Greeley, which has gone through several owners in recent years, was also bought out of foreclosure this year for pennies on the dollar. Denver hotelier Bruce Rahmani, owner of Colorado Hospitality Services, paid just \$1.7 million to buy the hotel out of foreclosure in July. Penta Hospitality of California had remodeled the property that went into foreclosure after not even a year under its ownership.

Rahmani has vowed to revamp the hotel, reopening the restaurant and adding a bar to help attract the general public.

#### **Business travel biggest challenge**

Some say the main problem for the full-service hotels is that the business travel industry has taken a dive.

"In 2009, state numbers show that

business travel was down 19 percent, which is parallel to the national numbers,' Clark said.

Greeley continues to attract state conventions for a variety of groups, including agricultural organizations and square dancers, and has largely established itself as a Mecca for dog shows.

Fort Collins, however, does not have a niche in the meetings and conventions industry. Rather, the town is more of a magnet for religious groups and youth sporting events, Clark said.

'(The group and meetings industry) is picking up but it has a long way to go,' he added.

There may be an oversupply of rooms in the Northern Colorado hotel market, but local hoteliers have their reach into markets where travelers still need some options.

Rob Uehran, co-owner of Fort

#### FROM THE ARCHIVES

Find related stories in the Northern Colorado Business Report archives at ncbr.com:

- "F.C. Marriotts head for foreclosure," Oct. 23, 2009
- "Fort Collins Marriotts remain open for business,"Nov. 6, 2009

Collins-based Spirit Hospitality, said business at the lower price-point hotels is up over last year. The business traveler, he said, is still moving, and Spirit's hotels are attracting larger numbers in the wake of the recent boom in the oil and gas industry in northern Weld

County and southern Wyoming.

'Corporate travel has returned," Uehran said. "A lot of our accounts have resumed travel."

He said he soon hopes to break ground on a new Candlewood Suites in west Greeley, but the company is still working with its investment group to raise capital, as bank financing for such new projects "is impossible."

His Candlewood Suites project off of Harmony Road in Fort Collins, also is developed and ready to build, but financing again is the toughest part, he

"In the industry reports we look at, things are improving," Uehran said. "I wouldn't want to be in the upper-end price point. We bottomed out for sure. The last couple of years have been really skinny. We're not writing home to mom, but it's growing and we're optimistic."



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#### NONPROFITS, from 3A

preparing this return lets everyone know you're doing what you're supposed to be doing. And it's so folks out there who want to give to a charitable donation will know their money is going" to a true taxexempt agency.

Losing their tax-exempt status will result not only in a hardship for the agencies, but also their contributors, who traditionally write off their donations. The IRS will, however, grant extensions if organizations notify it by the due date.

Bruce and Sally Johnston, who inherited the Estes Valley Recreation Foundation recently after the founder died, said they were wholly unaware of the new requirement, or that they had to file anything with the IRS. They filed their information with the Colorado Secretary of State, which shows their organization remains in good standing.

"You could find us, but the IRS couldn't," Bruce Johnson remarked.

#### Falling through the cracks

While many named on the list no longer exist, there are some organization leaders who are working fervently to get their paperwork in on time.

The Larimer Sheriff's Posse, which has been a tax-exempt organization for 51 years but had never had to file under the old rules, is at risk of losing their fundraising abilities for area charitable

'It fell through the cracks because of the changing nature of the treasurer position," said Sgt. Cindy Gordon, who serves as the Sheriff's Office liaison to the Posse. "Our annual budget is generally in the vicinity of \$8,000 to \$15,000. Hopefully, we can get this sorted through in a timely manner.'

The Posse provides law enforcement functions on horseback, such as search and rescue, crowd control and public relations. For example, members were on hand recently to help direct traffic around the Reservoir Road fire in Loveland, Gordon said.

Officers of the League of Women Voters in Greeley also were surprised to learn their organization landed on the list, according to Treasurer Janine Reid. The local group, which regularly organizes election-year candidate debates, sees less than \$2,000 a year in revenues, she

"Our league has never applied for nonprofit status because we have a revenue that's under \$5,000, and that is below the 990 requirements," Reid said. "We've never filed, and for tax-deduction purposes, we suggest people make their donations to League of Women Voters' Colorado Education Fund."

Reid said when she learned of the new requirement she immediately worked to correct the issue, but still needs to fill out 12 pages of paperwork to become a bona-fide nonprofit reporting to the IRS.

"We have nothing to report," Reid said, stating the new law is simply confusing. "We've got membership dues, which pass through to the state and national league. I personally am very annoyed. I've been in an administrative position for the past 30 years, and every year the biggest challenge is keeping up with the laws."

The filing for charities with budgets less than \$25,000 is relatively painless, Mueller said. In most cases, charities need only answer a series of questions for their annual reporting, which they can

#### Who's on the list?

The IRS list of nonprofit agencies at risk of losing their exempt status includes mostly organizations that prior to 2006 did not have to file because they took in less than \$25,000 a year. The list includes organizations from citizen action committees to clubs, including service organizations such as Knights of Columbus and American Legion posts, sporting or animal clubs, some college Greek organizations, to small community fundraising arms of public projects.

To find out if the IRS says your nonprofit organization has not filed annual 990 returns for the last three years, go to www.irs.gov, and click on the Charities and Nonprofits tab at the top of the page.

To get free help in filing with the IRS, charities should call Teresa Mueller, 970-667-1070, with Mueller & Associates.

do electronically. Questions include their name, a representative's name and address, and confirming their budget amount. Those charities with budgets larger than \$25,000 will have to file an EZ form, which also is pretty benign, Mueller said.

The requirements have exposed some weakness in the system, Mueller said.

"It's been an interesting process," Mueller said. "It's brought home the fact that there are a lot of charities that don't have the resources to manage these affairs and they can't afford it."

#### **Outdated information**

Connelly said since the 2006 rule change the IRS has been sending letters and e-mails to errant agencies. But in many cases, the contact information is no longer valid.

The ARC of Weld County inadvertently made the list, only because the IRS had old information, a good 10 years old at least, said director Larry McDermott. The list refers to the agency's original name, Association for Retarded Citizens, which he said was changed because it was offensive to the clients they serve.

"We haven't used that name for years," McDermott said, noting that all of the information on the IRS list relating to the ARC is incorrect, including the employer identification number, the post office box, even the spelling of Greeley. "This is obviously an inaccurate list," he added.

A random check of organizations listed shows a number are inactive. The Loveland Police Association, for example, was voluntarily dissolved at the state level in 1977 but remains in the IRS database. Girls Outdoors in Fort Collins was created in 1997 and dissolved at the state level that year.

"The IRS does know there are agencies on the list that are defunct or maybe functioned for only a short time and in current days are not operating as a taxexempt," Connelly admitted. "Come Oct. 15, if the IRS hasn't gotten anything from said organizations, indeed, they do need to be cleared (off)."

What Mueller hopes this requirement changes is the frequency with which smaller, one-time charities form.

"One of the things we try to encourage with some nonprofits we have is to look for collaborative opportunities," Mueller said. "To create individual charities to accomplish the administrative (paperwork) and bureaucracy is enough to drive you crazy."

### **DECISIONS**, from 13A

#### Awareness needed to trust the gut

When asked how they make decisions, many leaders say, "I trust my gut reactions." Our "gut" is influenced in lots of ways every day. How we feel that particular day, relationships with family, co-workers, managers, and other dynamics affect our emotional gut.

We all have biases that are reflected in our decisions. We rely on our past experience, which needs to be balanced with new learning. Personal self-awareness determines how honest we are with ourselves regarding the viability of our decision-making process. The world is too complex to rely solely upon our emotional, gut reactions.

