



Bixpo 2011

Your guide to NoCo's business expo

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Northern Colorado BUSINESS REPORT

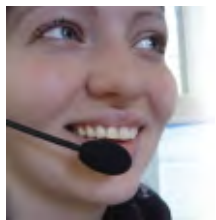
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Here come the dairy cows

Weld A-1 zoning to allow dairy operations to double herd size

By Steve Porter
sporter@ncbr.com

GREELEY — Weld County is already home to 50,000 dairy cows, but that number may more than double in the next few years under a new zoning ordinance.

A-1 zoning is designed to help

existing dairy operations expand more easily and new operations set up more quickly in the county.

And that's good news for Weld County dairyman Randy Mossberg, who plans to provide milk for the new Leprino Foods cheese plant in Greeley.

"It's a very large plant and will require a lot of milk — more than is now produced in the area," Mossberg said. "It would help us because we're at the legal limit."

Under the proposed ordinance, approved by Weld County commissioners on first reading Aug. 22, the A-1 zoning classification would allow dairy operators to keep up to 10 animals per acre instead of the current limit of four.

A new sliding scale under the

ordinance proposes a use-by-right that would permit four animals per acre on parcels of 80 contiguous acres or smaller; six animals per acre on parcels of 81 to 320 acres; eight animals per acre on parcels of 321 to 640 acres; and 10 animals per acre on parcels of 641 acres or larger.

Mossberg said his Ashlane Dairy in west Greeley and other

See DAIRY, 34

Can they reduce noise, improve safety, economy?

By Steve Porter
sporter@ncbr.com

FORT COLLINS — It's bad enough to have to sit in one's vehicle and wait as up to 18 trains pass through Fort Collins each day.

But there's also the ear-splitting blast of the train horns, announcing their approach as they pass through every intersection that crosses the tracks.

And while motorists sit and fume as they wait for the trains to pass, residents of neighborhoods all along the tracks must endlessly endure the horn blasts.

But that could change if the city is successful in establishing railroad "quiet zones" along portions of Burlington Northern Santa Fe and Union Pacific tracks.

The city of Fort Collins, along with the Fort Collins Downtown Development Authority, is studying the possibility of creating quiet zones in and near downtown.

See QUIET ZONES, 32

Fort Collins looks at rail quiet zones



Steve Porter, Northern Colorado Business Report

QUIET PLEASE — A Burlington Northern Santa Fe train passes through downtown Fort Collins on Mason Street. The city and Downtown Development Authority are studying the possibility of creating a quiet zone downtown if it can be established without fences and other restraints.

It's all at Bixpo 2011

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Loveland library in renovation home stretch

Construction set for completion by end of year

By Molly Armbrister
marmbrister@ncbr.com

LOVELAND — The Loveland Public Library is getting a serious makeover, one that it needed in a serious way.

The \$8.1 million project on the library, at 300 N. Adams Ave. near Civic Center Park, began last September and has added a total of 24,700 square feet to the existing library space, which encompassed a total of 32,600 square feet prior to the renovation.

The public gained access to some of the additional space in August, but there's still a lot of work to be done before the building is ready for its grand reopening in February.

Studies on the library completed earlier in the decade showed that the building was beyond its space and programming capacity, increasing the need for renovation with each passing year. The original plan for the renovation, proposed in 2008, came with a \$9.4 million price tag, and was expected to be completed no sooner than 2014.

According to Loveland City Council, the project could only happen if a capital campaign produced \$2 million in funding. The Friends of the Loveland

Public Library Foundation Inc., took up the challenge with a fundraising campaign that began in early 2009.

The fundraising was set to begin just as the economy took a turn for the worse, according to George Franke, co-chairperson, with Rose Anne Wheeler, of the capital campaign committee and former president of Friends of the Library. The foundation, whose mission it is to support the Loveland Public Library as the information center for the community, already had everything in place to execute the plan, so they went forward with it despite the troubled economy.

"City council and administration felt confident that we would accomplish our (\$2 million) goal," Franke said.

So much so that the city issued permits for construction to begin in September 2010, although the foundation did not hand city council a check for \$2 million until this July.

"It was a challenge when we started, but we're excited that we achieved our goal," Franke said.

Friends of the Library raised the money through a combination of donations from various foundations and organizations known to be interested in supporting local institutions, Franke said.

The organization also held events that made the community aware of the project and the work involved with making the renovation possible. There

See **LIBRARY, 35**



Kate Hawthorne, Northern Colorado Business Report


WELCOME READERS — The first phase of the renovation of the Loveland Public Library was completed in August, but the \$8.1 million makeover won't be complete until the end of the year, with a grand reopening set for February 2012.

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THE EYE

Magic Cyclops blinks very last blink

The monocular community lost a dear friend and legendary rock 'n' roll icon this past July.

Magic Cyclops was more than a DJ, domestic air-guitar competitor, and composer of the almost-hit song "Unicorns in Space." He was an entertainer. He was a friend.

He was also the alter ego of **Scott Fuller** who created the Magic Cyclops persona to do something he'd find humorous, but that no one else would probably understand.

Mission accomplished.

After 11 years, Fuller grew bored with the act despite career highlights including appearances on "Jimmy Kimmel" and "Tom Green," and DJing a party during the Democratic National Convention that hosted the **Black Eyed Peas**, **Susan Sarandon** and **Anne Hathaway**.

Cyclops was laid to rest on the banks of the Mississippi River in his hometown of Davenport, Iowa, after a lifelong battle with obscurity and drunks in the audience who just didn't get it. He was 42.

Although *The Eye* misted over, fans did not have time to mourn very long before Fuller debuted his newest creation — **Magic Roboclops** — at Surfside 7 bar in Fort Collins in August, much to **Ted Williams'** envy.

Local business flights mostly an open book

National firms more concerned public has access to private info

By **Molly Armbrister**
marmbrister@ncbr.com

While many companies nationwide are up in arms about recent changes to the Federal Aviation Administration's Block Aircraft Registration Request program, Northern Colorado firms that fly private aircraft aren't terribly concerned.

As of Aug. 2, guidelines surrounding the

BARR program were drastically curtailed, according to Dan Hubbard of the National Business Aviation Association, creating what he called "legitimate privacy, security, and competitiveness issues."

In 2000, the BARR program was created, allowing private companies to be voluntarily placed on a list that would enable them to keep flight information secret from the public. Relevant governmental entities, included the FAA and law enforcement, were still privy to the information.

As part of the Obama Administration's efforts to increase governmental transparency, the program was scaled back in March, making the flight information of private planes readily available on the

Internet.

Public comment was taken on the matter for a 30-day period from March 4 to April 4.

Companies were given until Aug. 2 to submit proof that making public their flight information would create a "certified security concern," according to the June 3 edition of the Federal Register, which addressed the changes in FAA policy.

A certified security concern is described in the Register as "a written certification that the facts and circumstances establish a Valid Security Concern regarding the security of the owner's or operator's aircraft or aircraft passengers; or the general aviation

See **FLIGHTS**, 26

F O C U S

Biotech firms lead healthy innovation

Inviragen thrives as bioscience industry pushes for remedies

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

FORT COLLINS — Millions of people in India, southeast Asia, Africa and Australia have suffered from the crippling effects of the chikungunya virus, a mosquito-borne pathogen known for its intense and chronic arthritic effects. First identified in Tanzania, the virus' name comes from the Makonde language spoken by local ethnic groups, meaning "that which bends up," referring to the contorted posture of many victims.

Recently, cases have appeared in Europe, and since some of the same mosquitoes that spread dengue fever can carry chikungunya, there's a possibility the disease could spread worldwide, according to Dan Stinchcomb, president of Inviragen Inc.

"It's very devastating, and there have been some deaths associated with the recent outbreak, but at a low frequency," Stinchcomb said. "It's not as deadly as dengue, but it can be more debilitating. The arthritis that people can get after infection can last months."

At the moment, there's no approved treatment for the disease, but Stinchcomb and Inviragen are hoping to change that. In early August, the Fort Collins-based company, in collaboration with the University of Texas Medical Branch, announced it has received a four-year, \$3-million-plus grant from the National Institute of Allergy and Infectious Diseases to develop a chikungunya vaccine.

Half of the money will directly fund product development at Inviragen, where researchers are also advancing vaccines for dengue, West Nile, plague and smallpox, and hand, foot, and mouth disease. Stinchcomb said the grant should enable Inviragen and its partners to get the chikungunya vaccine ready for human trials, a major step in taking a drug from research labs to community health clinics.

Working to develop vaccines for dis-



Courtesy Inviragen Inc.

VACCINE HUNTER — Research associate Laszlo Varga is helping Inviragen Inc. develop a vaccine against the debilitating chikungunya virus. Chikungunya produces intense and chronic arthritic effects in millions of people around the globe.

eases is tough business, not just from scientific and public-health perspectives, but also in terms of regulatory barriers. Gaining approval and funding for products is a race against time, often out of the hands of researchers and technicians.

Bringing a drug or device to market has its challenges, said Holli Riebel, president of the Colorado BioScience Association: "What makes it difficult right now is the regulatory market."

Moment of prosperity

Inviragen is enjoying a moment of prosperity worthy of envy among bioscience companies. Since merging with a Singapore vaccine enterprise in 2009, Inviragen has generated \$15 million in

venture capital investment and another \$14 million in grants.

The company also recently inked a deal with the International Vaccine Institute to collaborate with its Dengue Vaccine Initiative on development of Inviragen's two-dose dengue vaccine. Also carried by mosquitoes, dengue has spread widely in the last 50 years and now threatens more than 3.5 billion people and is considered endemic in 110 countries.

The partnership will serve Inviragen as it plans to move into Phase II trials of its dengue vaccine in Thailand and Colombia later this year. The initiative, backed by a \$6.9 million grant from the Bill & Melinda Gates Foundation, already works on epi-

See **BIOTECH**, 31

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Bixpo ready to go with expo and more

By NCBR Staff

LOVELAND — The *Northern Colorado Business Report's* Bixpo, the region's premier see-and-be-seen business event, offers a full day of nonstop networking — and it all happens on Sept. 15.

Elsewhere in this issue is the Bixpo Program Guide, jam-packed with the information you need to make the most of your Bixpo experience. In it you will find a booth map, a list of exhibitors, a complete schedule of workshops, seminars and other activities.

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

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

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

After an afternoon of schmoozing at

the expo, attendees will be ready to rock — and Bixpo always rocks after hours.



The expo floor turns into the social scene of the year at 5:30 p.m., with food and beverages and outstanding entertainment as part of the only regional business after hours in Northern Colorado. This year's high-energy entertainment will be provided by the Midtown Event Center in Fort Collins. Even we aren't sure exactly what they are planning right now, but we know it will involve music, singing, dancing, maybe some comedy — and they have two stages to do it on.

Throughout the day, free workshops and seminars on topics from health and wellness to sales prospecting will be offered on the expo floor. Admission is free but seating is limited, so reservations are required; check the Program Guide for more information.

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

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

C O R R E C T I O N S

The list of physicians practicing at The Women's Clinic of Northern Colorado published in the 2011 MD medical directory was incorrect. The updated information is now available online, and in a virtual format at www.ncbr.com, under the Special Publications tab on the lefthand side of the homepage. Use your smartphone to scan this QR code and go directly to the corrected pages.



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

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Loan rates suffer from regulation strangulation

Borrowers don't ask, banks don't lend in second quarter

Loans remained stagnant in second-quarter 2011 at local banks and statewide, according to net loan and lease growth rates listed on Uniform Bank Performance Reports from the Federal Financial Institution Examination Council.



BANKING
Molly Armbrister

Statewide, the June year-to-date loan growth rate was at negative 6 percent, according to Mark Bower, CPA, executive vice president, CFO and COO of Home State Bank, and the median year-to-date growth rate for the same period was negative 10 percent.

Locally, seven of 12 banks analyzed had net loan and lease growth rates listed lower than those in 2010, and eight posted negative loan and lease growth rates in 2011.

Bower, whose Loveland-based bank increased its loan and lease growth rate from negative 11.56 percent in second-quarter 2010 to negative 1.06 percent in

second-quarter 2011, said that there are two reasons for the slowdown in lending, both statewide and in Northern Colorado.

The first reason for the decrease in loan production, according to Bower, is simply the continued effects of a downturn economy. With Colorado's unemployment rate at 8.5 percent in July and continued uneasiness about the federal government's debt, consumers are less likely to attempt to borrow money, and banks are more reluctant to lend it.

"Institutions are trying to pay their debt down instead of adding more," Bower said. "We want to be optimistic, but are trying to be cautious at the same time."

Home State Bank is currently in the process of opening its 10th branch, in Longmont.

The other factor at play in the decrease in lending activity can be attributed to a steep increase in regulations stemming from the Dodd-Frank Consumer Protection and Wall Street Reform Act, which has been in effect for just over a year.

In an attempt to avoid problems similar to those that caused the recession, regulatory agencies, in conjunction with the United States government, have been working to increase underwriting standards, down payment requirements and overall creditworthiness of borrowers. While such measures

See **BANKING**, 18

Growth Rates: Net loans and leases

LENDING SLUMP - Net loan and lease growth rates have decreased year-over-year for many area banks, a product of the poor economy and increased regulations that make finding creditworthy borrowers a challenge.

	2010	2011
Adams Bank and Trust	3.05	-2.26
Adams State Bank	4.03	.90
Advantage	-19.34	-18.56
Bank of Colorado	-4.68	-4.69
Cache Bank and Trust	-17.3	-6.38
Farmers Bank	-6.91	-18.58
FirstBank	1.6	898.1
Great Western Bank	66.65	-5.19
Guaranty Bank and Trust	-17.68	-19.72
Home State Bank	-11.56	-1.06
New West Bank	7.97	.93
Verus Bank	6.34	160.64

SOURCE: UNIFORM BANK PERFORMANCE REPORTS, OBTAINED FROM THE FEDERAL FINANCIAL INSTITUTION EXAMINATION COUNCIL

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In his first venture as an entrepreneur, Gary Rogers has built a business by combining two of his favorite passions: real estate and coaching.

Rogers began his journey into real estate in 1999. As a Certified Real Estate Sales Professional based in Fort Collins, Gary established himself as an agent who had mastered the art of productivity in both real estate and life. With a firm foundation in education, and a desire to teach others, he now coaches others to overcome their own limitations.