What do today's successful leaders have in common? They are constantly prepared to make hard decisions quickly. Earlier this year I wrote about the need to gather data in order to better understand your operations and opportunities. I want to build on that recommendation: Prioritization is the next step once you have the data. This means that as a leader you have projects, resources and contingencies prioritized at all times. If your team has a well-thought-out, prioritized list of projects and resources, you can quickly adjust to demands or requests that come your way.

What are the requirements of prioritization? You must be planning and adjusting the plan on a regular basis. Regular basis means any time a change impacts your unit, team, or project. This level of focus on priorities requires carving out time to think through everything you know and anticipate future trends.

Prioritization goes hand-in-hand with gathering meaningful data to strengthen decisions on every level. This decision-making solution suggests that we move beyond gut reaction and past experience-based decisions to a more well-thought-out list of priorities based upon current trends and feedback.

#### Be prepared with priorities

To be prepared we need to think proactively, tactically, and strategically. Every manager should analyze, assess and adjust priorities continuously. This is a task that should take priority over many other management activities that provide far less value. Failure is the result of bad decisions made quickly without adequate trend analysis.

Bad decisions burn dollars, time and resources. High quality, informed decisions are those that produce sustainable growth and success.

By adjusting management practices to focus on data-gathering and analysis followed by prioritization, successful leaders are making informed decisions that result in a sustainable business environment.

Prioritization allows every leader, in collaboration with the management team, to create a list of alternatives. These alternatives can be scenarios based upon known and unknown variables that confront the organization or business. This proactive view of possible outcomes means that a "best choice" decision can be made. Being prepared allows decisions to be made from a position of strength.

We are evolving from the time when leaders made decisions "from the gut" and the business dealt with the unintended consequences. Today's successful leaders create a discipline of gathering data, establishing standards for data analysis, and creating priorities that assist the process of constant, unrelenting change. Being prepared moves an organization toward realistic decisions and a more desirable strategic position.

Carve out time each week to review possible scenarios and trends, and then adjust your immediate priorities. Turn the process into a regular discipline. Make this an experiment and see what you and your team discover. Think of yourselves as explorers in the new world.

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.

#### CRE, from 2A

trial/warehouse space were given the best chance of appreciation by respondents.

#### Responses not surprising

Laposa said the responses on commercial development were not surprising in that they overwhelming felt the I-25/34 corridor would be the best chance for development. The area has been a hot spot for a couple of years now, with retail, medical offices and restaurants and the still-awaited Boondocks Fun Center scheduled to begin construction next year.

"It surprised me a little because it's on the periphery of the concentration of housing," Laposa said, adding that the area has more government approval for development assistance. The town of Johnstown, as an example, began a 45day fast-track for project approval, which brought in a lot of the early development to the area.

"I still believe housing is still needed out there, but because it's off the interstate, housing within one to three miles isn't as important as Old Town or downtown Loveland," Laposa said.

As they did last year, respondents felt

multifamily, senior and student housing stood the best chance for growth in Northern Colorado.

Again, that didn't surprise Laposa.

"I think there's good news from CSU student enrollment for student housing for sure. If you look down Laurel and Shields, there's plenty of redevelopment. The Flats at the Oval is 100 percent leased," Laposa said.

Senior housing is generally good throughout the country, Laposa said, and multifamily housing fares well in Fort Collins, where there is a higher percentage of renters than nationally.

Laposa said responses on the public policy concerns was surprising, with most respondents citing the city of Fort Collins' proposal to ban development within the 100-year flood plain having the most negative impact, followed by the passage of the cap and trade bill, and the proposed Fort Collins sales tax increase.

"A lot of these were new trends that have happened, so there's not too many people who see these as having a positive impact," Laposa said.

Laposa also presented his research on what the next 20 years might hold for development in Northern Colorado and housing price trends as reflected in various, sometimes competing, indices.





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# Northern Colorado Economic Development Corporation

presents

# What Factors Impact a Primary Employer's Ability to Create Jobs

**DATE:** October 13, 2010

**TIME:** 11:30am - 1:30pm (Doors open at 11:00am)

**LOCATION:** Fort Collins Hilton

# Annual Meeting and Luncheon

#### **MEETING AGENDA:**

NCEDC's Success in 2010



Northern Colorado Primary Employer Trends

Dr. Martin Shields, Regional Economist



Don Marostica, Executive Director, Colorado State Office of Economic Development & International Trade



Factors that Impact Primary Employers

Primary Employer Panel includes Curt Richardson, OtterBox and Terry Precht, TDP

Registration - \$35 per person Corporate Table of Eight - \$240 (a \$5 per person savings) Registration closes Thursday, October 7th @ 4:30 PM RSVP - Diana McKinney dmckinney@ncedc.com 970-667-0905

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#### FORKS, from 3A

weeks but is starting to feel more assured that he did the right thing.

"I'm interested in preserving historic points of interest," he said. "I've always thought The Forks could be a viable place if you could get it going right."

The original Forks Hotel and cafe was built in 1875 — the year before Colorado became a state — and served as a local gathering place and as a stop for the Overland Trail stagecoach between Denver and Laramie.

In 1985, the original structure burned down. A community effort, led in part by Derek Roberts, great-grandson of pioneer Robert Roberts who first built The Forks, resulted in a faithful reconstruction and reopening in 1990.

Since that time, The Forks has had a series of owners who could never quite keep it viable through the seasons.

Roberts, a retired real estate agent and owner of the nearby 16,000-acre Roberts Ranch, said he was glad someone like Schrader bought The Forks.

"I'm sure he has the money to do whatever he wants to do with it," Roberts said. "He's a good businessman and a good member of the community and I think he wants to do what's best for the community."

Roberts said he'd personally like to see The Forks spruced up with an expanded outdoor deck and a coffee shop where locals can congregate. "That's really the big hope," he said of restoring the business as a community center. "They need a coffee shop for sure but a lot of people want to see a restaurant, too."

Shirley Parrish, a Livermore resident who worked at The Forks before retiring, said she would love to see it reopen soon.

"The Forks is a social center for the community and without it, we're lost," she said. "I'd like to see them put a coffee shop upstairs and have the downstairs for a convenience store."

Both Parrish and Roberts said they hoped Schrader would not decide to tear

down The Forks and replace it with another convenience store location.

"The style of (The Forks) fits in with the community," Parrish said. "(Tearing it down) would be a disaster. Nobody in the community wants that to happen."

#### Locals love it

Schrader said he's had "lots of suggestions" on how to move forward with The Forks and he realizes how important it is to local residents.

"I was standing out front one day and the lady from the post office comes over and says, 'Are you Mr. Schrader?' And I said yes," he said. "And she says, 'Can I give you a hug?' I do get the feeling that people do miss that place."

Schrader said a closer inspection of The Forks has revealed many flaws, including a problematic water supply and some structural deterioration. Then there's the stairs to the upstairs restaurant area, which break up customer traffic in the downstairs area.

"It's a terrible floor plan," he said. "I think that's one of the things that's handicapped it over the years."

Schrader said he's not planning to tear down The Forks but isn't yet certain how or when it will be reborn. "I don't want to dive into a sinking money pit," he said. "I'd like it to be a viable thing."

Schrader said for now he's adding up what it will cost to bring the business back to life and is open to ideas. To reopen it with a restaurant would be very expensive, he noted, because the Aug. 28 auction saw virtually all of the restaurant appliances and equipment sold and hauled away.

"It was a strange auction," he said. "They sold everything inside first and then sold the property. Really, there was a lot of stuff that I should have bought but never had the opportunity to buy."

Schrader said in the end it will be up to local residents to help get The Forks up and running again.

"I'm going to try to keep it a viable place, and the only way it will be is if I get the support of everybody in the area," he said.

# **NCBR Reports**

Tuesdays 10:00 p.m.





Kate Hawthorne – NCBR Editor

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Steve Porter, Northern Colorado Business Report

MORE SPACE - Colorado State University student Sean Babbs points to a couple of Envirofit International cookstoves that were designed by students at the Engines and Energy Conversion Laboratory near downtown Fort Collins. The laboratory, which resides in a converted former city power plant, is about to expand to make room for more students, classrooms and office space.

#### ENGINES, from 1A

out of the facility," he said. "So, we've gotten to the point where we just physically don't have the space we need for people."

The EECL has partnerships with such companies as Caterpillar, Cummins, Woodward, Spirae and VanDyne Superturbo. It has also spun off its own startup ventures, including Envirofit International and Solix Biofuels.

Willson said the decision whether to expand at the existing site or to relocate the EECL onto CSU-owned land or another location in the area was not an easy one. But in the end, he said it made the most sense to stay put.

"The logical answer was to stay at the current location and expand the site," he said. "There were so many factors that favor staying in the current location, including the Rocky Mountain Innovation Institute a few blocks to the north and the new Discovery Center under construction across the street from the EECL."

Willson said the 1935-built power plant building may be getting on in years but is still in good physical condition. "The building we have is outstanding for what we do, large and open and of very heavy construction that really works well with the equipment we have," he said. "But it doesn't work for housing people."

#### Constraints being addressed

There are several constraints that are making staying put problematic, Willson notes. The five-acre site is hemmed in by the Poudre River on the north and railroad tracks on the south.

The multi-level addition would sit in front of and slightly to the south of the existing structure and would match it as nearly as possible in its brick exterior. Darin Atteberry, Fort Collins city manager, said negotiations between the city and the university on the expansion call for the power plant's historic attributes to be maintained as much as possible, including moving an historic gargoyle-festooned fountain to another location on the grounds.

Atteberry said the expansion also had to be planned so as not to violate city policy forbidding new construction in the 200-foot river buffer. "We're really looking at a building outside the 200-foot river buffer, which was a concern from day one," he said.

Atteberry said another issue still being finalized is how to accommodate more parking for the facility. That might be accomplished on city-owned land just to the south near the city's Northside Aztlan Recreation Center, he said.

Atteberry said new terms for the lease between the city and the university regarding the use of the power plant will also be drawn up during the finalization of the expansion plans. The current lease — CSU pays the city \$1 per year for the use of the building — is in force until 2024.

#### **Close relationship**

Atteberry said the city wants to maintain a close relationship with CSU on the EECL. "I think it's been a fantastic partnership between the engines lab and the city for many years, and we're proud that there's research with a global impact going on in our facility," he said.

The EECL, part of the CSU College of Engineering's mechanical engineering department, was ranked No. 6 by Popular Science magazine on its August list of the best national university laboratories.

Willson said while many details remain yet to be resolved, he's feeling more confident that the project will go forward at the current site.

"We do have a plan that appears will work," he said. "I don't want to get too specific because there still needs to be the formal permitting by the city."

construction.

specifics Those include an estimated cost for the expansion and a timeline for its

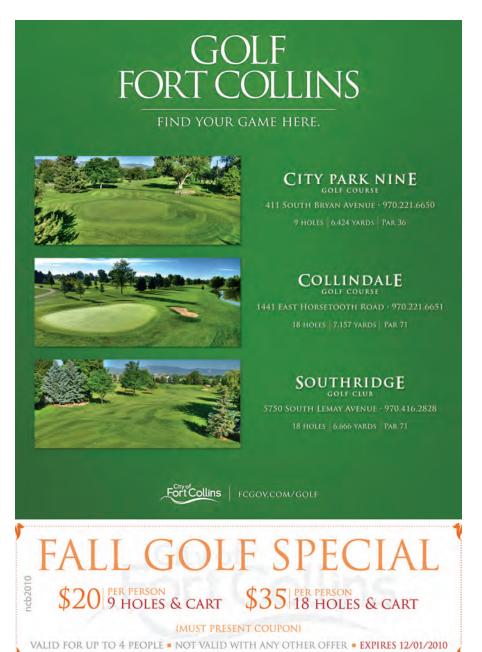


WILLSON

Willson said the EECL has come a long way since 1992. "When we first moved in, if you plugged in two 1,000-watt heaters at the same time it blew every circuit in the building," he said. "Now, it's one of the most advanced smart-grid labs anywhere."

Willson said he's excited about having the EECL remain close to RMI2 and the new combined Discovery Science Center and Fort Collins Museum, which broke ground on Sept. 11 and is set to open next year across College Avenue.

"Between us and RMI2 and the Discovery Center, you're really bringing a concentration of technical talent to the River District," he said. "That's pretty exciting, and I think the three of us will anchor sort of a renaissance area and innovation-oriented area."



#### Northern Colorado Commercial Association of Realtors **Regional Meeting**



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# COMMENTARY

EDITORIAL

# Vote for children, vote for yourself

Boomers, retirees, can we talk?

A couple of questions on this November's ballot need your attention. We know there's a lot not to like on there. We also know that you still take elections seriously and vote in greater numbers than any other demographic. You're most likely to read the Blue Book and newspaper editorials, study the pros and cons of issues — and then vote your pocketbook.

Poudre School District is asking for both a mill levy increase and a bond issue this year, the first time in a decade. Before you snap that pocketbook shut and check the No box just because you don't have kids in school anymore, consider:

- If you moved here from somewhere else, you are most likely part of the Colorado Paradox. We're one of the most highly educated states, but don't spend money to educate our own children — we ranked 41st per pupil in 2007-08. How many of us received our K-12 education courtesy of the taxpayers of Illinois or New Jersey? We should return the favor.
- If you moved here because Northern Colorado is ranked among the best places to retire, ask what makes it that way: the scenery, the low crime rate, the opportunity to be part of a vibrant economy? When kids are in good schools, they learn to be part of that economy to keep our region vibrant, for every generation. The district, which consistently outperforms others throughout the state and the nation, plans to use the \$16 million mill levy to restore some of the teachers and programs cut when \$13.7 million had to be slashed from the budget. Those cuts actually dropped Fort Collins from No. 1 to No. 6 on the Money magazine list of Best Places to Live this year.
- If you moved here as a business owner, you know what you need — an educated workforce. And here's where you can really vote your pocketbook. PSD receives the lowest level of state funding — 95 percent of the per pupil average, \$6,857 compared to \$7,226 statewide last year — and will see an additional 6.3 percent cut next year. We are the only other source of funding, and we can invest our tax dollars here in Northern Colorado. The \$120 million bond is restricted to maintenance and repair only, as PSD continues to consolidate schools and maintain existing

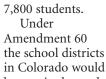
Vote yes on 3A and 3B for the kids and ourselves.



# Ballot measures bad policy, threaten community colleges

The Board of Trustees of Aims Community College on Sept. 1 passed unanimously a resolution opposing three items which will appear on the

November general election ballot: Proposition 101 and Amendments 60 and 61. Passage would significantly jeopardize Aims' ability to provide quality academic education to over 7,800 students.



be required to reduce their non-debt mill levies by 50 percent over the next 10 years and the state would be required to backfill the loss in revenue. Higher education institutions would also be required to started paying personal and real property taxes.

**GUEST** 

**COLUMN** 

Mike Geile

The general fund of Aims is \$43 million. The funding allocation that Aims receives from the state has already been reduced \$3 million and we have had to make painful cuts to our programs and services. If Amendment 60 passes, the state's obligation to backfill school districts' mandated cuts will significantly reduce or eliminate their ability to fund higher education and Aims will be paying property taxes, which will add to our operating expenses.

Under Amendment 61 the state of Colorado and its political subdivisions are prohibited from borrowing money of any kind and local jurisdictions are required to limit the time required to pay back loans to 10 years.