WHAT'S WORKING

Brian Schwartz

A: No, not initially.
Q: What was the genesis of the idea?
A: For real estate sales: to get away from being managed by people with little or no people skills. For productivity coaching: I loved training and coaching, and wanted to help others.
Q: What is the vision of the company and the community you serve? What came first, the problem or the solution?
A: The community I serve is professionals wanting to get better at real estate, new agents, and people needing help with buying or selling real estate. I knew what I wanted to do; I just didn't know where, how, with whom, or what the job would look like.

Q: What is the passion that it fills for you personally?

A: Helping other people.

Q: What were your biggest challenges? What do you know now that you wish you'd known sooner?

A: The biggest challenge in real estate initially was the inconsistency of a paycheck. The biggest challenge in coaching is helping people break free of their self-limiting beliefs. I wish I had learned sooner to free myself of my own self-limiting beliefs. I wish I had learned earlier that our thoughts control our actions, and we control our thoughts.

Q: What were your biggest rewards? Were there any unexpected rewards?

A: On the coaching side of my business, the biggest rewards are seeing peo-



ROGERS

ple "get it" after they have struggled with something awhile. In real estate, I used to think I was helping people buy a house, and later I realized it is more than that. I was helping people buy a home; a place where memories are made, and families are raised.

Q: Are there one or two things you can attribute your success to? Was it luck, timing, someone who helped you?

A: I attribute my success to questioning, and persistence. I ask a lot of questions, and I really like to get a sense of the "why" of things. By asking a lot of questions, I typically find that the real answer is different than I initially thought. A lot of times the better questions come later in the process and are questions that I didn't even originally think of. I think it helps to not be

attached to the end result. The breakthroughs come from keeping the focus on the end goal, and not on the obstacles.

Q: Any recommended resources?

A: "The Psychology of Achievement" by Brian Tracy is a fantastic resource. I think education is one of the few things that can't be taken from you. However, I don't believe that a degree necessarily means you are qualified to do anything. I highly recommend classes or books related to goal-setting and achieving, and dealing with difficult people. I am a big believer in personality profiling to help understand how people might see us, and how we might better interact with those personalities that are different than our own.

Q: Slogan to live by or what it might say on your tombstone?

A: The slogan I love: "Move the rock and make a difference - whatever you do." The slogan that guides me: "If you don't know where you are going, it matters not the decisions you make along the way." What I hope it says on my tombstone: "He made a difference."

Q: Is there anything else?

A: If you pursue something with enough passion, you will find fulfillment and success. Fulfillment is a choice. Be doggedly persistent in your pursuits.

Brian Schwartz is the founder of 50 Interviews Inc., and can be reached at www.50interviews.com.

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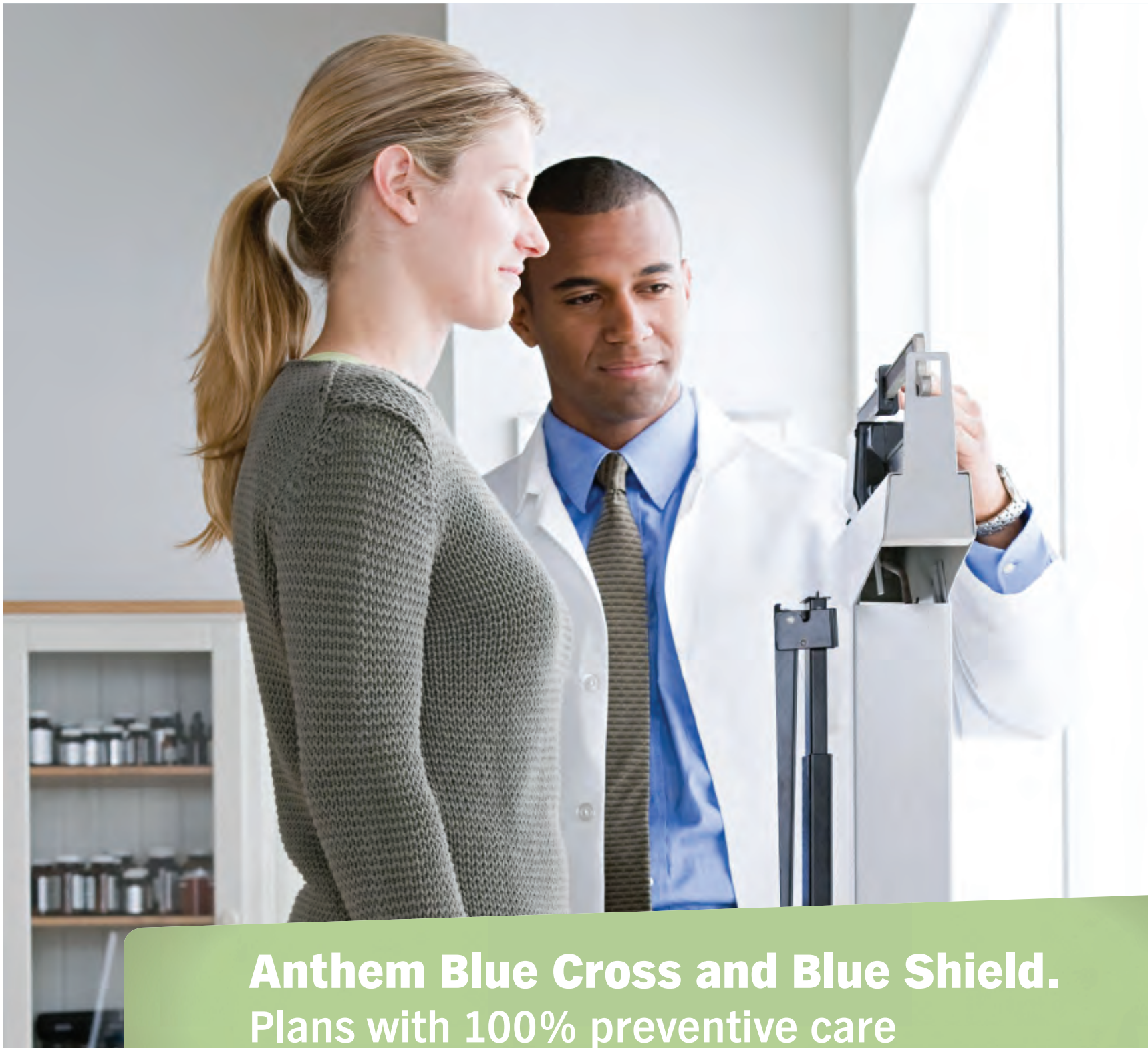
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Astronomy keeps amateurs, pros looking up

Passionate pursuit of knowledge under the night sky

When I was in my final year of high school and first two years of college I

presided over the Phoenix Astronomical Society, where I was privileged to meet Eugene Shoemaker and David Levy, co-discoverers of the Shoemaker-Levy comet which later plunged into the atmosphere of Jupiter.



HUMANS & TECHNOLOGY
Kai Staats

Now more than 20 years later, Gene has passed away, his ashes scattered on the surface of the moon, while David and I had long ago lost contact. This summer, I dove headfirst into a documentary film project about astronomers and astrophysicists, to capture their motivation to ask “where did we come from?” and “why?” — a passion for knowledge expressed through looking up.



Courtesy Kai Staats

See **HUMANS, 22**

KEEP LOOKING UP – Human wonder at the stars of M27, the “Dumbbell Nebulae,” captured with the technology of a Canon D60 on a Meade 13” telescope in the Adirondack Mountains earlier this year.

I-25 / 34 INTERCHANGE IDENTIFICATION

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 connection with tales
 of values in action
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The worker-less office ahead?

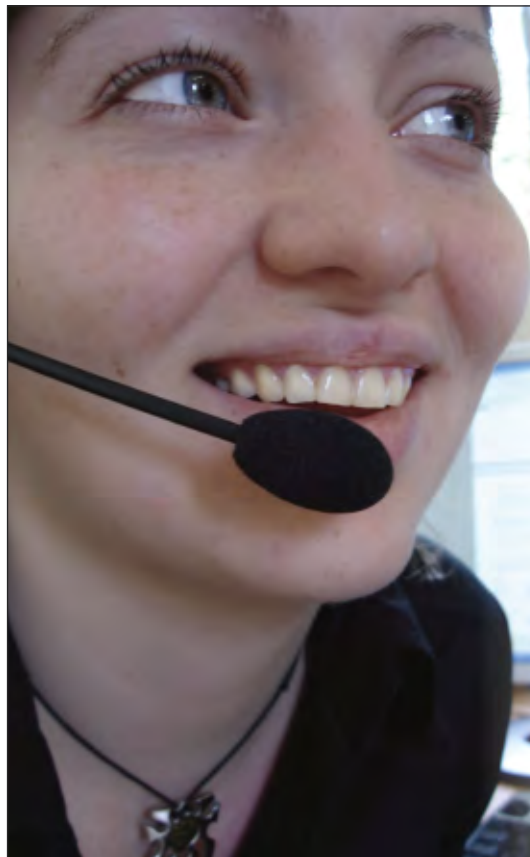
Virtual workforce revolution upon us, progressing slowly

By **Kate Hawthorne**
 khawthorne@ncbr.com

Remember when we first started talking about the paperless office? It was about a decade before the Macintosh and Windows interfaces put a computer on every desk, and several decades before each computer was connected to a high-speed copier that made printing out every email "for the record" standard operating procedure. The world-wide use of paper doubled between 1980 and 2000.

The virtual workforce is in about the same stage of development. Some employers, notably customer service call centers, have embraced the concept of off-site workers on a massive scale. Denver-based Alpine Access announced last month that it intends to hire 1,000 work-from-home call takers

See **VIRTUAL, 39**



Physical conference on managing virtual workers

The Society for Industrial and Organizational Psychology is meeting in Louisville, Ky., Oct. 14-16, to discuss "The Virtual Workforce: Designing, Leading and Optimizing." The Leading Edge consortium is expected to draw about 140 high-level HR professionals as well as academics and researchers from across the United States, according to SIOP past president and conference organizer Kurt Kraiger, chair of the Colorado State University Department of Psychology. Courtney Hunt, founder of the Social Media in Organizations (SMinOrgs) Community, and author and scholar Wayne Cascio are the keynote speakers, with representatives from Google, the University of Phoenix, IBM and a number of universities and consultants also presenting. Discussions will cover virtual work and virtual collaboration, virtual teams, social media and the use of technology for recruitment, selection, performance and management, with numerous takeaways, leading research, and practical solutions for organizations.

For more information, go to www.siop.org/lec.

Might it be time to go back to school?



**THE CAREER
 ENTHUSIAST**
 Carrie Pinsky

Do research to determine if you need more education

Tight job markets have historically been tied to an increase in college enrollments. Our recent economic downturn is no exception.

College enrollments are at an all-time high despite the fact that many new grads are struggling to land professional jobs. A new graduate with a bachelor's degree may segue right into a master's program rather than face a difficult job search.

In some cases, workers displaced in the shrinking manufacturing sector may go back to school to transition into

the emerging field of green energy.

Other workers may simply want to stay competitive in their current careers. A college degree or special certification may now be "required" when only a few years ago the job specifications for similar positions were less stringent.

And then there are those who choose to go back to school to improve their job satisfaction. Boomers may say, "If I have to work for 15 more years, I want to do something meaningful."

Regardless of what is driving your decision, it is important to consider the true costs as well as the potential benefits of going back to school. Begin by listening to what is calling you. What unique gifts do you want to use on a regular basis?

See **CAREER, 29**



Ed Carroll
Audi

Audi
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2012 Audi A4 quattro Premium Package

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Health & Rehab Facility

Lemay Avenue

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& Rehab Facility



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TIME OUT



SOCIAL ATMOSPHERE - 1. Felecia Burke, left, North American Title and chair of the Better School Better Community Committee, with Mike Herbst, Atmos Energy, and Sarah MacQuiddy, president of the Greeley Chamber of Commerce. Atmos hosted a car show on Aug. 20 that generated contributions for the Better Schools program of the Chamber and Yellow Ribbon Suicide Prevention. **2.** Frans Westenbrink, left, Woodward; Forbes Guthrie, Stewart Environmental; Ed VanDyne, VanDyne SuperTurbo; Andrew Casper, Colorado Oil and Gas Association; Bill Ward, Ward Petroleum, discuss developing natural gas technologies and how it has impacted their companies at The Future of Natural Gas symposium Aug. 31 at the Rocky Mountain Innosphere. **3.** Marcela Velasco, left, and Judith Kimerling take a moment at the Village Earth fundraiser Aug. 27 at the Lory Student Center.

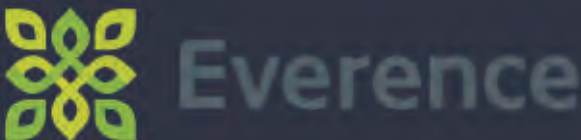
*Courtesy: Business Report staff and Luminita Cuna
E-mail your event photos to Noah Guillaume, nguillaume@ncbr.com.
Include complete identification of individuals.*



4th annual Albertson Medal Gala



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Company story should speak to all groups

Make an emotional connection with tales of values in action

What's the story of your business?

Sure, you began business at a particular time and location, involving a certain set of people, and the company has changed over time. But I'm talking about something deeper than just the history. Here's the real question: Why should anybody care?

By "anybody," I mean your customers, your leadership team, and your

employees. Each group has a unique relationship with your company, and has a need for a deeper emotional connection.

Your customers

Customers need to be satisfied with your products and services, of course. You expect that they'll continue to give you revenue if you continue to give them what they need. But that's more complex than it looks.

Their "need" reaches well beyond just what you supply with your products or services. Your competitors are trying hard to get an advantage there, so customers need more in order to

develop a loyalty to your company. You need emotional connections with your customers.

A powerful story for customers answers these kinds of questions:

- How is my life improved by my interactions with this company?
- What do I know I can count on?
- Why should I care about doing business with them?

The most powerful examples will be stories that talk about improvements in customers' lives, dependability, and your position in the larger world.

Your leadership team

The managers and leaders in your

company aren't just administering work to be done and monitoring results. Their real value is to help employees have a reason to bring out their best productivity every day, to provide great value for customers, and to keep everyone aligned. All while optimizing results for the benefit of the business.



LEADERSHIP 2011

Carl Dierschow

Your company's story is a powerful tool to help them stay aligned, focused, and motivated. But the story for your leaders is different than that for customers, including:

- Why do we make decisions the way we do?
- What results do we value the most?
- How do we work between groups?

The most useful stories will talk about decisions, the impact of delivering value, and working together constructively.

Your employees

You might think that employees are exchanging their work for your pay-check. But this is just what causes them to show up for work every day. That doesn't demand that they care about the company, its customers, or your goals.

If you want them engaged in their work and to deliver consistent quality, then you need to answer some key questions:

- What are employees rewarded for?
- Why is my contribution important?
- Why does the company do what it does?

The most compelling examples will be stories which give examples of reward and recognition, stellar contributions, and the company's values and ideals.

Bringing it together

Let's suppose that we're operating a machine shop that makes custom parts for agricultural equipment. We have 18 employees under two supervisors, and a head salesman who does account development.

Our stories for customers will talk about how we have consistently delivered excellent quality parts, on time. Perhaps we have an example where a supervisor drove 12 hours to hand-deliver some corrected products which replaced some defects. We can talk about how a customer won a key contract because of the quality of the work we'd done.

The stories for our leaders will include the time that we had to make a tough decision that placed quality above speed of delivery. We can make an example of a mistake in coordination, where the departments then worked quickly together to identify and solve the issue, thus saving the day for an important customer.

For employees, our stories will include testimonials of longtimers who have built their family's happiness

See LEADERSHIP, 33



Hunting for Demand
Your access to unbiased data, trends, new research and new insights.

15th Northern Colorado Real Estate Conference RENDEZVOUS

September 27, 2011 - Fort Collins Hilton - 9:00 a.m. - 1:00 p.m. \$35 Members/ \$70 Non-members



What are you hunting for - your **next construction or design project, capital, new tenants, more deals, job growth, or the next big trend?**

The 15th Northern Colorado Real Estate Rendezvous fulfills the need to **compare** our insights, **listen** to fellow professionals, **learn** from one another, and **challenge** our views and beliefs just as early Rocky Mountain settlers and traders gathered to share stories of the past year's hunting, mining, and surviving episodes.

NEW THIS YEAR!

- **State-wide surveys** reveal their thoughts on business expectations for 2012, top risks, best opportunities and have expanded to Colorado members of the:
 - Associated General Contractors of Colorado
 - American Institute of Architects of Colorado
 - Associated Builders and Contractors, Inc. Rocky Mountain Chapter
- **Five-year forecasts** for Fort Collins-Loveland and Greeley-Evans office and retail property sectors, new supply, net absorption, vacancy, and rents 2011 to 2015
- **Break-out sessions** for residential market update and commercial forecast



Keynote luncheon presentation by **Bob White**, President of Real Capital Analytics, one of the **world's foremost experts on real estate capital markets**

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BRIEFCASE

Nonprofit notes

The **Larimer County Clerk and Recorder Spirit Committee** donated over \$3,200 to **Realities For Children Charities**. Realities For Children is a non-profit organization dedicated to serving the emergency needs of abused children locally. The gift provides essential support to Realities For Children's community programs and services including the Emergency Fund that serves abused children countywide when there are no other resources available.

More than 250 children with celiac disease enjoyed a week of gluten-free meals at Camp Celiac in July at **Camp Arroyo** in Livermore, Calif. Since 2006, approximately 600 children have enjoyed a fun-filled week at Camp Arroyo at no cost to the campers' families thanks to **The Taylor Family Foundation** and contributors, like **Canyon Bakehouse** in Loveland. In an effort to help Camp Arroyo keep costs down and serve healthy, gluten-free meals, Canyon Bakehouse donated cases of its Mountain White and Cinnamon Raisin gluten-free breads, along with Canyon Bakehouse hamburger buns.

Forty-five students whose parents are members of **The International Brotherhood of Teamsters** working at one of 12 **Anheuser-Busch** U.S. breweries have been awarded \$1,000 scholarships for their freshman year of college this fall. The scholarship program was established to identify and honor exceptional high school students and provide assistance with college expenses. The scholarship is open to all children of Anheuser-Busch brewery employees who are members of The International Brotherhood of Teamsters and registered as freshman at an accredited college or university.

KUDOS

The **Toolbox Creative** campaign for the **FortZED** Community Energy Challenge has been selected as a winner by **Print** magazine for inclusion in their 2011 Regional Design Annual. This is Toolbox' third appearance in Print. Toolbox Creative is an eight-person creative agency specializing in strategic marketing and thoughtful design.

The **Mitchell Block building** in **Historic Old Town Fort Collins** has been awarded LEED Gold certification by the **US Green Building Council**, a Washington, D.C.-based non-profit coalition of building industry leaders. The 33,385-square-foot, four-story Mitchell Block, owned by **Bohemian Cos.**, was recognized for its energy efficiency, indoor environmental quality, water conservation and other green attributes.

The **Good Samaritan Society Loveland Village** therapy department earned a Pinnacle Best In Class award for the second year in a row. The staff, which provides physical, occupational and speech-language therapy, was recognized with two patient satisfaction awards. Loveland Good Samaritan scored in the top 10 percent among the hundreds of skilled nursing facilities throughout the country that **Pinnacle** serves.

NEW PRODUCTS AND SERVICES

Be Local Northern Colorado has launched its Online Coupon Book, a new service for businesses and consumers which replaces the Be Local Coupon Book published in past years. The online coupon book is free to use and available at www.BeLocalFirst.org. Be Local Northern Colorado is a community non-profit which began publishing the Be Local Coupon Book in 2006.

DEADLINES

The **Colorado Corn Growers Association** and the **National Corn Growers Association** are offering a Public Policy internship opportunity in Washington D.C. for a college junior or senior during the Spring Semester 2012. The selected applicant will be under the direction of the NCGA Washington D.C. staff from Feb. 1 - April 30, 2012. Information about program eligibility, features and benefits, application and selection process can be found on the Colorado Corn website at www.coloradocorn.com. Applications are due no later than Sept. 30.

PROJECTS

Alliance Construction Solutions has broken ground on **TownPlace Suites by Marriott Hotel** in

Gateway Business Park near Pena Boulevard in Denver. Designed for comfortable extended stays, the 99 guest rooms at TownPlace Suites feature full-sized kitchens. The four-story hotel also includes swimming and exercise facilities, guest laundry, interior and exterior fireplaces, a barbecue patio and breakfast room.

Drahota has been selected as the general contractor to manage the construction of the **Presidio Apartments**, a 240-unit apartment complex, part of the Presidio Development Project, an 85-acre mixed-use residential and commercial development in Fort Collins; the construction of the **Parker Skilled Nursing Home**, a three-story, 67,000 square foot skilled nursing facility in Parker; and construction of the **AltaVita Memory Care Center** in Longmont.

MISCELLANEOUS

Be Local Northern Colorado welcomed new and renewing members **Mugs Coffee Lounge**, **Simply Toffee**, **Christie Leighton Jewelry**, **Al's Newsstand**, **Garden Art Landscaping**, **Gilberto's Gourmet Goodness**, **Mantooth Co.**, **Young People's Learning Center**, **Art Lab Fort Collins**, **Funkwerks**, **Akinz**, **Blue Skies Marketing**, **Education & Life Training Center**, **Blue Mountain Vineyard**, **The Fort Collins Digital Workshop**, **Sustainscapes**, **ReSource**, **Prima Bodywear**, **Drake Road Farmers Market**, **Luscious Nectar**, **On To You Consignment**, **Heaven's Garden**, **Savvy Disco Design**, **Alacrity Personal Assistants**, **Mountains Edge Coffee**, **CooperSmith's Pub & Brewing**, **twentyseven 27 soap**, **CodeGeek.net**, **Liberty Hill Farms**, **Boxelder Creek Design**, **Coyote Gold**, and **T.L.C. Pet Care**.



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CALENDAR

Sept. 9 - 11 - TriMedia Film Festival, Various Fort Collins locations.

Sept. 9 - Oct. 9 - 33 Variations by Moises Kaufman, Masonic Ballroom, 225 W. Oak St. in Fort Collins. Cost: \$22-27 adults; \$16-20 seniors, students and groups of 10 or more; \$16-20 matinees; \$14 FAB Friday. Contact: OpenStage Theatre at 970-484-5237 or www.openstage.com.

Sept. 10 - Nelsen's Old Town Car Show, from 11 a.m. to 5 p.m., Old Town Fort Collins. Cost: Free. Contact: DBA at 970-484-6500 or www.DownTownFortCollins.com.

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

Sept. 11 - Sustain-a-Bash, from 4 to 8 p.m., Mishiwaka Amphitheater, 13.7 miles up the Poudre Canyon in. Cost: \$12/in advance, \$15 at

the door. Contact: Kellie Falbo at 970-224-3247 or Kellie@SustainableLivingAssociation.org.

Sept. 12 - 19 - Finish Strong 100 Day Challenge, from 6:30 to 8 p.m., Sears Real Estate, 2021 Clubhouse Drive, No. 100 in Greeley. Cost: \$149. Registration Deadline: Sept. 11. Contact: Chalice Springfield at 970-330-7700 or chalices@searsrealestate.com.

Sept. 12 - The Basics of Health Savings Accounts, from 10:30 to 11:30 a.m., Webinar. Cost: \$0. Contact: Amy Essig at 303-776-3105 or aessig@vbbenefits.com.

Sept. 13 - In-Focus Sustainability Centers Series: MAS-BioEnergy Research Program, from noon to 1 p.m., Colorado State University - 108 Johnson Hall, in Fort Collins. Cost: Free. Contact: Kerri McDermid at 970-492-4155 or kerri.mcdermid@colostate.edu.

Sept. 13 - Pathways Hospice Sacred Spaces, from 6 to 8 p.m., Pathways Hospice, 305 Carpenter Road

in Fort Collins. Cost: \$90 (includes materials). Contact: Amanda Hillman at 970-663-3500 or amanda.hillman@pathways-care.org.

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

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

Sept. 14 - Stop the Revolving Door! Hire & Retain Great Employees, from 8:30 to 11 a.m., 125 S Howes, Suite 150 Fort Collins, CO 80521, in. Cost: \$40. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.

Sept. 14 - Pathways Hospice On Our Own, from 6:30 to 8 p.m., Pathways Hospice, 305 Carpenter Road in Fort Collins. Cost: No fee, no registration. Contact: Michele Desnoes at 970-663-3500 or michele.desnoes@pathways-care.org.

Sept. 14 - The Long Journey to Sustainable Development: RIO+20, from 5 to 6:30 p.m., Avogadro's Number, 605 S. Mason in Fort Collins. Cost: FREE. Contact: Kerri McDermid at 970-492-4155 or kerri.mcdermid@colostate.edu.

Sept. 14 - Start or strengthen your Internet market program, from 3 to 5 p.m., Loveland SBDC office, 441 E. Fourth St., Suite 101a in Loveland. Cost: \$25. Contact: Loveland Center for Business Development at www.lovelandcenterforbiz.org.

Sept. 14 - Medical Careers Information Open House, from 2 to 3:30 p.m., Medical Center of the Rockies, 2500 Rocky Mountain Ave. in Loveland.

Sept. 15 - Colorado Chapters of Financial Executives Intl and National Association Corporate Directors present - From the C-Suite to the Board Seat, from 5:30 to 8 p.m., Four Seasons Hotel - Denver, 1111 14th St. in Denver. Cost: FEI Non-members and guests registered before Sept. 9 cost \$75 (or \$85 after). Registration Deadline: 09/14/2011. Contact: FEI Colorado - Miriam at 303-839-1858 or info@feicolorado.com.

Sept. 15 - Native Rhythms for Native Energy, from 5 to 9 p.m., Global Village Museum, 200 W. Mountain Ave. in Fort Collins. Cost: \$10 suggested donation. Contact: Lacey Gaechter at 970-484-3678 or lacey@treeswaterpeople.org.

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

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

Sept. 16 - Blue & Green Ball, from 7 to 11 p.m., Center for Fine Art Photography, 400 N. College Ave. in Fort Collins. Cost: \$40/prepaid, \$50/day of. Contact: Sustainable Living Association at 970-224-3247 or www.sustainablelivingfair.org.

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

Sept. 16 - 13 - 17th Biennial Colorado International Invitational Poster Exhibition, Colorado State University Campus, in Fort Collins.

Sept. 17 - The Midtown Men, starting at 8 p.m., Lincoln Center, 417 W. Magnolia St. in Fort Collins. Cost: \$85. Contact: Tickets at www.lctix.com.

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

Sept. 21 - Pathways Hospice Newly Bereaved Group, from 6:30 to 8 p.m., Pathways Hospice, 305 Carpenter Road in Fort Collins. Cost: \$30, no fee for hospice families. Contact: Michele Desnoes at 970-663-3500 or michele.desnoes@pathways-care.org.

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

Sept. 21 - Make it Official, from 7 to 9 a.m., SBDC office (Key Bank Tower), 125 S. Howes, Suite 150 in Fort Collins. Cost: \$25. Contact: Terri Donovan-Keirns at 970-498-9295 or admin@larimersbdc.org.

Sept. 21 - Loveland Chamber Business Before Hours, from 7:30 to 9 a.m., Art of the Rockies Gallery and Custom Framing Inc., 440 N. Lincoln Ave. in Loveland.

Sept. 21 - Music of the King, starting at 6 p.m., Candlelight Dinner Playhouse, 4747 Market Place Drive in Johnstown. Cost: \$39.50/dinner and show ticket. Contact: Candlelight Dinner Playhouse at 970-744-3747 or www.coloradocandlelight.com.

2011 Bixpo Kick-Off



Business Leaders BREAKFAST

September 15 • 7:30 - 9:30 am



The Breakfast includes the 2011 CFO of the Year Awards



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

Keeping Employees Engaged

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

Join Business Leaders who get serious about engaging employees to reduce turnover and improving the bottom line at Bixpo for a power breakfast focused on effective employee strategies.

Our presenter is Dr. Milan Larson, an Associate Professor of Management at the Monfort College of Business. Throughout his career Dr. Milan has been passionate about the way organizations lead their employees to create the right culture for success. While working in the manufacturing industry as a manager, Dr. Larson was responsible for cost-saving projects that resulted in multi-million dollar savings through improved efficiencies and other cost-saving methods. He is known as a collaborative specialist who generates employee buy-in resulting in long-term success.



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

Event Architect and Producer



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ON THE JOB

FINANCE

Shelley Bayne has joined Bank of Colorado as a senior mortgage loan officer and reverse mortgage specialist for the Northern Colorado area. Bayne brings over five years of residential mortgage lending and 10 years of banking experience, with over 30 years of sales experience to the Bank of Colorado's mortgage team; previously with Wells Fargo Home Mortgage in Loveland. She will work from the Fort Lupton and Loveland branches.