If Aims needs to secure long-term or short-term loans, the requirement to pay off the debt in 10 years rather than 30 years will at least double our loan payments and substantially increase our borrowing costs. If Amendment 61 passes Aims will be financially restricted from making investments in facilities, infrastructure and technology. Our

ability to provide education will be negatively impacted.

Proposition 101 is complicated and confusing. The effects of reducing the state's income taxes 26 percent will add to the state's revenue shortfall created by Amendment 60, which in effect eliminates funding of higher education. The results will be higher tuition and fees.

Beginning in 2011 vehicle registrations will be reduced to \$10. The financial impact to Aims from reducing the vehicle registration fee will be \$2 million annually. The cut in the state income tax will reduce or eliminate Aims' ability to support new and existing employers' training needs by cutting state-supported incentive programs such as Colorado First grants. Economic development would be seriously impacted.

The effect these three amendments will have on K-12 education will be devastating. The Greeley Evans school district, for example, will see an additional shortfall of \$17 million because the state will not have the funds to replace lost local funding. This will result in reduction in teachers, increasing the students per classroom and adding to our challenge of providing remedial education after they graduate. Charter schools who receive state allocations will be not be exempt from the financial impacts.

Proposition 101 and Amendments 60 and 61 will reduce the revenue resources of Aims by at least \$10 million or 25 percent. The college will be hard-pressed to make cuts without damaging the academic credibility and financial integrity of the institution. If these initiatives pass the future of the institution will be in question.

The Aims Board of Trustees encourages a NO vote on Proposition 101, Amendment 60 and Amendment 61. They are truly bad public policy.

Mike Geile is treasurer of the Aims Community College Board of Trustees in Greeley and a former Weld County Commissioner.



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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.

# Do you think Fort Collins drivers really are **NCBR** poll watch some of the best? Next question: 8% What do you think about the I-25/Crossroads interchange improvements? Answer now at www.ncbr.com. Responses will be 58% accepted through Oct. 4. Only if you aren't behind them on I-25. These results reflect responses to the online poll at www.ncbr.com Sept. 6 - 20. 34%

# Question public radio affiliation

I suggest you question your affiliation with KUNC. The perception of having this clearly liberal approach to business is one that clashes with the balance of the business environment. Certainly, there should be some acknowledgement of the green energy mantra, sustainability, be-your-brother's-keeper, mentality. Still, it doesn't wash with a majority of the business community who are, and always have been, self-sustaining and simply don't buy the argument that the lean to the left is getting our economy back on track.

Admit it or not, KUNC does only tell part of the story. "All Things Considered" doesn't mean it's all reported or even defined. It's only one side of the coin and I don't think it's one that supports the majority of the business community. I know because I listen to KUNC and I am in the business community. I talk to the man in the street not just the folks in downtown Fort Collins and Boulder.

Think about it. Your credibility is at stake with those who could be supporting your newspaper and are likely choosing to go elsewhere with their dollars. I'm also one of these people.

Doug Andersen Wellington

Editor's note: Publisher Jeff Nuttall can be heard on KUNC-91.5 FM every other Thursday at 5:35 and 7:35 a.m. during Morning Edition. KUNC is also a media sponsor of many NCBR events.

# **GOP** fractured by Wadhams

The artfully orchestrated smear campaign condoned by GOP chairman Dick Wadhams and the GOP money gang to discredit Tea-Party backed nominee Dan Maes will ultimately fail, just these tactics have failed in other contests nationwide.

Another smear-by-association campaign that is quietly being waged against Senator Kevin Lundberg for his nomination of Dan Maes is equally deceptive and despicable. Senator Lundberg has a well-earned reputation as the leading advocate in the Statehouse for smaller government, lower taxes and common sense; but these positions are not popular with the Big Government crowd of either party.

Grassroots Republicans do not appreciate the legendary dirty-tricks specialist Dick Wadhams hatching backroom schemes designed to nullify their votes by winking and nodding Tancredo onto the ballot under another party's banner. The RINO power money is now being directed into Tancredo's coffers. Wadhams has only succeeded in fracturing the GOP and corrupting its message.

Unfortunately, the disaster that was the 2008 GOP convention did not end his tenure. If the Colorado GOP hopes to project an image of principled integrity and inclusiveness, it needs to dump Wadhams as its chairman, or suffer the consequences.

Sorry Dick, the delegates have spoken. Now get out of the way.

> George Tremblay Fort Collins

### Black September '08: Economic meltdown (NCBR, Aug. 27, 2010)

I found this article to be well written and insightful. It was refreshing to see the candor of the experts that were interviewed. They openly discussed lack of controls on the TARP funds and the complicity of Fannie Mae and Freddie Mac on the financial collapse. I, like many I'm sure, believe Fannie and Freddie represent a symptom of a growing problem, i.e. privately funded institutions with government backing. It is a recipe for disaster.

I especially appreciated Clinebell's comment, "...did not expect the government to take so many actions that negatively impact the private sector." Amen to that. The current crop of legislatures seems to have the mindset that they must "fix" everything. Sometimes the best action the government can take when it comes to the economy is to do nothing. We have a resilient economy when it is left alone. All this fixing and regulating is already having its impact: the private sector is shutting down.

As Phillips stated at the end of the article, "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." Let us hope those in Washington, D.C. wake up soon, but I'm not holding

> Ed Dolan Greeley

# Transformational moment to renovate

(NCBR, Aug. 27, 2010, Practicing Innovation)

Shirley, you are right on with this column. I too see many organizations who are stuck in "what is" and are challenged to think about "what could be."

I've shared with some people that the opportunity we have is something like what is possible after a forest fire. Frequently the very best growing conditions exist in the midst of the destruction this is the place to plant what we want to flourish and weed out those things that would compete with what we hold dear. It's counterintuitive that now is the time to tend to your organization and help it soar above the competition all around.

Chris Hutchinson Fort Collins

### Loveland names new city manager

(Business Report Daily, Sept. 8, 2010)

I guess I am stupid, I don't understand: number 1, what does a city manager do? number 2, how much does the city manager get paid? 3. Is there no one in the City of Loveland capable of doing this job or in the state of Colorado that we have to go looking in Florida, Missouri, and "god forbid" Kalifornia?

Bob Ticha Loveland

# Good journalism will survive in Web world

(NCBR, Sept. 10, 2010, Kristen Tatti)

You're going to be missed. You're pretty much the best reporter I know. You leave a body of great work documenting a dynamic period in the banking industry.

> Adam Wickam Windsor

# I-25/Crossroads project makes White **House list**

(Business Report Daily, Sept. 20, 2010)

And they are pretty funky "improvements." Two circles at the end of the ramps (both sides of the highway). Ever see an 18-wheeler go around that circle to try and go towards the Embassy Suites (heading off the south exit)? Very interesting maneuvering for sure. For some reason the underpass area is still tiny.

Too bad they could not improve the (U.S. Highway) 34 interchange first as that one is super-dangerous (being worked on now though — that's good). I don't really see the immediate bennies of the circles, but being from NJ I am used to them. If you see an 18-wheeler there, just back off or else you will be stuck for sure!

> Ian Rossi Fort Collins



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# SAGE, from 13A

an image for a product or for themselves.

Something interesting happened between then and now – and we're not talking just The Great Recession. As Larson's marketing company grew to create plans for other organizations, it grew away from its original brand. Earlier this year he decided that it no longer reflected the wide range of services Sage Marketing provided — it was created well before the advent of social media marketing, after all — or that the company had mostly moved away from the revolutionary-for-its-time virtual

"It's the old story of the cobbler's children have no shoes," he said. "We had

worked with so many clients on their rebranding but never took the time to look at our own."