BAYNE

Troy Meissner, vice president of Risk Management at Bank of Colorado in Fort Collins, completed the Graduate School of Banking at Colorado. Students go through six weeks of training focusing on the areas of general management, lending, leadership and human resource management, and financial management.

HEALTH CARE

Summit Pathology added pathologist **Heather Carney** to its staff. Carney is board certified in Anatomic and Clinical Pathology. She is fellowship trained and board eligible in Dermatopathology from The Johns Hopkins Hospital.



CARNEY

REAL ESTATE

Kacie Vaughn, marketing/relocation director at Sears Real Estate in Greeley, has earned the RELO Certified Coordinator designation from Leading Real Estate Companies of the World, which is a global network of 550 premier real estate firms around the world. Sears Real Estate has been a member of LeadingRE since 2004.



VAUGHN

CONSTRUCTION

Steve Spanjer, president of Fort Collins-based Spanjer Homes, is among four builders who will speak in the 20 Club Education Program at the organization's International Builders Show, held Feb. 8-11, 2012 in Orlando, Fla. The panel will share non-competitive information that has helped carry their respective businesses through the recent economic downturn, as well as insights into practical measures businesses can take now to further prepare themselves for market conditions that may lie ahead in 2012.



SPANJER

TECHNOLOGY

The Advanced Energy Industries Inc. board has approved the appointment of **Yuval Wasserman** as president of the company's Thin Film Business unit and **Gregg Patterson** as president of its Renewables Business unit, which will now be designated as the Solar Energy Business unit.

ACADEMICS

Eric Thompson joined the Institute of Business and Medical Careers as campus director at the main IBMC campus in Fort Collins. Thompson will be responsible for the administration of all departments. Other duties include: managing the facility, faculty and retention of students. He has experience in higher education, fiscal management and planning and knowledge of the daily operations of IBMC's Main Campus.

Rachel Pokrandt is the new dean of Instruction-College Now at Front Range Community College. Pokrandt will oversee FRCC's College Now initiatives in Larimer County. College Now is the new name for college classes and programs for high school students. This includes the Larimer Campus's 10 high school career/technical programs, which enroll more than 400 students annually.



POKRANDT

MEDIA/MARKETING

Jaime Whitlock Donnelly joined Fort Collins-based One Tribe Creative as marketing communications director. Donnelly brings extensive business development and marketing experience in global emerging markets, enterprise-based nonprofits and start ups. **Gregg Lulofs** joined One Tribe as the new design director. Lulofs primary responsibility will be to manage and direct the efforts of the design team as well as leading his experience in multiple design disciplines to develop integrated branding programs for current and prospective clients.



DONNELLY

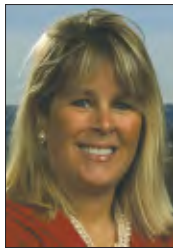
Anne Farrell joined A-Train Marketing Communications Inc. in the newly created position of content specialist. Farrell will be a primary resource for clients wishing to leverage their social media efforts. She will work with clients to develop audience-driven social strategies while establishing a consistent and brand-driven voice for their social media profiles. In addition to social media she will provide copywriting and creative concept development for clients.

BOARDS

Engaging Loveland, a non-profit organization serving the Loveland area by collaborating within the community to develop and support community-wide events and enhance tourism, welcomes **Ingrid Bush**, **Dawn Paepke** and **Jean Mooney** as new board members.

Maria Sanchez, director of Realizing Our Community, and **Greg Sunner**, HR director at the Greeley JBS processing plant, have been elected to the board of directors of Weld Food Bank.

Kären Siwek, account executive for Brown & Brown Fort Collins, was recently appointed to the board of directors for United Way of Larimer County and will serve on the Finance & Audit Committee. Brown & Brown is a full service insurance agency that offers commercial property & casualty, workers' compensation, employee benefits, contract bonds, professional liability and personal insurance coverage lines.



SIWEK

MISCELLANEOUS

Cambridge Who's Who recognized **Marcia Coulson**, president of Eldon James Corp., for showing dedication, leadership and excellence in all aspects of her career. Cambridge Who's Who is a networking resource that enables professionals to outshine their competition, in part through effective branding and marketing.

If you have an item to share about a promotion, job change or career news of note, e-mail it to Noah Guillaume at nguillaume@ncbr.com, or mail it to On The Job at NCB, P.O. Box 271810, Fort Collins, CO 80527.

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DAILY IN REVIEW

Loveland looking for new ACE project partner

Editor's note: Daily in Review is a partial digest of stories reported in the Business Report Daily online service between Aug. 23 through Sept. 2. 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 — The city of Loveland is actively looking for a new development partner to turn the former Agilent campus in south Loveland into the

Aerospace and Clean Energy Manufacturing and Innovation Park.

The city Tuesday sent out requests for developer proposals that are due by 5 p.m. on Sept. 13. William Cahill, Loveland city manager, said the city's goal is to conduct interviews of possible developers on Sept. 16 with an exclusive right to negotiate before city council no later than Oct. 4.

The city had expected to partner with Minneapolis-based United Properties, which had signed an ERN on June 21, but on Aug. 22, United Properties bowed

out of the partnership.

United Properties President Frank Dutke said the lack of "available credit tenancy and acceptable financing terms" did not "appear to be achievable within the required timeframe."

Under the terms of the RFP, a \$150,000 deposit will be due upon the developer signing the 30-day ERN. The selected developer will also have to buy the former Agilent property — now owned by the city — for \$5 million on or before Feb. 1. Financing of the purchase may be available with a minimum

\$500,000 down payment.

Mike Scholl, Loveland's senior planner in the newly created department of economic development, said RFPs were mailed to Fort Collins-based Neenan Co. as well as Loveland-based Loveland Commercial and McWhinney, three companies that had expressed interest in the project before United Properties was selected.

Scholl said the RFP will be available on the city's website for other interested development partners.

PRPA to hold off on transmission lines

FORT COLLINS — The Platte River Power Authority board voted unanimously to hold off on a power line transmission upgrade through the Pineridge Natural Area near Horsetooth Reservoir for about two months to allow the city of Fort Collins to devise a plan that could avoid running new overhead power lines.

"During the period between now and Oct. 18, staff is directed to cooperate fully with the city of Fort Collins to retain a mutually agreeable, nationally recognized engineering consultant" to do a "study of alternative means to complete (the project) presently under construction that will provide a redundant transmission circuit to the city of Loveland," according to the motion passed by the board. "Due to the critical importance of the new 230kV circuit to the reliability of service to the city of Loveland and residents of south Fort Collins, any alternative must complete the connection by June 1, 2012."

The motion further calls for Fort Collins to pay the incremental costs of any alternative pursued, with Platte River agreeing to pay up to one-half of the expenses. The cost of an overhead upgrade through the area is estimated at \$1.8 million, but the cost of burying the lines could be as much as \$15 million, according to PRPA.

PRPA is an electrical utility owned by the cities of Fort Collins, Loveland, Estes Park and Longmont.

Assessments upset I-25/392 landowners

WINDSOR — Owners of property near the interchange at Interstate 25 and Colorado Highway 392, which is now under construction, say they are upset that Fort Collins and Windsor are asking them to repay \$5 million the cities have invested in the project.

About a dozen property owners and those with interests in the interchange met Aug. 30 at The Group Real Estate Inc.'s Harmony Road office to discuss the repayment plan.

More than 40 property owners are concerned with proposed assessments that vary according to size and proximity to the interchange in a designated Value Enhancement Zone. The intent is to have property owners in the zone pay back the cities for the ability to develop their properties because of the interchange reconstruction.

About \$20 million of the total \$25 million reconstruction cost is being paid with federal stimulus money and state funds. The difference is proposed to be paid back to the cities as the properties in the Value Enhancement Zone are developed.



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HEALTH CARE

New alternative offered for cataract surgery

Eye Center takes the blade out of cataract surgery

By Steve Porter
sporter@ncbr.com

FORT COLLINS — Berthoud resident Muriel Rogge is a pioneer in a new kind of cataract surgery.

Rogge is among the first in Colorado to have a cataract removed from her eye with the Alcon LenSx femtosecond laser.

The surgery was performed in late August by Gary Foster, M.D., surgeon at the Eye Center of Northern Colorado, 1725 E. Prospect Road. Rogge had previously had a cataract removed from her other eye with traditional surgery.

“When Dr. Foster explained it and I had the opportunity I said, ‘Let’s go for it as long as I get the same results,’” Rogge said.

While she acknowledged some discomfort for several days after her first blade-assisted surgery, Rogge said the

laser surgery was a completely different story.

“This one was overall much better,” she said. “The experience was great, like I didn’t have anything done.”

Rogge said she now has 20-20 vision again and is “very pleased” with the results.

“I would definitely recommend it to anyone,” she said.

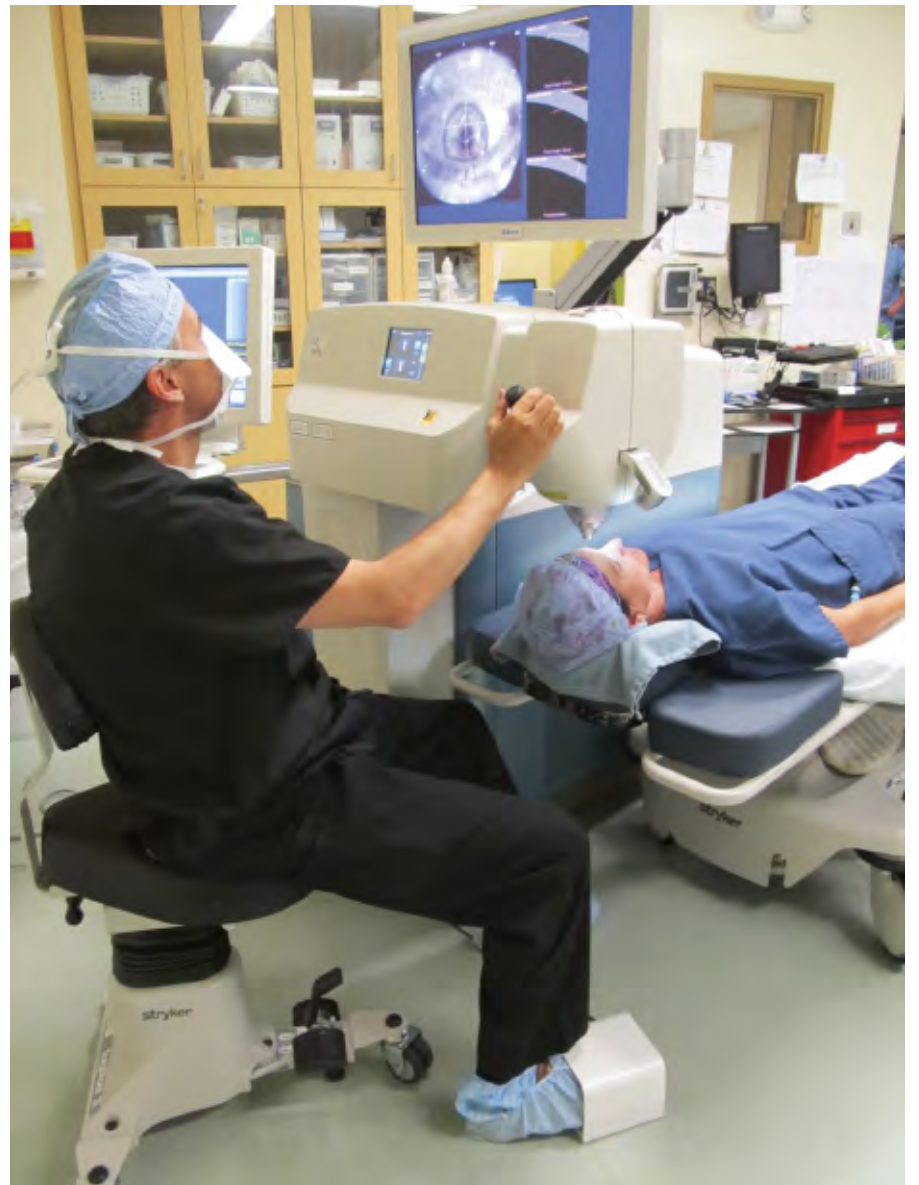
Cataracts are naturally occurring deposits of proteins that slowly build up on the lens of the eye over time, resulting in increasingly cloudy vision. Most cataract surgeries are performed on those 60 and older.

Foster said the new LenSx laser system uses a special imaging device to get “an exact 3-D model of the exact location and shape of important eye structures.”

“Prior to this, cataract surgery was done with the surgeon judging where to place incisions — how deep and how long — while looking under a microscope,” he said.

With the LenSx, “the surgeon can now decide exactly on that (3-D) model

See EYE CENTER, 18



Steve Porter, Northern Colorado Business Report

CUTTING IT CLOSE — Gary Foster, M.D., surgeon with the Eye Center of Northern Colorado, operates new equipment that can more precisely remove cataracts with a laser instead of a hand-held blade and implant a new lens in a patient’s eye.




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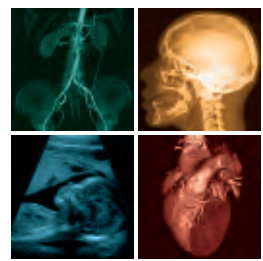
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EYE CENTER, from 17

where he wants to deliver those incisions," he added.

More incision precision

Foster said the new surgical system, which includes a large screen delivering a high-resolution image of the patient's eye, and the ability to divide the eye into four quadrants for surgical reference points makes the surgery much more precise than ever before.

"This makes cataract surgery bladeless," he said. "The big advance is the



FOSTER

ability to have a full understanding of the ocular structures and apply the precision of the laser to perform the incision points of the surgery by laser rather than by hand."

The equipment includes a joystick for drawing a bead on the incision area and a foot pedal that fires the laser.

Foster said the new equipment offers precision previously unknown in cataract surgery.

"With traditional surgery, you're using the surgeon's judgment and skill on angles of entry and how hard to push and when to pull back," he said. "But the laser's precision exceeds that of the greatest surgeon that's ever lived."

In cataract surgery, the lens is removed from the eye and a new synthetic lens implanted.

"It's a once-in-a-lifetime surgery and

the most common surgery done in the United States and the world," Foster said.

And it can make a world of difference to those who have it done, he added.

"Most experience a full recovery of vision," he said.

According to Eye Center of Northern Colorado, its system is one of only 20 clinical lasers now being used in the world and the only one in Colorado, debuting Aug. 26.

Foster said the equipment cost half a million dollars. The clinic also pays California-based Alcon LenSx a user fee for each procedure performed.

He said the cost of the laser-assisted surgery runs around \$700 per eye.

"This is a quantum leap forward in our ability to deliver what patients want: precision cataract surgery with a spectacular safety profile," Foster said.

"Regulations are strangling us, particularly on the consumer side."

Mark Bower,
Executive vice president, CFO and COO
Home State Bank

BANKING, from 5

take some of the risk out of lending, they also impair banks' ability to make loans.

"Regulations are strangling us, particularly on the consumer side," Bower said. "Lending activity is more regulated than it has ever been."

More rules to follow

Mortgages and real estate loans are some of the most heavily regulated loans under rules made by the Dodd-Frank Act and subsequent legislation. More rules are certain to follow, according to the Colorado Bankers Association, which estimates that more than 2,500 additional pages of new or expanded regulations will be handed down to bankers from assorted regulatory agencies, bringing the total page count to approximately 5,000 since the act went into effect in July 2010.

One bright spot can be found in the construction industry, according to Bower. Lending appears to be slowly picking up steam in one of the industries hardest hit by the recession. Construction loans have experienced an uptick year-over-year, he noted.

This statement is supported by analysis included in the Federal Reserve's most recent edition of the Beige Book, published July 27. While both construction and banking are still counted among the weakest sectors of the economy, the Fed reports an increase in activity.

"Commercial construction remained stable but weak, with strength reported in multi-family residential projects," according to the report for the Fed's Tenth District, which is headquartered in Kansas City and encompasses Colorado, "Builders indicated that access to credit improved slightly."

More local data also indicates an increase in multi-family projects. A report by the Colorado Division of Housing shows that the number of multi-family housing permits in Colorado increased 42 percent year-over-year from the first half of 2010 to the first half of 2011. Larimer County was one of the top three counties for multi-family permits, with 126 issued through the first half of the year, surpassed only by Denver and El Paso counties. The three accounted for 89 percent of all multi-family activity, according to the DOH.

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

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HEALTH CARE

Wellness can save employers, employees cash

Incentives available for improved health status, habit changes

Every day employers are losing money because of poor employee health. It is a crisis of skyrocketing insurance costs, multiplying health care claims, higher absenteeism, and decreased productivity.

Since 2000, employment-based health insurance premiums have increased up to 87 percent and are predicted to double by 2015. The typical American diet and lifestyle are responsible for the majority of the preventable diseases driving these increases in health-care costs.

Many people don't believe that poor health is a serious problem here in happy, healthy Colorado. Sure, we have been called the thinnest state for many years but that title is all but lost now. In fact, we are right on track with the rest of the nation when it comes to increasing rates of obesity and related diseases. Consider that Colorado spent only \$99 less than the national average on health insurance premiums in 2005 — and the gap is closing.

Furthermore, health-care costs are only part of the picture. In 2003, the



Jen Boland



Lisa Sinclair

GUEST COLUMN

economic burden of chronic disease in Colorado was \$16.5 billion. Of that, \$13.1 billion was due to lost productivity. That means for every dollar in health-care claims, there are \$3 dollars in lost productivity. These productivity losses more heavily impact the bottom line of small companies because they have fewer employees among whom to spread the unfinished work which can result in unmet deadlines and lost revenue.

Improving health the solution

Now more than ever companies are experiencing shrinking margins and pressures to cut costs in order to preserve their bottom line. Improving employee health is the leading solution to this growing problem. The good

news is that comprehensive wellness programs can be implemented in organizations of any size.

Creating a results-driven health promotion program is a lot of hard work, but the results are well worth it. For example, a company in Wisconsin has saved over \$2,000 per employee per year through a comprehensive wellness program.

On average, companies with comprehensive employee wellness programs have saved 26 percent on their health insurance premiums, 28 percent reductions in sick leave, a 30 percent reduction in disability management and workers compensation and most importantly a cost-benefit ratio of \$3 to \$6 for every \$1 invested.

Yet only 7 percent of organizations truly have comprehensive wellness programs achieving these levels of results.

The key to achieving a high return on investment in employee-wellness programs is having high levels of participation. Most companies give away tchotchkes, gift cards and maybe even small cash incentives for participating in wellness programs, particularly blood screenings or health risk assessments.

Unfortunately, these incentives quickly wear off or were never of value to begin with. Thus participation rates in the programs that actually help employees improve their health are low

and continue to decrease with time. Incentives must be substantial and employees must see intrinsic value in participating in the programs. In addition, once the initial assessments are done, future programs need to be offered and directly tied to the specific modifiable risks of that employee population.

What if there was a way to link your wellness program incentives to actually achieving better health — and the lower health care costs and higher levels of productivity that follow? Well, there is.

Incentives available to employers

A little known provision in the health-care reform bill allows employers to provide incentives (or penalties) equal to 20 percent of their health-care premiums. In 2014 that number increases to 30 percent.

Incentives can be linked to meeting certain health criteria such as smoking status, blood pressure, cholesterol, glucose levels, and body mass index — the risk factors that highly predict higher health-care costs. Prudent companies would also reward employees for making progress toward meeting appropriate health goals.

For larger companies (generally those with more than 50 employees)

See WELLNESS, 28

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Bixpo 2011

- (Listing complete as of 9/15/11)
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- Northern Colorado Business Association
- Northern Colorado Network
- Optimal Life Wellness Center
- Our Green Cloud
- Palmer Flowers
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YouTwinkFace

Practical Social Media Marketing Workshop
FREE for Bixpo exhibitors and attendees



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

Converting Clicks to Customers



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"Astronomy enables anyone with some experience, patience and a little luck to happen upon an event in the night sky."

HUMAN, from 8

The second day of August I joined Levy, his wife Wendee, and three dozen amateur astronomers at the annual Adirondack Astronomy Retreat, hosted by the State University of New York in the mountains upstate. It was a long overdue reunion with Levy and a wonderful learning experience for me.

Bridge between amateurs, professionals

Astronomy, more than any other science, offers an accessible, functional bridge between amateurs and professionals, a gateway for the next generation to be compelled to learn.

Amateur astronomy enables anyone with some experience, patience and a little luck to happen upon an event in the night sky, the discovery of which aids the professional community. While

professional astronomers have at their disposal more advanced telescopes, the amount of time they have with them is limited by a long queue of researchers around the world. Furthermore, professional astronomers and professors often visit local astronomy club meetings to share their latest findings with and inspire young astronomers, as I once was.

The sheer number of amateur astronomers worldwide is astounding, literally thousands of scopes peering into the sky every night. This makes for a worldwide network of data collection devices, some manually operated, some automated through computer driven tracking systems. The opportunity for a budding astronomer to capture his or her first photograph of a colorful nebulae or the bands and moons of Jupiter is literally at his or her fingertips.

Improved technology

Over the years I have been away from astronomy, the industry has changed. Certainly, we had motor drives and tracking systems, but we found our way around the night sky using hand-held maps and large, many-page star charts printed in black and white. Now, micro-computers, stepper motors and laptops attached by USB cables enable anyone with curiosity to engage in the oldest science of humankind.

As with the discussion around GPS versus topographical maps, one can argue that to know how to use only GPS units in the wilderness is a tremendous risk, for the batteries may die, or the GPS unit lost in a creek. With aviation, too, pilots are trained in the original, non-electronic means of navigation before working with on-board GPS and radar guidance.

There is part of me that says the same should be true with astronomy: Learn it the hard way so that it becomes ingrained and a part of you. But when I consider the excitement of a child viewing the rings of Saturn for the first time, his or her mouth and eyes open wide, "Wow! Did you see that? Come look!", there is no right or wrong way to open the door to a lifelong passion for learning.

Even without assistance, someone new to astronomy can attach a USB cable to a relatively inexpensive telescope, train it on the North Star, and see onscreen a map of what lies overhead while the scope automatically moves to any object chosen by the mouse. Photographs can be logged, archived and correlated to the map, an interactive show-n-tell.

Every night an adventure

If in our instant gratification world a child can be turned on to the sciences, then by any means possible, point, click and be thrilled. If they stick with it long enough, they will eventually know their way around the night sky and be able to tell their friends, "Right there, see that fuzzy thing? It's a galaxy that if we could see it with our naked eye would be six times larger than the moon!"

While I am now just a bit over 40, I was a kid again for those three nights, staying awake till 4:30 a.m., barely making it to breakfast hours after dawn. I was the recipient of patient assistance, for astronomers are a generous lot, each generation offering something to the next. I spent an entire night taking my first photographs of Jupiter and M27, the Dumbbell nebulae, with my new Canon 60D DSLR attached directly to a 13-inch Meade scope. The clarity, the color — it was amazing!

With astronomy, every night is an adventure, an exploration of some 100 billion stars, nebulae and gaseous birthing chambers for the next generation of solar engines, pulsars, super novae and black holes. The mind has no choice but to open when one peers through a telescope, to look up and ask, "Why?"

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

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Column reveals interest in hospital relationship

Could PVHS-UCH system also include Colorado Springs?

COLORADO SPRINGS — It was a message written to assure Memorial Health System in Colorado Springs and local residents that a potential separation of the hospital from city control could be a very good thing.

Rulon Stacey, CEO and president of Fort Collins-based Poudre Valley Health System, and Bruce Schroffel, CEO and president of University of Colorado Hospital in Aurora, jointly authored a guest column that appeared in the Aug. 23 *Colorado Springs Gazette*.



STACEY

Memorial Health System has been considering for about two years the possibility of separating from city ownership and becoming a private nonprofit system.

Stacey and Schroffel extolled the advantages of independence.

They noted that PVHS separated from county affiliation in 1994 and UCH separated from state control in 1991. After those reorganizations, both systems — planning a merger later this year — took off.

“Both are now nationally and internationally recognized for the quality of care they bring to their patients,” the column said. “Both are considered among the best hospitals in the country. And both, like Memorial, are now busily writing the next chapter of their histories.”

The column notes that “there is no reason Memorial cannot have a similarly successful future as an independent, not-for-profit servant to the community.”

The next evening, the Colorado Springs city council voted 5-2 to take the first step toward making Memorial an independent hospital leased by a nonprofit organization, as is PVHS. They are asking voters in November to remove language in the city charter that requires taxpayers to cover losses at the hospital.

The council also voted to seek bids from for-profit and nonprofit organizations to lease and run the hospital. Those are due by the end of the year.

Stacey said after the council vote he wasn't sure how much impact the guest column may have had on the council or how much it might sway city voters.

“Bruce Schroffel and I just thought there might be some benefit to sharing our opinions in the city newspaper,” he said.

Stacey said he believes it's obvious that Memorial — now suffering from low employee morale and uncertainty — needs an independent direction.

“There's no better example than what's happening right now,” he said. “Reading the city newspaper, you see that being a division of the city is disadvantageous. As health care becomes increasingly competitive it's more important that they act competitively, and the current structure they have doesn't allow that.”

Interest in the future

Stacey acknowledged the guest column isn't the first time he's weighed in on the question of Memorial's future, admitting he's visited the area “maybe a half dozen times” over the last couple years to meet with hospital and city officials and members of a commission set up to explore a possible new management structure for the hospital.

One possible future scenario could include the new PVHS-UCH merged hospital system.

At the end of the Stacey-Schroffel guest column, a potential closer relationship with Memorial is suggested.

“We have made no secret that we'd like the opportunity to work closely with Memorial in the future,” says the column. “We think the synergies among the three Colorado-based hospitals would be good for our state and our communities. It would be a shame to let the opportunity go by unexamined.”

Stacey doesn't deny there is interest to have those discussions should Memorial become free of city control.

“We've been talking to Memorial Hospital now for so many months that the topic has come up what a closer relationship might be, but right now the discussions are pointless,” he said. “But we'd like to explore those options.”

Stacey said any such discussions would also have to wait until the PVHS-UCH merger is finalized, now expected this fall.

“We don't even know what our arrangement will look like, so it's a little early to talk about that,” he said.

Brian Newsome, a Memorial Hospital spokesman, said Poudre Valley's experience as an independent system “has been held up as a model” in

Colorado Springs because “they're kind of a rock star in health care” after winning a Malcolm Baldrige National Quality Award in 2008.

Newsome said a relationship with PVHS-UCH is a possibility if city residents vote to separate the hospital from city control.

“Becoming independent does not rule out a partnership with PVHS-UCH,” he said. “But for any of those conversations to begin, we need to get out from under city ownership.”

Jan Martin, a Colorado Springs



HEALTH CARE

Steve Porter

councilwoman, said there is growing sentiment in the community to seek some kind of partnership with a merged PVHS-UCH.

“The citizens commission and the two task forces that have worked on this have always talked about a joint venture with UCH and PVHS,” she said. “Memorial has the potential to cover southern Colorado and it makes sense for this to be an ongoing partnership.”

Stacey is more circumspect about that possibility, with so many unknowns still on the table.

“We'll just have to see how it goes,” he said.