Somewhere in the process, Larson realized that clients, potential clients and general fans of Sage might be interested to see such a brand evolution take place. So he did what any forward-thinking communicator would do: He began blogging about it.

In a lengthy post at sagemg.com about two weeks before the new website went live, Larson explained the what and why of rebranding, and the decision-making process the four-person inhouse team went through to settle on the new Sage brand.

"We felt developing the new brand was the best way to break through the current perceptions of Sage Marketing Group and communicate a new value delivery system," he wrote. It would also allow the company to showcase some of the services that really were new, especially in the electronic communication arena.

### Intense process

The entire process from beginning to end took about 10 weeks, Larson said. "For a client it would take about four to six weeks, but we had to work on it around other projects for clients — that cobbler's children thing again." Such a thoroughgoing rebranding would cost a client anywhere from \$7,000 to \$25,000, depending on the complexity of the website, the extent of the collateral materials and other factors.

After doing preliminary research with clients, the heavy lifting began with developing the Brand Cornerstones — those few words that communicate what Sage wanted customers and prospects to think about at every touch point. The result: Experts. Performance. Clever. Engaged. Do-ers. Then the logo had to be redesigned to reflect those cornerstones

This is where the team was in for a surprise, according to Larson.

"We also learned people loved our tagline: Wisdom Guides Success," he wrote. "We spent the past eight years focusing on the 'wisdom' part of the tagline. Our clients really resonated with the 'success' aspect and they liked Sage because we performed and created success."

They also liked the standalone S, but the creative team tweaked it until it came

to resemble a yin/yang symbol as much as a letter, subtly supporting the beloved "wisdom" aspect.

Then it was time to tackle the monumental task of applying the new brand to the website. Here's where Larson candidly admits he had to get out of the way, again. He picked the design that emphasized creative over performance — only to have his staff and every client and influencer pick the performance-oriented design

And so the performance design launched on Aug. 31. Larson said that the initial plan was to let the new brand unfold over a three- to six-month period, but one more unexpected thing happened.

"In the last three weeks, we have rocketed to the top of the search engines," he said. "I did not expect it to happen that fast."

With top-of-the-page Google placement has come increased web traffic. "Before the new website, we were getting 10 to 15 unique visitors a day; now we're getting 50 to 60," Larson reported.

Some of them are actually picking up the phone and asking Sage to quote on projects, maybe one or two a day, he said. That has turned into some real business as well.

But that wasn't necessarily the original intent of the rebranding exercise, Larson said.

"What we can do now is use our own site as a case study and a tool for clients," he explained. "We can use before-andafter screen shots to show exactly what we changed and how it worked and what we learned going through the process."



# **Business** Marketplace





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# **Completed Commercial Transactions**

Recently completed commercial transaction listings provided by area real estate firms. If you have a completed commercial transaction you would like considered for possible publication, please send transaction details to Noah Guillaume at nguillaume@ncbr.com.

Property	Addrag

### 407 N. Denver Ave., Loveland

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 Denver Avenue Commercial Associates McGill Industries Inc

Tenant Property Type Lease Rate Lease Sign Date Commencement Date

Industrial 3,500 SF \$8.58 psf NNN Aug. 25, 2010 Oct. 1, 2010

### **Property Address**

Selling Agent

### 617 N. Highway 287, Fort Collins

Listing Agents Travis Ackerman and Robert Hau - Sperry Van Ness/The Group Commercial LLC

Travis Ackerman - Sperry Van Ness/The Group Commercial LLC Paul Milewski and

Tania Milewski Buver Don Drury Listing Price \$249,000 Selling Price \$205,000 Property Type Industrial Property Size 1188 SF Sept. 3, 2010 Closing Date New Conventional Loan Type of Loan

### **Property Address**

# 820 S. College Ave.,

Pizza Chain from Mid-West

Mike Eyer & Julius Tabert Sperry Van Ness/The Group

Commercial LLC

BBVA Compass

Industrial

4.086 SF

\$250,000

\$250,000

SBA Loan

Sept. 1, 2010

Carpet & Flooring Sales

3555 S. Lincoln Ave.,

Ness/The Group Commercial LLC

VKP Holdings LLC

451 N. Denver Ave., Loveland

Verlene Leeburg - Metro Brokers

Fort Collins Listing Agent Travis Ackerman - Sperry Van Ness/The Group Commercial LLC Selling Agent Travis Ackerman - Sperry Van Ness/The Group Commercial LLC Kazim Tercan

Landlord Hunab Productions LLC Property Type Retail Property Size 1.924 SF \$14.35 MG Lease Rate Aug. 26, 2010 Lease Date Commencement Date Aug. 26, 2010 Lease Term 3 years

Business Type Property Address Listing Agent Selling Agents

Seller Buyer Property Type Property Size Listing Price Sales Price Closing Date Type of Loan

# **Property Address**

# Unit 2, Loveland

Sperry Van Ness/The Group Commercial LLC Selling Agent Cobey Wess - Sperry Van

Landlord Berthoud International LLC Evolution Stone LLC Tenant Property Type Industrial 7,689 SF Leased Size \$4.75 psf NNN Lease Rate Aug. 23, 2010 Lease Date Commencement Date Sept. 1, 2010 (Sept. 1, 2010 -11/30/2010 FREE RENT)

Lease Term 39 months Type of Business Granite & Stone Production

### **Property Address**

1720 W. Mulberry St., Suite A2, Fort Collins Listing Agent Randy Marshall - Sperry Van

Ness/The Group Commercial LLC Selling Agent Randy Marshall - Sperry Van Ness/The Group Commercial LLC Landlord City Park Plaza LLC Tenant Lupita's Mexican Restaurant Property Type Retail 1,650 SF Leased Size

\$6.00 psf NNN Lease Term 2.5 Years Lease Sign Date Aug. 24, 2010 Sept. 1, 2010 (Sept. 1, 2010 -Commencement Date February 28, 2011 FREE RENT)

Type of Business

# **Property Address**

Listing Agent

1130 Main St., Windsor Dan Leuschen & Steve Kawulok Sperry Van Ness/The Group Commercial LLC

393 N. Denver Ave.,

Craig C. Hau - Sperry Van

Craig C. Hau - Sperry Van

Denver Ave. Commercial

3525 Mountain Lion

Ness/The Group Commercial LLC

Ness/The Group Commercial LLC

Loveland

TransTek Inc

\$6.67 psf NNN

Aug. 27, 2010

Nov. 1, 2010

12 Months

Industrial

6.300 SF

Selling Agent Steve Kawulok & Dan Leuschen -Sperry Van Ness/The Group Commercial LLC

Seller FDIC, Receiver for New Frontier Bank 1130 Vault LLC Buyer

Property Type Office \$925,000 Listing Price \$675,000 Property Size 7.937 SF Closing Date Sept. 9, 2010 Loan Type Conventional Loan

# **Property Address**

Listing Agent

Selling Agent

Landlord

Property type Leased Size Lease Rate Lease Date Commencement Date Lease Term

# **Property Address**

### Drive, Loveland Listing Agent Larry Melton & Dan Eckles

Realtec Selling Agent Mike Eyer & Julius Tabert -Sperry Van Ness/The Group

Commercial LLC M View Inc. Seller Mountain View HS LLC Buyer Property Type 167 Acres Sales Price \$85,000 Sept. 7, 2010 Closing Date Loan Type