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

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Largest Rehabilitation Providers

Ranked by number of therapists



RANK	PREV RANK	CLINIC ADDRESS PHONE/FAX	THERAPISTS 2011 LICENSED ACUTE REHABILITATION HOSPITAL?	CLINICS IN REGION CLINICS NATIONWIDE	SPECIALTIES	E-MAIL WEB SITE	PERSON IN CHARGE PARENT COMPANY YEAR FOUNDED
1	1	NORTHERN COLORADO REHABILITATION HOSPITAL 4401 Union St. Johnstown, CO 80534 970-619-3400/970-278-9343	38 Yes	N/A 6	Inpatient, outpatient, aquatics, bioness, certified neuro-FRAH therapists, certified manual therapists, complex seating and positioning, neuro vision assessments, spasticity management, amputee clinic, partial body weight support, gait training.	reneeevans@ernesthealth.com ncrh.ernesthealth.com	Sharon R. Scheller, CEO Ernest Health Inc. 2004
2	3	UNC - ROCKY MOUNTAIN CANCER REHABILITATION INSTITUTE Ben Nighthorse Campbell Center Greeley, CO 80639 970-351-1876/970-351-1720	35 No	1 1	Exercise and rehabilitation training for cancer survivors.	catherine.johnson@unco.edu www.unco.edu/rmcri	Carole M. Schneider, Ph.D., Director 1996
3	1	CENTRE AVE. HEALTH & REHAB FACILITY LLC 815 Centre Ave. Fort Collins, CO 80526 970-494-2140/970-494-2141	30 No	1 0	Physical therapy, occupational therapy, speech therapy, and respiratory therapy in rehabilitation and long-term care.	centreavenue@columbinehealth.com www.columbinehealth.com	Kitty Wilson Columbine Health Systems 2001
4	4	NCMC - REHABILITATION SERVICES 1801 16th St. Greeley, CO 80631 970-350-6900/970-378-3858	28 Yes	N/A N/A	Arthritis, brain injury, chronic pain, aquatic therapy, women's health, lymphedema, spinal-cord injury, sports medicine, occupational - work related injuries and pediatric rehab. Providing physical, occupational and speech therapy.	N/A www.bannerhealth.com	Duane Pedersen, Manager Julie Klein, Executive director Banner Health Western Region 2000
5	8	MEDICAL MESSAGE OF THE ROCKIES LLC - FORT COLLINS 3938 JFK Parkway, Suite 11-F Fort Collins, CO 80525 970-204-0516/970-204-6812	25 No	N/A 26	Medical massage clinic. Treatment for patients injured at work or in a car accident. Provides massage therapy or deep tissue rehabilitative massage.	info@mnr5280.com www.medicalmassageoftherockies.com	Zachary Meiu Linda Ogilvie, Owners 2001
6	5	CENTER FOR NEUROREHABILITATION SERVICES 1045 Robertson St. Fort Collins, CO 80524 970-493-6667/970-493-8016	17 No	N/A 1	Neuropsychological evaluation, neurology, physical, occupational, speech/ language, music therapy, adaptive driving rehab, and psychological services. Specialty of brain injury recovery, M.S. clinic, stroke clinic, spinal cord injury, memory clinic, headache management.	info@brainrecov.com www.brainrecov.com	Christy Dittmar, Clinic director 1988
7	NR	NCMC - CENTER FOR ACUTE INPATIENT REHABILITATION 1801 16th St. Greeley, CO 80631 970-350-6566/970-350-6654	12 Yes	N/A 1	CVA, traumatic brain injuries, burn injuries, spinal-cord injuries, multiple trauma, fractures and joint replacement.	jenna.swarbrick@bannerhealth.com www.bannerhealth.com	Jenna Swarbrick, Unit manager Banner Health Western Region 1983
8	6	REBOUND SPORTS & PHYSICAL THERAPY 295 E. 29th St., Suite 10 Loveland, CO 80538 970-663-6142/970-635-3087	10 No	N/A 2	McKenzie Method, sport-specific fitness screenings, massage, muscle activation therapy, myokinematic restoration, post cancer recovery, healthy heart program and post cardiac recovery.	brad.ott@reboundssportspt.com www.reboundssportspt.com	Brad Ott, Owner 1997
9	11	FOOTHILLS ORTHOPEDIC AND SPORT THERAPY PC 2964 Ginnala Drive Loveland, CO 80538 970-667-7755/970-663-6998	9 No	2 2	Physical and occupational therapy encompassing sports, spine, and general orthopedic injuries. Specialties include TMJ, vestibular, and hand rehabilitation. Medical bike fitting.	fofost@frii.net www.foothillstherapy.com	Jerome Kulm Cathy Gates Robert Trout Jeff Ray, Owners Foothills Orthopedic and Sport Therapy PC 1992
10	9	PHYSIOTHERAPY ASSOCIATES 1551 Professional Lane, Suite 145 Longmont, CO 80501 720-494-3290/720-494-3294	8 No	N/A Over 500	Orthopedic and sports therapy, hand therapy, spine injuries, custom splinting and orthotics, osteoporosis program, pool therapy, post-operative care, massage therapy, vestibular rehabilitation, multiple sclerosis, injured worker rehab.	N/A www.physiocorp.com	Chantal McDonald, Clinic director 2002
11	NR	PERFORMANCE PHYSICAL THERAPY & REHABILITATION PC 3519 Richmond Drive, Suite C Fort Collins, CO 80526 970-493-8727/970-493-8739	5 No	1 N/A	Physical therapy and rehabilitation.	ppt@frii.com www.performance-physicaltherapy.com	Paula Nickel, Owner, PT Gail Axtell, Office manager 1997
12	7	REHABILITATION AND NURSING CENTER OF THE ROCKIES 1020 Patton St. Fort Collins, CO 80524 970-484-7981/970-484-8143	5 Yes	1 N/A	Physical, occupational, respiratory, outpatient and speech therapy services. Respite care, long-term care and an Alzheimer's-secured unit.	thanlon@bluegrousehealth.com www.ncrhealth.com	Tony John Hanlon Hanlon, Bush LLC 2000

Region surveyed includes the City of Brighton and Larimer and Weld counties.
N/A-Not Available
NR-Not Previously Ranked
PVHS LifeSkills Rehabilitation Center did not respond in time to be included on this list.

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

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Choose From
Mastering Yourself ~ Chris Hutchison
Killer Presentations ~ Ava Diamond
Become an Award Winning Company ~ Matt Shoup
How to Make Your Employees Happy ~ Kris Boesch

♦ Session Two ♦
(9:45 AM—11:00 AM)
Choose From
Accountability is Motivational! ~ Terri Norvell
We Talk, But Do We Communicate? ~ Laurie Taylor
Engage Your Workforce ~ Rich Wagner
If You're In Business, You're in Sales! ~ John Baptista, Jr.

♦ Session Three ♦
(11:15 AM—12:30 PM)
Choose From
The True Truth on Trust ~ Richard Fagerlin
Put a Little Personality in Your Marketing ~ Ann Clarke
Brewing Better Workers ~ Katy Piotrowski & Shane Basinger
Building Effective Websites ~ Nick Armstrong

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Largest Assisted-Living Centers

Ranked by capacity



RANK	PREV RANK	CENTER ADDRESS PHONE/FAX	CAPACITY 2011 OCCUPANCY RATE PROFIT STATUS	NO. OF RNS NO. OF ASSISTANTS	MONTHLY RATES LOW MONTHLY RATES HIGH	AMENITIES	E-MAIL WEB SITE PERSON IN CHARGE TITLE	PARENT COMPANY HEADQUARTERS YEAR FOUNDED
1	1	PARK REGENCY ASSISTED LIVING 1875 Fall River Drive Loveland, CO 80538 970-461-1100/970-461-4650	110 95% For-profit	N/A N/A	\$2,300 \$6,100	Meals, entertainment, trash removal, beauty services, and many additional amenities. Also on-site physical and occupational therapists and diabetes management program.	parkregency@comcast.net www.parkregency.us Jerry Bootzin Administrator, owner	Loveland 2007
2	2	COLLINWOOD ASSISTED LIVING 5055 S. Lemay Ave. Fort Collins, CO 80525 970-223-3552/970-223-2360	100 90% Nonprofit	N/A 25	\$2,135 \$4,500	Restaurant-style dining, housekeeping and laundry services.	kjacoby@ba.org www.bethesdaseniorliving.com Kristen Jacoby Executive director	Bethesda Senior Living Communities Colorado Springs 1993
3	3	NEW MERCER COMMONS 900 Centre Ave. Fort Collins, CO 80526 970-495-1000/970-495-0626	90 100% For-profit	0 4	\$2,375 \$4,455	Meals, activities, transportation, medication administration, pets allowed and care services. Offering assisted living and secure assisted living for those with memory loss.	newmercerccommons@columbinehealth.com www.columbinehealth.com Gina DiGiallonardo Administrator	Columbine Health Systems Fort Collins 1994
4	4	INGLENOOK AT BRIGHTON 2195 E. Egbert St. Brighton, CO 80601 303-659-4148/303-659-5370	78 90% For-profit	1 2	\$995 \$4,250	Housekeeping, meals, transportation, 24-hour staff and other activities, one-on-one care, all maintenance; assisted living.	inglenookatbrigh@qwestoffice.net www.inglenookatbrighton.com MaryJo Wright Patrick Wright Executive administrator Marketing director, Human Resources director	Inglenook Senior Ventures, LP Brighton 1980
5	NR	STERLING HOUSE AT THE ORCHARDS 215 Shupe Circle Loveland, CO 80537 970-622-0012/970-622-0018	73 92 N/A	1 N/A	\$2,975 \$3,275	Mountain views, activities, multiple social areas, elegant setting, home health and therapy services.	jfrey@brookdaleliving.com www.brookdaleliving.com Richard Freund Executive director	Brookdale Senior Living Inc. Milwaukee, Wis. 1998
6	5	THE BRIDGE AT LIFE CARE CENTER OF GREELEY 4750 25th St. Greeley, CO 80634 970-339-0022/970-506-9031	70 98% For-profit	1 N/A	N/A N/A	Transportation, travel program, activities, spa services, inter generational programs. Palliative Care Program.	mrickard@centurypa.com www.thebridgeatgreeley.com Mindy Rickard General manager	Century Park Associates Chattanooga, Tenn. 1998
7	6	GOOD SAMARITAN SOCIETY - BONELL COMMUNITY 708 22nd St. Greeley, CO 80631 970-352-6082/970-356-7970	61 79% Nonprofit	N/A N/A	N/A N/A	Paid utilities, scheduled transportation, 24-hour emergency call system, laundry facilities, carpet and window coverings, grounds maintenance.	sanders@good-sam.com www.good-sam.com	The Evangelical Lutheran Good Samaritan Society Sioux Falls, S.D. 1937
8	8	BEE HIVE HOMES OF COLORADO 1705 32nd St. Evans, CO 80620 970-506-0006/970-378-0329	60 90% For-profit	N/A N/A	\$2,179 \$3,900	Family-style assisted living for seniors and those with dementia, home-cooked meals, medication administration and resident activities.	helenbeehive@yahoo.com www.beehivehomesofnortherncolorado.com Jerry Christian Helen Freese President Executive director	BeeHive Homes of Colorado LLC Evans 1996
9	7	GOOD SAMARITAN SOCIETY - LOVELAND VILLAGE 2101 S. Garfield St. Loveland, CO 80537 970-669-3100/970-663-4526	60 90% Nonprofit	N/A 69	\$3,650 \$5,550	Beauty shop, fitness room, pool, library, country store, spiritual life center with weekly services, multimedia room, billiard room, wellness trails, sculpture gardens and campus-wide closed-circuit TV.	hhaubold@good-sam.com www.good-sam.com Lisa Melby Matt Kent Executive director	The Evangelical Lutheran Good Samaritan Society Sioux Falls, S.D. 1972
10	NR	GARDEN SQUARE AT WESTLAKE 3151 W. 20th St. Greeley, CO 80634 970-346-1222/970-346-1228	58 N/A For-profit	N/A N/A	\$2,595 \$3,495	Personal care services, 24-hour staff, laundry, housekeeping, activities and respite care.	sking@gardensquaregreeley.com www.gardensquarewestlake.com Susan King Administrator	Ridgeline Management Co. Eugene, Ore. 1997
11	9	LAKEVIEW COMMONS 1422 W. 29th St. Loveland, CO 80538 970-278-4000/970-278-4001	54 54% For-profit	N/A 2	\$2,200 \$4,500	Three meals per day, medication administration, 24-hour care providers, housekeeping, laundry and activities.	palmer.withrow@columbinehealth.com www.columbinehealth.com Palmer Withrow Administrator	Columbine Health Systems Fort Collins 2000
12	11	STERLING HOUSE OF GREELEY 1999 W. 38th Ave. Greeley, CO 80634 970-330-9500/970-330-7783	50 N/A For-profit	1 N/A	\$2,300 \$2,750	Three meals per day, ambulation and escort services, personalized care program, housekeeping, personal laundry services, medication support, short-term stay, outdoor courtyard, beauty salon and enrichment activities.	dzamora@brookdaleliving.com www.brookdaleliving.com Kerrie Harden Executive director	Brookdale Senior Living Inc. Chicago 2000

Region surveyed is Larimer and Weld counties and the city of Brighton.
N/A-Not available.
NR-Not Previously Ranked.
MacKenzie Place did not respond in time to be included on this list.

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

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"Just because the government has the information, that doesn't necessarily mean it should be shared."

Dan Hubbard
National Business Aviation Association

FLIGHTS, from 3

aircraft owner or operator satisfies the requirements for a bona fide business-oriented security concern."

Valid security concerns include verifiable threats to person, property or company, including threat of death or kidnapping. Any company permitted to keep its information off public databases must resubmit proof of a certified security concern annually to maintain protected status.

If a company does not meet the requirements for a legitimate security concern, the FAA discloses aircraft information on its Aircraft Situation Display to Industry and National Airspace System Status Information websites.

Information that will be disclosed

includes aircraft position, call sign, airspeed, heading and flight plan, status of airport runway visual range and special use of airspace data.

Requirements too restrictive

According to the NBAA, the requirements a company must meet in order to establish a valid security concern as defined by the government are far too restrictive. In addition, the organization worries that making such information public is the beginning of a "slippery slope."

"Just because the government has the information, that doesn't necessarily mean it should be shared," Hubbard said. "The government is in possession of lots of information about people and companies that it doesn't make public."

The NBAA and the Aircraft Owners

and Pilots Association are challenging the changes to the BARR program in court, according to Hubbard, but a full hearing has not yet been held on the matter. The Experimental Aircraft Association also filed a brief supporting the suit.

Some legislators are concerned about the changes as well, including Sen. Pat Roberts, R-Kansas, who introduced legislation Aug. 3 to preserve the BARR program. The legislation is co-sponsored by Republican Sens. Jerry Moran of Kansas, and Thad Cochran of Mississippi.

Senate Bill 1477, also known as the BARR Preservation Act of 2011, disallows the FAA from broadcasting identifying information about general aviation aircraft over the Internet against the wishes of aircraft owners and operators, reasoning that the dissemination of aircraft flight information "does not serve a public policy objective."

Earlier this year, Hubbard said, the House of Representatives passed legislation preserving the BARR program as part of its version of a reauthorization package for the FAA. The reduction of the BARR program also has been opposed by a bipartisan, bicameral group of congressional representatives, who sent letters in June and July to Transportation Secretary Ray LaHood in protest of the plans.

No local backlash

Despite the national backlash, local companies that own aircraft hangared at the Fort Collins-Loveland and Greeley-Weld County airports are not so concerned, according to directors at both facilities.

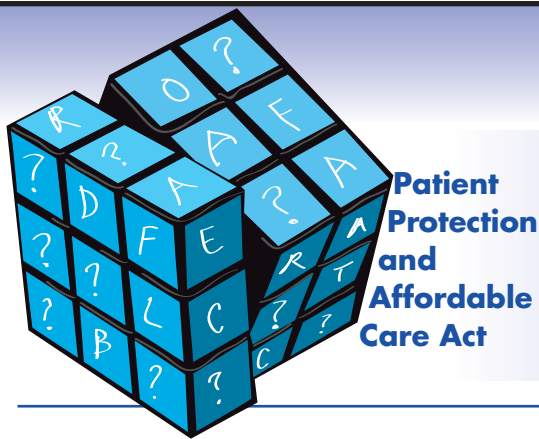
"I haven't heard complaints from any of the aircraft owners here," said Jason Licon, director of FNL. "In fact, the majority of our aircraft owners already reported that information."

Smaller companies like the ones who use FNL and Greeley-Weld are not so concerned with keeping their flight information secret, Licon said.

"Larger national companies made more use of the BARR program than the local ones who use our facility," he said.

Greeley-Weld airport director Gary Cyr echoed Licon's sentiments.

"The companies that keep aircraft here don't seem very concerned about their information being public," Cyr said. "Even the ones who use their planes most frequently were already reporting their flight information in most cases."



Patient Protection and Affordable Care Act

THE INSIDE VIEW HEALTH CARE REFORM

→ Implications and Implementation ←

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Join the Northern Colorado Business Report, key implementation agencies and subject experts for a nonpartisan look at major components of the Affordable Care Act.

Panels and Topics Include:

8:00 – 9:00 a.m. Opening Keynote - State and Federal Legislative Activity Update

Speakers will include representatives from:

- The Colorado Department of Health Care Policy
- The Colorado Health Foundation
- The Department of Regulatory Agencies (DORA), Division of Insurance

Morning Panels:

9:15 – 10:15 a.m. Medical Care Delivery Update

Topics to be addressed include accountable care organizations and physician realignment, current trends and implications

This session will include key leaders in these industries:

- Hospitals and health care
- Medical societies
- Health insurance

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

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

This session will include key leaders in these industries:

- Wellness
- Human resources
- Health insurance

11:45 – 1:30 Lunch Panel: Health Care Reform Business Update

Industry-specific experts will discuss what's next for businesses and how organizations can prepare for health care reform implementation. Case studies from companies doing it right will be presented, and the Colorado Health Care Exchange and other must-know business health care related topics will be discussed.

This session will include key leaders in these industries:

- Health Care
- Human Resources
- Accounting
- Legal

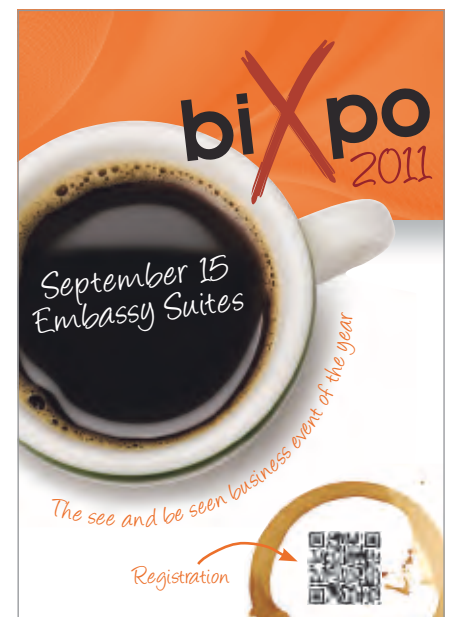
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RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	NUMBER W-2s DOLLAR VOLUME PROCESSED 2010	NO. OF CLIENTS 2011 INTERNAL STAFF 2011	SERVICES OFFERED	E-MAIL WEB SITE	PERSON IN CHARGE TITLE YEAR FOUNDED
1	NR	HOOVER HARRIS & CO. PC 4075 W. 11th St. Greeley, CO 80634 970-352-1642/970-352-0284	3,700 \$900,000	53 3	Complete payrolls processed, direct deposit available, payroll reports completed.	nward@hooverharriscpa.com www.hooverharriscpa.com	Wayne Hoover Principal 1969
2	1	EMPLOYER SOLUTIONS GROUP 3760 E. 15th St., Suite 201 Loveland, CO 80538 970-612-2022/970-612-2021	3,200 ① \$41,500,000	75 6	Human resources expertise, payroll and administrative services, creative benefit offerings, and employer liability reduction.	mlunn@esghr.com www.esghr.com	Steve Pierson Meribeth Lunn Kendra Johnson President Vice President Business Development 1997
3	NR	TLC PAYROLL 223 Linden St., Suite 200 Fort Collins, CO 80524 970-568-8613 /970-797-6425	2,500 N/A	245 6	Locally owned and processed payroll services, credit card processing, health insurance, workers compensation and all business insurance, time and attendance solutions, retirement record keeping, HR solutions, background checks, drug testing, and tax credit services.	kevin@tlcpayroll.com www.tlcpayroll.com	Kevin Welch President and CEO 2009
4	6	UNIVERSAL MERCHANT SERVICE 2900 S. College Ave., Suite LC Fort Collins, CO 80525 970-472-4111/970-416-6846	1,500 \$80,000	70 2	Payroll, credit-card services, accounting, tax return preparation.	N/A www.ledgerplus.net	Morgan Bolls Manager 1997
5	2	FIRST PRIORITY PAYROLL 2842 Claremont Drive Fort Collins, CO 80526 970-204-9449/970-204-9669	1,100 N/A	105 4	Accounting, auditing, bookkeeping and payroll services.	firstprioritypay@cs.com www.firstprioritypayroll.com	Fred Martin Manager, President 2001
6	4	CAPITAL ACCOUNTING & FINANCE INC. 1015 37th Ave. Court, Suite 101 Greeley, CO 80634 970-352-8118/970-353-6690	450 N/A	632 3	Individual and business income-tax preparation, full-payroll and bookkeeping service, QuickBooks consulting, installation and training.	heidi@capitalafi.com www.capitalafi.com	Heidi Klepper President 1990

Region surveyed includes Larimer and Weld counties and the city of Brighton.
N/A-Not Available.
NR-Not previously ranked
① Last year's numbers reflected nationwide counts, while this year's is only Colorado.

Based upon responses to Business Report survey researched by Mariah Gant
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WELLNESS, from 19

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CAREER, from 9

Don't be too swayed by so-called "hot markets." There may be job opportunities in health care, but not everyone is cut out to empty bedpans. However, it never hurts to know where job growth is expected and then to consider how you might apply your skills within a burgeoning field.

Next, consider the financial implications. Beyond tuition and books, calculate how being in school will impact your current income as well as your projected earning potential post graduation. That is not to say that education must provide an economic payoff to be worthwhile. Pursuing higher education for the sake of learning or to follow a passion may be all the reason one needs to decide to go back to school. Education will not necessarily increase one's dollar value in the job market. However, it is even more imperative to do research when the objective is to increase earning power or to improve the odds of landing a specific type of job.

Not always the saving grace

School is not always the saving grace we imagine it to be.

Katy Piotrowski, principal of Career Solutions Group and a nationally recognized career counselor, notes that some people become too easily enamored with the notion of going back to school.

"Education is like falling in love," she said. "The client sees something interesting. They start visualizing their future in this dreamy new career and all logic goes out the window. Eventually, the reality of homework, lost income, loans, and the looming fear of actually finding a job after graduation starts to hit home."

How can we determine if going back to school is the right choice? Piotrowski suggests that we begin by understanding what is motivating the decision. Ask yourself, "Am I going back to school in order to run away from something such as a difficult job search? Do I really know what I am looking for career-wise? Or, am I truly running toward something better?"

She encourages clients to always lead with passion. "Once we understand what excites us and our underlying motives are clear we can begin taking steps to investigate the best path to obtaining our goals. We can look more logically at where we can best put our skills to use."

Specific requirements

The decision to go back to school is much easier when the job we are after requires very specific education and training. For instance, you simply cannot practice law or become a dental hygienist without meeting certain requirements, but hiring criteria may be less clear for many types of positions. In these cases, Piotrowski recommends looking at five postings of appealing jobs from your target list.

"If you see over and over again that a master's degree is preferred, and you don't have one, it is a good sign that you will need to consider going back to school," she said. "America's Career InfoNet (www.acinet.org) is an online resource that helps people make informed career decisions. This comprehensive site offers projections about growing fields, median incomes, as well as complete job descriptions and educational requirements for nearly every job imaginable."

Piotrowski also recommends conducting informational interviews to further validate the need to go back to school.

"Talk with several people who have traveled a similar path to the one you are considering," she said. "Someone who has completed a program and worked in the field for a couple of years can provide a realistic worldview. A professor may be more removed and an admissions person in a college setting may be trying to fill a quota to get students in the door. It is easy to search Linked In for a particular degree. A contact's qualifications will pop up and you can then inquire to learn more about how education has impacted their career path. Keep investigating until you are certain that school or the particular program you are considering is a good match for your career goals."

Overqualified, underemployed

Too much education can be a hindrance rather than a benefit to one's ability to land a job. We all know people whose level of education does not match the success they are finding in the workplace; they are the underemployed.

Piotrowski advises taking a teeter-totter approach to education and work experience.

"You don't want to let your education fall behind so you are stuck at the bottom of the job market," she warned. "Likewise it may be risky to pursue higher education to the extent that your work experience falls short. You want to be balanced. It is best if work experience keeps climbing at the same time you are pursuing higher education. A good goal is to keep your teeter-totter even as you go through your education-

al program by making school assignments as job-related as possible and by taking on multiple internships that provide experience along the way. Upon graduation you won't be starting at ground zero in a new field. And by keeping education and work experience more evenly balanced, you are getting glimpses of your new life and testing your career goals as you go along."

Before you fall head over heels in love with the idea of going back to school, do your research. A balanced approach to education and work experience will help you avoid tumultuous career ups and downs. Whether or not school ends up being the right path for you, heed Piotrowski's sage advice: Always lead with passion.

Carrie Pinsky also writes the Career Enthusiast blog at www.ncbr.com.

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BIOTECH, from 3

demology studies in those and other countries to track infection rates and patterns, for designing studies to prove a vaccine's effectiveness.

The initiative is also promoting the economic and public-health advantages of vaccines, such as Inviragen's, to convince government health and finance officials and insurance companies of their benefits.



STINCHCOMB

"It's always a case of demonstrating that the investment in the vaccine is going to be worthwhile and will, in fact, lead to an overall savings in health-care costs," Stinchcomb said.

Many biotech companies know the political — and regulatory — hurdles well. As Inviragen and other Colorado bioscience interests push ahead with new treatments and innovations, those in the industry are looking for support from regulatory entities — namely the U.S. Food and Drug Administration.

"There's a really large concern we're hurting (biotechnology) innovation in this country by not getting to market" within a reasonable timeframe, Riebel said.

FDA oversight essential

The main oversight for drug safety in the United States comes from the FDA, and its responsibilities as regulator and watchdog are considered essential. However, supporters of biotech, including U.S. Senator Michael Bennet, D-Colorado, believe the agency needs to balance its regulatory role with its support of product innovation. According to Riebel, bringing a drug or medical device from the lab to the market can take more than a decade and \$1 billion.

In August, the FDA recognized its shortcomings when it released its Strategic Plan for Regulatory Science. The plan sets up "a sweeping modernization of the science used in developing and evaluating products critical to the nation's health, economy and security."

The plan identifies fields to target for innovation and regulatory overhauls, such as cell therapy, tissue engineering, genomics, and advanced computing and information technology. It also sets up agency priorities, including improved engagement to ensure the FDA can effectively evaluate and foster emerging technologies and innovations.

Riebel said the FDA has struggled to keep up with developing technologies, while also suffering through the ubiquitous federal-agency problems of understaffing and restricted budgets. The agency is currently hiring new reviewers, but bringing inexperienced staff up to speed is a concern.

Bennet, who sits on the Senate Committee on Health, Education, Labor and Pensions, applauded the reform statement, but in a letter to the FDA, he also said "there is much more to be done."

"At a time when our nation's drug, biotechnology, and medical device start-up companies are struggling to access capital, we must strive to provide them with regulatory clarity and predictability in a way that is safe for patients but also meets their expectations regarding innovation," Bennet wrote to the agency.

An Aug. 22 roundtable orchestrated by Bennet enabled state bioscience leaders to meet with FDA commissioner Margaret Hamburg in Aurora to share specific concerns.

"It allowed us to have a very forthright conversation with the commissioner regarding what does the future look like for FDA regulation and approval of vaccines, pharmaceuticals, and medical devices," said Stinchcomb, who participated in the event. "For my part, I was very pleased with the direction the FDA is taking in terms of trying to integrate innovative regulatory science into the approval process."

"The commissioner was also very interested in improving communication with bioscience companies, even at the earliest stages of discussing product development and clinical trial processes," Stinchcomb added.

Riebel said one of the major interests from biotech boosters is for a fast-track process for regulatory approval of certain products. Officials have also pushed for reviewers to get training and certification in certain areas to speed along processing in some cases.

"How can we develop more predictability and consistency?" Riebel said. "How do you start putting benefits into the analysis and not just look at what is the risk?"

Regional biotech startups

In the meantime, the Colorado BioScience Association will keep promoting and supporting regional biotech startups. The upcoming Rocky Mountain Life Science Investor and Partnering Conference, taking place in Denver on Sept. 21-23, will showcase emerging businesses from Colorado and other Western states. More than 35 investor interests will attend the meeting, including large pharmaceutical companies, such as Johnson & Johnson and Merck, and venture capitalist funds.

Most of the 31 businesses that will share their research and products at the meeting come from Colorado, with several from the northern part of the state. In addition to Inviragen, VetDC, which develops new veterinary medical treatments, and KromaTid, a company that is creating cutting-edge chromosome tests, both have ties to Colorado State University.

Much of the funding for biotech ventures is based on the East and West coasts, so the investor conference enables regional bioscience firms to make connections and prove they're equal to competitors from around the country, Riebel said.