# **Property Address**

Listing Agent

Selling Agent

Seller

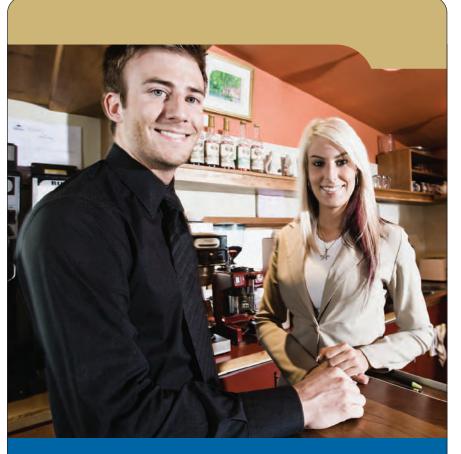
### Lion Drive, Loveland

3423 & 3451 Mountain

Larry Melton & Dan Eckles Realtec Mike Eyer & Julius Tabert -Sperry Van Ness/The Group Commercial LLC 454 Lindsay LLC

END-IRA Inc. Property Type Land 2.97 Acres Sales Price \$467,700 Closing Date Sept. 7, 2010 Loan Type Cash

LISTINGS SUBMITTED BY SPERRY VAN NESS/THE GROUP



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Platteville / 370 Justin Avenue Windsor / 1270 Automation Drive

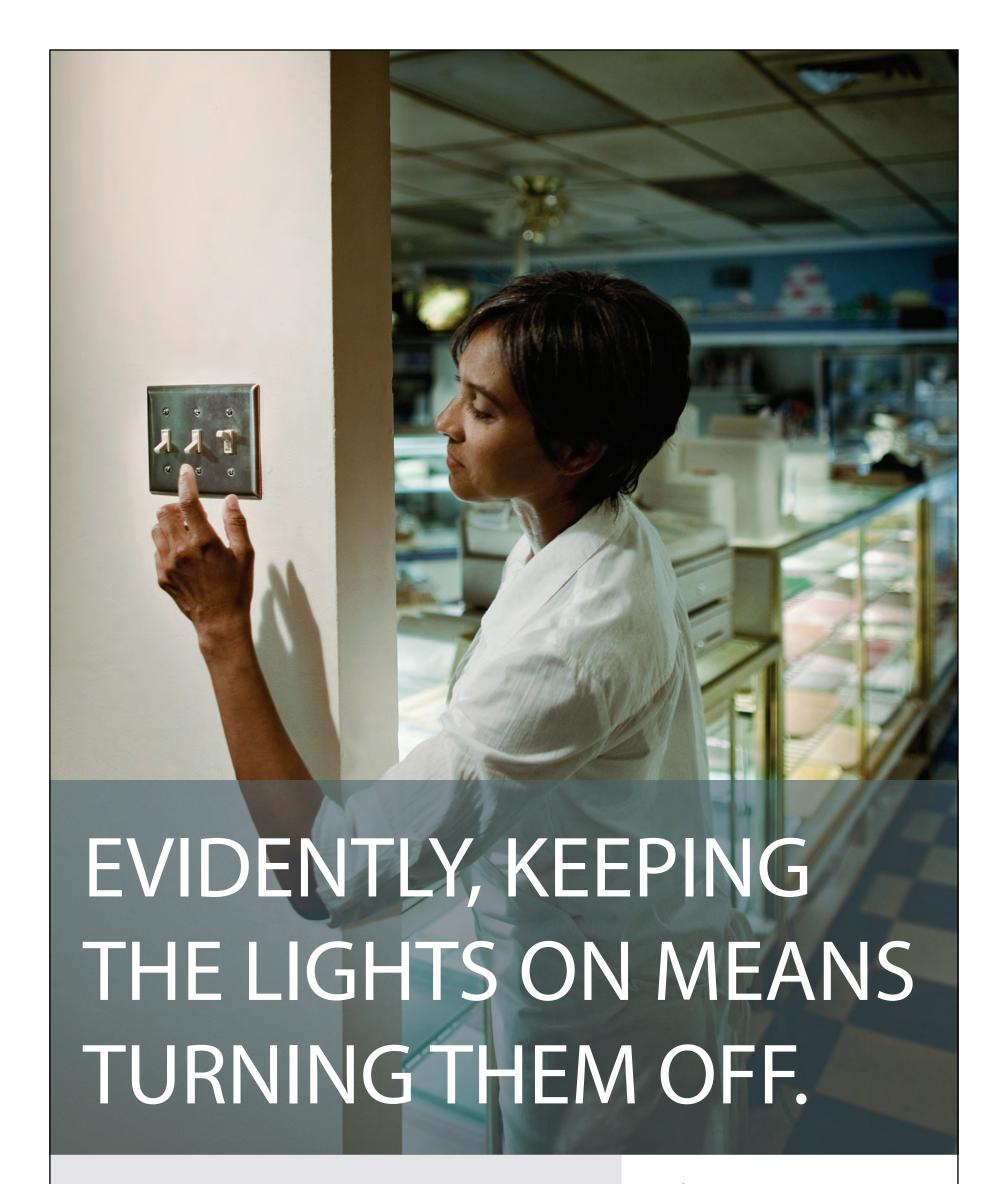
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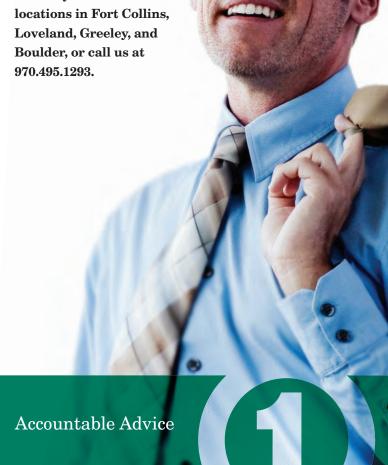
changes the next year brings.

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# Next generation of leaders looks ahead

Every year as we select our class of business leaders under the age of 40, I am more impressed — and I am hopeful for the future of Northern Colorado. The honorees profiled in these pages are bright, ambitious, active in the community and have chosen to live and work and contribute here in Larimer and Weld counties rather than bigger cities to the east or west or south.

You may notice a slightly different format for our awards this year. In recognition of the smaller population of our region, we have chosen to present awards to 40/40 Leaders in specific sectors, ranging from general business to two nonprofit categories, for a total of 10 for 2010.

But don't miss the 30 Rising Stars on page 7B of this guide, because they are on the horizon and could quite possibly be in the running for the 40/40 Leaders Class of 2011.

Thanks to all of you for all you

Best wishes





Jeff Nuttall, publisher Northern Colorado Business Report

# 40 Leaders

# **Table of Contents**

Business Services and Consulting	3B
Industry and Technology	5B
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Nonprofit — Business Support	5B
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Real Estate, Construction & Development	7B

# **Business Services and Consulting**

# **Colette Rose MacFarlane**

SOS Staffing Senior account executive



Age: 28 Hometown: Loveland

Civic Affiliations: Loveland Rotary, Leadership Northern Colorado steering committee, Leadership Fort Collins steering committee, Crossroads Church HIV/AIDS Action and Awareness Committee, Front Range Community College Business Advisory Board, Poudre School District Workforce Taskforce, McKee Medical Center Foundation Gala Committee, Primary Employer Research Program -NCEDC/FC Chamber, Colorado State University College of Business volunteer Education: Bachelor of Science in Business Administration, marketing concentration, Colorado State University

First job: Wrangler at Ellis Ranch

Last book read: "Sabbath" and "The Girl with the Dragon Tattoo" Last concert attended: Steve Seskin, Songwriter

If I didn't live in Colorado I would live in: Montana

One more random thing about me: I have participated in and led mission trips including trips to Mexico and South Africa.

# **Matt Sattler**

A-Train Marketing Communications Inc. Production manager



Age: 32

Hometown: Madison, Wis.

Civic Affiliations: Ongoing volunteer work through A-Train's membership in the United Way of Larimer County's Business Cares program

Education: Bachelor of Arts in Economics, Colorado College

First job: Salesperson for Trek Bicycle Store

Last book read: Several books at once-trying to learn the finer points of building raised garden beds/organic gardening.

Last concert attended: Earl Scruggs at NewWestFest

If I didn't live in Colorado I would live in: I'm very attached to Colorado, but Hawaii

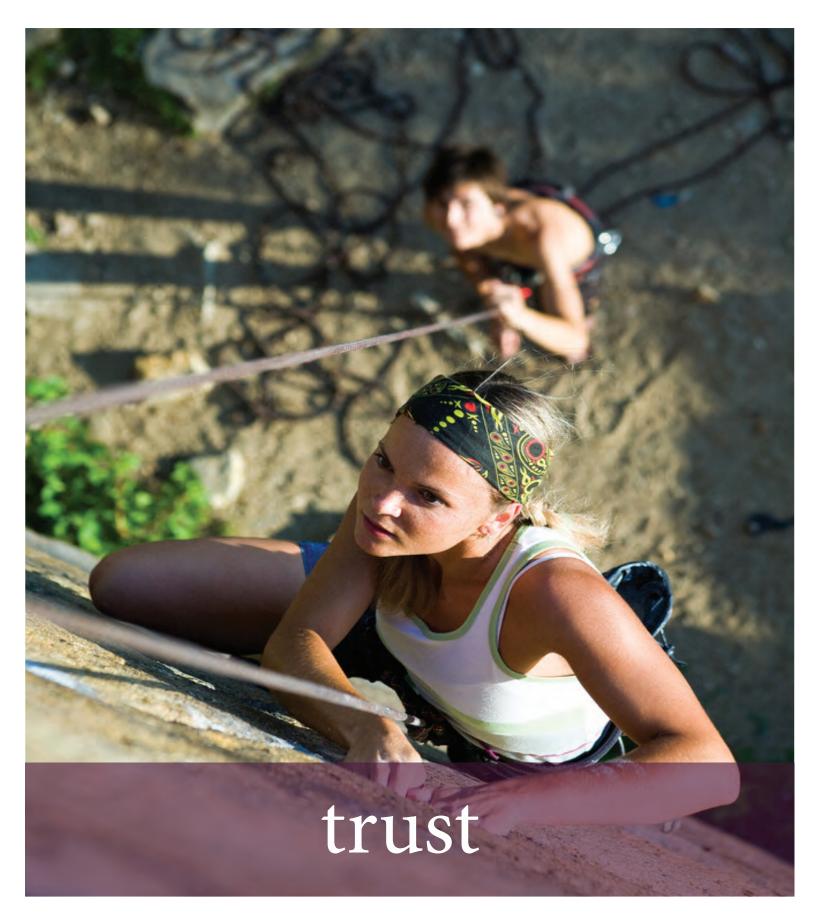
would be my second choice.

One more random thing about me: As an avid scooter rider, by the end of the summer I will have scootered the equivalent distance of coast to coast and back again.

# Success becomes you. Scentsational good wishes.



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EKS&H applauds the dynamic leadership and social responsibility of The Northern Colorado Business Report's 40/40 Leaders Award nominees and winners.

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# **Rochelle Pettigrew**

Eldon James Corp. Marketing Communications



Age: 28

Hometown: Modesto, Calif.

Civic Affiliations: Steering committee for Leadership Fort Collins, Board member for **SpokesBUZZ** 

Education: Bachelor of Science in Management of Information Systems, Colorado **Christian University** 

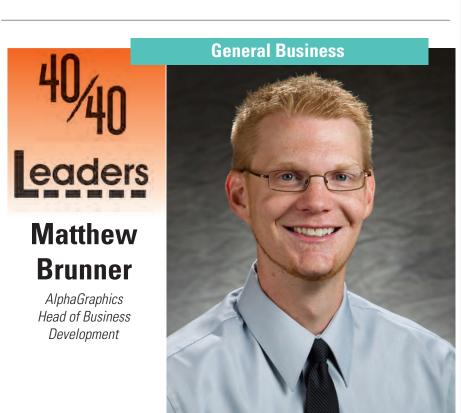
First job: Receptionist at a local real estate office

Last book read: "Slumdog Millionaire"

Last concert attended: Kenny Chesney in Las Vegas

If I didn't live in Colorado I would live in: Hawaii

One more random thing about me: If I had an endless amount of time, I would spend it traveling the world and meeting new people.



Age: 30

Hometown: Windsor

Civic Affiliations: Lions Club International, Realities For Children,

APICS/NOCO, WAYS

Education: Bachelor of Science, Business Administration, Colorado State University — Go Rams!!

First job: Tee-ball umpire

Last book read: "Memorial Day" by Vince Flynn

Last concert attended: Flobots

If I didn't live in Colorado I would live in: St. Thomas, in The Virgin Islands One more random thing about me: I could — and sometimes do — eat cereal for each meal of the day.

# **Justin Davis**

Wells Fargo Advisors Certified financial planner



Age: 36 years grey

Hometown: Flagstaff, Ariz.

Civic Affiliations: NoCo2030, Overland Sertoma, Partners Mentoring Youth,

Leadership Fort Collins, Leadership Northern Colorado

Education: Bachelor of Arts in both Criminology and Psychology, Northern Arizona University; Certified Financial Planner board-certified program, Kaplan University

First job: Red Lobster

Last book read: "The Big Short" by Michael Lewis

Last concert attended: U2 360 tour

If I didn't live in Colorado I would live in: The second best city I could find - probably somewhere in Italy.

One more random thing about me: I like to yell "COCKTAILS!!!" when I am playing craps, but I don't have Tourette's.



# Stacy **Johnson**

Northern Colorado Economic Development Corp. Director of Business Retention & Expansion

Age: 39

Hometown: Loveland, CO



Civic Affiliations: Economic Development Council of Colorado; Front Range Community College Business Advisory Board; International Economic Development Council; Leadership Jefferson County Graduate and Alumni Association; Loveland Chamber of Commerce board; Loveland Downtown Business Team; Metro Denver Economic Development Corp.; National Association of Industrial and Office Properties (NAIOP); National Honor Society and Society of Professional Journalists at the University of Northern Colorado; Northern Colorado Business Assistance Consortium; Rocky Mountain Innovation Initiative board; Larimer County 4-H Co-Organizational Leader; Larimer County Fair and Rodeo Livestock Sale; Loveland Elks Club: Little Britches Rodeo, Hoop Shoot and Community Festival; Loveland Corn Roast Festival Education: Bachelor of Arts in Journalism, Public Relations and Advertising Media, University of Northern Colorado; Graduate, IEDC Economic Development Institute, University of Oklahoma

First job: Loveland Chamber of Commerce

Last book read: "Fight Like a Girl" and "Shutter Island"

Last concert attended: Tim McGraw

If I didn't live in Colorado I would live in: I wouldn't live any place else besides Colorado. One more random thing about me: I love science. First started out studying biological science and genetics at CSU, then ended up in business!

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# Nonprofit — Health and Human Services 1U/4N leaders

# **Zachary Penland**

Larimer Center for Mental Health/The Murphy Center for Hope Program supervisor

Age: 32

Hometown: Grand Forks, N.D.

Civic Affiliations: Emergency Food and Shelter Program Board, Pathways Past

Poverty Public Policy Committee

Education: Bachelor of Arts in Psychology, University of North Dakota

First job: Paper route

Last book read: "The Great Shark Hunt" by Hunter S. Thompson

Last concert attended: Nine Inch Nails/Jane's Addiction If I didn't live in Colorado I would live in: New York

One more random thing about me: I met my wife in second grade.

# **Amy Pezzani**

Food Bank for Larimer County Executive director



Age: 38

Hometown: St. Louis

Civic Affiliations: Rotary Club of Fort Collins, serve on boards of Hunger Free Colorado and Feeding Colorado, Poudre School District volunteer. Education: Bachelor of Science, Southwest Missouri State University First job: Burger King at 15 1/2; had to get a worker's permit since I wasn't 16. Last book read: Just started reading "Kite Runner" Last concert attended: E-Town featuring the Indigo Girls If I didn't live in Colorado I would live in: Portland, Ore.

One more random thing about me: I love to be active — cycling (mountain and road), running, hiking — and it definitely helps with stress management!





# Heather Green

Consumer Credit Counselina Service of Northern Colorado and Southeast Wyoming Director of Counseling



Age: 34

Hometown: Cody, Wyo.

Civic Affiliations: Served in the Peace Corps in Bolivia from 1999-2001 Education: Bachelor of Arts in Economics, University of Wyoming First job: Waitress at Tippins Pie and Pantry in Overland Park, Kan.

Last Book Read: "Secret Life of Bees" Last Concert Attended: Tori Amos

If I didn't live in Colorado, I would live in: Cody, Wyo.

One more random thing about me: I am a graphologist (handwriting analyst).

# **30 Rapidly Rising Stars**

The following people are on the radar for their continuing contributions to Northern Colorado business and their community.

# Ryan Bach

Water Valley Land Co. and Eagle Rock Realty and Management LLC

Valorie Baird

**Russell Baker** 

Fuller Real Estate

**Heather Buoniconti** 

Food Bank for Larimer County

Susan Byrum

She She Nail and Wax Lounge

Melissa Craven Anderson & Whitney PC

**Justin Crowley** 

Affiliated Financial Group

**Emily Dawson-Peterson** Larimer Center for Mental Health

> Susanna Dominguez A-Train Marketing

> > **Brian Fabrizio**

New York Life

**Jenny Florez** Alphagraphics

JJ Hannah Keller Williams

**Kathleen Hickey** RC Special Events

**Kyle Holman** 

City of Greeley Department of Leisure Services

**Jeffrey Kadavy** First National Bank Jo Ellen Lantz

Alliance Constructions Solutions

Sean Macready

Best Western Crossroads Inn and Conference Center

> Michelle Marison Home Team Lending

**Jared Meier** 

Sun Mountain Inc.

Kevin Minner

First Bank

**Jennifer Peters** Otis, Coan & Peters LLC

Andrea Ridder

Level Six PR **Justin Sasso** 

1310-KFKA AM **Matt Shoup** 

M&E Painting Kristi Siedow-Thompason

Jarrod Spivack Accounting Systems Inc.

**Matt Strauch** 

Bas Bleu Theater Co.

Mike Tarantino Investment Centers of America

> Kristi Tegtman Aims Community College

> > **Nicolle Tryon** A-Train Marketing

# **Nathan Klein**

Loveland Commercial LLC Partner / Broker Associate



Age: 29

Hometown: Yuma, Colo.

Civic Affiliations: Northern Colorado Active 2030 Children's Foundation; Northern Colorado Commercial Association of Realtors; Loveland Chamber of Commerce; CSU Everitt Real Estate Center; Northern Colorado Economic Development Corp.; International Council of Shopping Centers; Immanuel Lutheran Church, Loveland; Certified Commercial Investment Member (CCIM): Candidate and member of Colorado/Wyoming chapter. Education: Bachelor of Science, Business Administration, Finance and Real Estate, Colorado State University — Graduated Summa Cum Laude

First job: Technically, my first job was working for my father on our small family farm in Eastern Colorado; probably started doing actual work feeding animals, mowing the lawn, around 6 or 8 years old. Worked as farmhand, responsible for everything from care of livestock to all areas of farming and machinery operation, until I graduated from high school

Last book read: "Learned Optimism" by Martin Seligman

Last concert attended: Keith Urban

If I didn't live in Colorado I would live in: I'm a native of Colorado and love it here, but if I had to choose, I would say somewhere with a beach.

One more random thing about me: Played baseball at CSU and was a member of the first NCBA National Championship Team in 2004 (they have now won six out of the last seven national championships).



# Tell them you're one of the good guys.

# Eliminate the guesswork for consumers.

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7 in 10 consumers say they would be more likely to buy from a company designated as a BBB Accredited Business.

2007 Princeton Research Findings

# You're in good company with the Better Business Bureau.

Instantly communicate your ethical track record—through the BBB. As a BBB Accredited Business, you can freely display the well-known trustmark, take advantage of online tools that drive consumers to your business, stretch your marketing dollars through BBB outreach efforts and, if you qualify, participate in our Pinnacol workers' comp group. And that's just

# See if you make the grade.

If your firm is already top drawer, maximize your bottom line by becoming a BBB Accredited Business.



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### **Our Vision**

To be the regional leader in building a more engaged, philanthropic and visionary community.



The Community Foundation of Northern Colorado is a nonprofit, public foundation established 35 years ago to encourage and assist those who want to be a part of shaping the future of our region.

We're working to build permanent endowments for the benefit of charitable causes and organizations in our region. With over \$40 million in assets, the Community Foundation of Northern Colorado is home to more than 300 individual charitable funds, including 30 local nonprofit endowment funds and dozens of Donor Advised funds representing individuals and businesses throughout the region.

We make it easy to create a charitable legacy through the creation of your own custom designed permanent endowment fund. When you make your tax-deductible gift to the Community Foundation, you directly impact the charitable organizations or projects of your choice. By pooling charitable funds for greater investment return, we keep overhead expenses low, allowing donors to maximize their charitable giving.

The Community Foundation connects people to the nonprofit sector in ways that inform and inspire their philanthropy and community involvement. We significantly impact Northern Colorado by annually distributing millions of dollars to local nonprofits and by bringing people together through initiatives, forums and educational events. For those who wish to give back to their community, we serve as a long-term, strategic partner to make their donations of time and money more effective and enjoyable.

Contact us at (970) 224-3462 or info@CommunityFoundationNC.org to learn more about establishing a charitable fund.

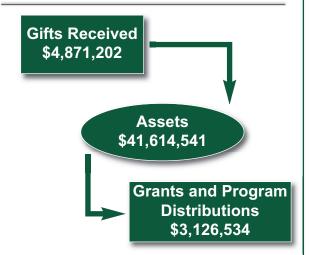
### **Our Core Values**

- · Respect for the wishes of our donors
- · Highly personalized service
- Collaboration
- · Nonpartisan civil discourse
- Organizational transparency and stability
- A long-term perspective

### **Our Priorities**

- Philanthropic Resources: Providing education, expertise and incentives to build permanent endowments that will strengthen and sustain Northern Colorado
- Regionalism: Serving as a unifying force in Northern Colorado by promoting regional cooperation
- Sustainability: Providing a forum for productive discussions that will help balance regional concerns about growth, the environment and economic vitality

# Financial Summary: Fiscal year ended June 30, 2010



# Initiatives, Special Projects and Collaborative Efforts

# **UniverCity Connections**

www.UniverCityConnections.org

### Homeward 2020

www.Homeward2020.org

### **FortZED**

www. Fort ZED. com

### Leadership Northern Colorado

www.LeadershipNorthernColorado.com

# Poudre School District Foundation

www.PSDFoundation.org

# **Homeless Gear**

www.HomelessGear.com

# **Veterans Plaza of Northern Colorado**

www. Veterans Plaza No Co. org

# Rialto Bridge Campaign

www. Rial to Bridge Campaign. org

### Staff

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Chief Financial
Officer
Chelsea De

Chelsea Defoort Officer
Project Coordinator

Dr. Phil Farley
Director, Loveland
Community

Roxanne Fry Chief Operating

Relations

eland Homeward 2020 Director Jeri Hollifield

e Fry Donor Services ating Coordinator

Jim Reidhead UniverCity Connections Director

Bryce Hach

# **Contact Information**

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