The time is particularly ripe for such opportunities, she added, since many big pharmaceutical corporations have trimmed down in-house research and development in recent years, partly because of the costs and the regulatory environment. Companies are more willing to invest in small biotech firms that can focus on developing a few product lines from research programs to marketable drugs and devices.

Inviragen is a prime example, Riebel said, having developed vaccines that originated from the local labs of the U.S. Centers for Disease Control and Prevention and CSU and now targeting them for populations in developing countries.

"We're feeling better about some of the financial opportunities," Riebel said, "because we're turning out fantastic companies."

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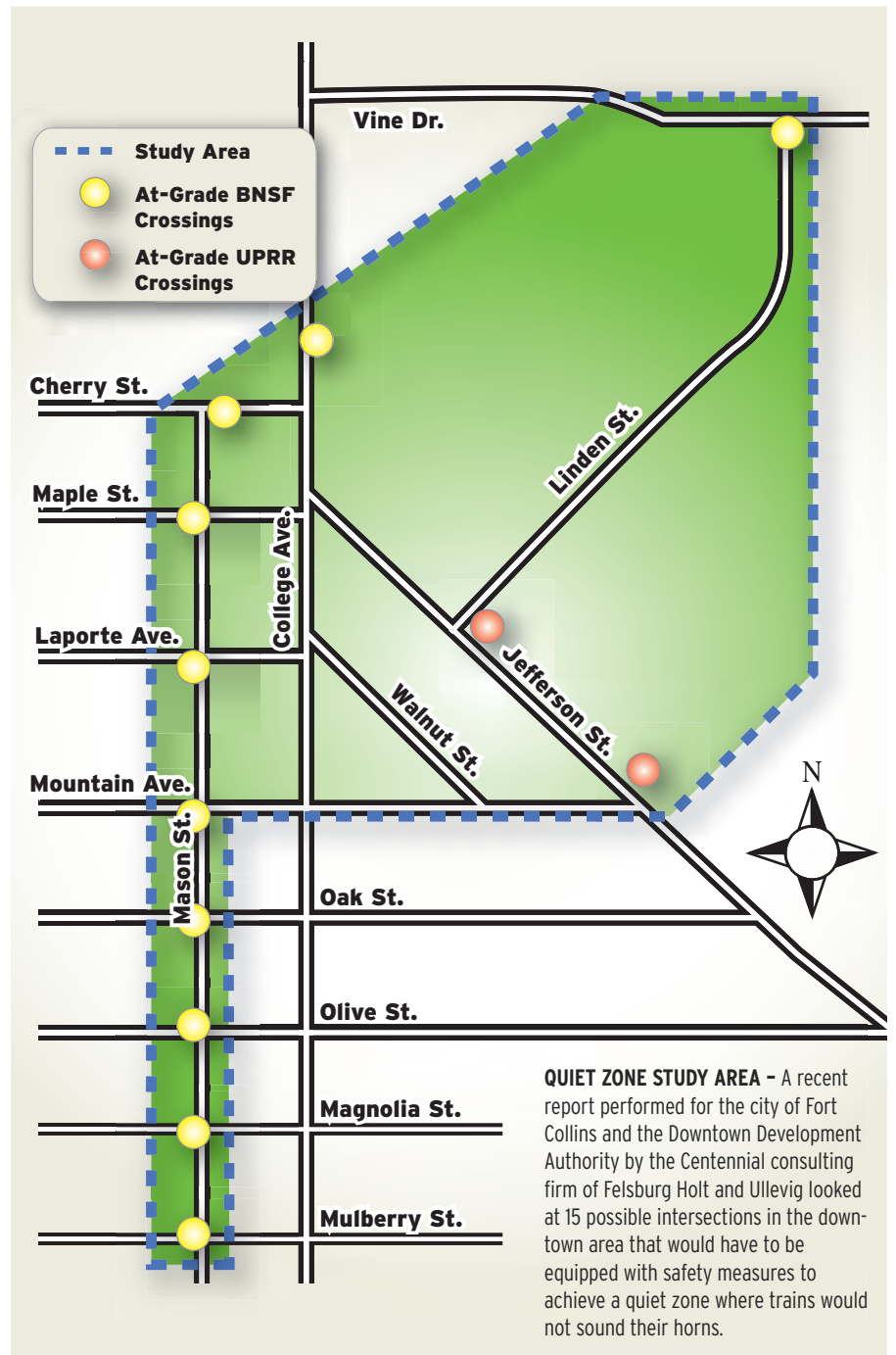


For the full scoop on Bixpo, contact:
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Steve Porter, Northern Colorado Business Report

NO MORE HORNS? – Trains passing through the downtown area of Fort Collins may be a lot quieter if the city can get the area designated as a quiet zone by the Federal Railroad Administration.



MAP COURTESY OF FELSBURG HOLT AND ULLEVIG

QUIET ZONE STUDY AREA – A recent report performed for the city of Fort Collins and the Downtown Development Authority by the Centennial consulting firm of Felsburg Holt and Ullevig looked at 15 possible intersections in the downtown area that would have to be equipped with safety measures to achieve a quiet zone where trains would not sound their horns.



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QUIET ZONES, from 1

The city and DDA hired Centennial-based consultants Felsburg Holt and Ullevig to study what it would take to create one or more such quiet zones. The study, which cost \$23,156 and was released in July, showed where safety improvements would have to be made to create areas where train engineers would no longer sound their horns except in an emergency.

Matt Robenalt, DDA director, said the authority basically supports the concept of quiet zones but has concerns about how they would need to be set up along the BNSF line that runs through the middle of Mason Street downtown.

“The DDA concern regarding the quiet zone implementation is really focused on the Mason Street segment of the Burlington Northern line and our basic dislike of the physical safety measures that would have to be put in place that would be detrimental to the urban design and connectivity to our Westside neighbors along that stretch,” he said.

Those safety measures could include fencing between cross streets, raised medians, curbs around tracks, crossbars at every intersection, and other vehicle and pedestrian-restraining devices.

“In order to create that quiet zone would be what the DDA views as some pretty negative impacts to the downtown,” Robenalt said.

The downtown BNSF tracks present a

particular challenge, as the tracks are currently embedded in the pavement and allow for easy crossing by both vehicles and pedestrians.

The consultant study notes that two-way traffic on Mason is planned as early as later this year — the first phase of construction started on Sept. 6 — and the city and BNSF have agreed to isolate the tracks by surrounding them between cross streets with raised medians.

Both a return to two-way traffic and placing raised medians around the tracks are expected to change driver and pedestrian habits in the area.

“Much like a parkway with a wide, raised median dividing opposing directions of traffic, the curb and gutter on each side of the tracks would house the track corridor providing separation of vehicles from the track and trains...” the report said.

Zone rule created in 2006

The Federal Railroad Administration in 2006 issued a final rule concerning the establishment of quiet zones. The rule sets out the requirements a community would have to fulfill before a quiet zone could gain FRA approval.

Matt Wempe, Fort Collins transportation planner, said the city understands the DDA’s concerns.

“What we heard from the DDA is that it would disrupt the downtown aesthetic to put in fencing or walling,” he said. “I’d

See QUIET ZONES, 33

“In order to create that quiet zone would be what the DDA views as some pretty negative impacts to the downtown.”

**Matt Robenalt, director
Fort Collins Downtown Development
Authority**

maintenance and operations costs.

Stephanie Sangaline, project manager for Felsburg Holt and Ullevig, said her company also did the quiet zone studies for Loveland and Longmont, as well as for Colorado Springs, which established the first quiet zone in the state in 2007. It also performed studies for Arvada and El Paso County in 2008, which have also established quiet zones.

Sangaline said Fort Collins could also create a quiet zone if it can find the money and will to devote to the project.

“It’s actually very doable,” she said. “It’s a matter of understanding the regulations, working with the railroads and finding the right treatment for each crossing.”

Wempe said the city plans to conduct some public outreach this fall to gauge public support for a quiet zone.

LEADERSHIP, from 12

around the work and social culture of the company. We’ll relate how the company was started on a shoestring, and found success by the way it served customers with high quality products. We can reinforce the values and priorities through the results that we report every month.

We’re not making up these stories — that would be dishonest and manipulative. What we’re doing is searching for existing events that give the best examples of what we’d like to promote.

Sure, there was an embarrassment about how we mistreated a customer

and almost lost the account. If we’re going to use this as one of our stories, then we’d better make sure it’s in the form of a cautionary tale, and can’t be taken as an example of good behavior. We also have to be careful because the negative can feel like punishment, which is less powerful than a positive, uplifting story.

Get out there and promote some stories which will give people the emotional connection they need!

Carl Dierschow is a Small Fish Business Coach based in Fort Collins. His website is www.smallfish.us. Look for him in his booth at Bixpo on Sept. 15.

QUIET ZONES, from 32

say the city and DDA are in agreement on that.”

Wempe said both railroads are generally supportive of quiet zones because they require extra safety precautions to create them.

“I think both BNSF and UP have expressed interest in improving safety, and a quiet zone is one way to do that,” he said.

The city is about to begin a revamping of the Mason Corridor that runs north and south through the city and its downtown in preparation for a new rapid bus service called the Mason Express, or MAX.

Wempe said a revamping of the Mason Corridor could be a good time to also install quiet zone safety features in portions of the corridor.

“With the redevelopment that’s envisioned along the corridor, it could be,” he said. “We’ve always heard that the train noise is an issue and has an impact on economic vitality.”

Other studies, other towns

Other Northern Colorado communities have already looked at creating quiet zones, including Loveland and Longmont.

Frank Hempen, Loveland senior civil engineer, said a quiet zone study completed in 2009 looked at improving safety features at 33 crossings in the city.

“We got some conceptual cost estimates,” he said. “The sum for all crossings was about \$9.5 million.”

Hempen said a presentation of the findings was made to the Loveland council in 2009 but that’s as far as it has gone.

“The bottom line was we got the report but we haven’t identified the funding,” he said.

Nick Wolfrum, Longmont city engineer, said the same thing happened there, also in 2009.

“It is currently an unfunded project,” he said. “The primary reason for being unfunded is available funds versus cost-benefit, of having funds available for that sort of thing versus other needed transportation improvements.”

The quiet zone study for Fort Collins estimated it would cost between \$3.8 million and \$5 million to do safety improvements at all 15 intersections studied.

Wempe said just doing the improvements between Mulberry and Cherry streets along the Mason Street corridor would cost between \$2.4 million and \$2.76 million, not counting annual



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DAIRY, from 1

smaller existing dairies will benefit from the new ordinance.

"I think it will help the local people," he said. "We're a family farm, and it's going to help make us more competitive."

The ordinance also aims to help attract new operations by speeding up the process of permitting a new dairy. It would remove the requirement that a new dairy go through a public hearing process. Instead, the owner of the land would go through the process in advance and deal with any objections or issues that might dissuade a dairy from attempting to set up in the county.



Business Report file photo

Spring meeting

Tom Haren, owner of Longmont-based AGPROfessionals, a company that assists with agricultural development, said the origin of the new ordinance goes back to a meeting held in the spring. He attended, as did representatives from Dairy Farmers of America, a few Weld County dairy farmers and county commissioners.

At that meeting, "Weld County said, 'what should we be doing, what can we do,'" Haren said. "We were looking for ways to assist with dairy growth and for the health and welfare of Weld County citizens to see if we could accommodate both."

Haren said increasing the allowable number of dairy cows per acre is the biggest advantage of the ordinance.

"That's the most significant of the changes," he said. "That's allowing us to look at larger parcels in more remote areas and construct dairies without going through the special use process."

Haren noted that all county and state nuisance regulations will still be in effect and any problems with dust, flies and odors can still be addressed.

Haren said he believes the new ordinance will go far in helping the area meet the needs of Leprino.

"It cuts about six to nine months off the approval process and cuts about

MORE HEAD ON THE HOOF – A new ordinance now before Weld County commissioners is aimed at helping to add about 60,000 more cows to the region to meet the raw milk needs of the Leprino cheese factory opening in Greeley in November.

\$50,000 to \$100,000 of permitting costs out of our development timeline," he said. "It's very progressive what Weld County is doing."

Marketing tool

Chris Gathman, Weld County planner, said the ordinance should help those owning large land parcels in the county attract new dairy operations.

"It gives them a marketing tool to say we've got this zoning that allows for concentrated animal feeding," he said.

Gathman said a public hearing would still be required when a parcel goes through a change in zoning, such as a move to A-1. After that, a dairy operator who buys land in the A-1 zone would face less uncertainty.

"There's still a site review they'd have to meet, but it gives them a little more certainty," he said.

Gathman said the county planning department had no direct talks with Leprino concerning the new ordinance. Barbara Kirkmeyer, Weld County commission chair, said the ordinance was created through discussions with the dairy

industry, a part of the county's economy that she said produces local jobs.

"We did not speak to Leprino about the ordinance change," she said. "We did speak to them about the need for more milk."

"The commissioners believe in supporting industries that are important to Weld County and the dairy industry is one of those important industries. We continually look at our codes to see what we need to be doing to encourage business and therefore more jobs and more dollars into our county."

Biggest and getting bigger

Wade Meek, a spokesman for the Colorado chapter of Dairy Farmers of America, said 60,000 more cows is the number estimated to be needed to fill Leprino's eventual expected need of 7 million pounds of milk per day.

Meek said Weld County is Colorado's biggest dairy county now, with about half of the state's estimated 120,000 cows. Meek said DFA has the exclusive contract to supply the new Leprino cheese plant in Greeley and is obligated to supply 4.5

million pounds per day by 2013.

The Leprino plant is scheduled to open Nov. 1.

Meek said DFA wants to encourage dairy expansion in the region but that could include a wide area.

"We don't know exactly where those dairies are going to land," he said. "We fully anticipate additional dairies in southeast Wyoming and the panhandle of Nebraska in addition to Colorado."

Meek said it's to the advantage of the dairy operator to be located as close as possible to the customer receiving the milk.

"Each dairy owner pays the shipping costs," he said, acknowledging that shorter distances cut transportation expenses.

Meek said it's also his understanding that Leprino had no hand in shaping the new ordinance.

"They've had no involvement in it," he said. "They as a company just want to focus on making cheese and whey and contract with companies like us that can supply that milk."

A final reading and vote by Weld County commissioners on the proposed ordinance is set for Sept. 17 at 9 a.m.



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Kate Hawthorne, Northern Colorado Business Report

LET THERE BE LIGHT – The new entrance to the Loveland Public Library faces Adams Street rather than the parking lot, and, when it is completed later this year, will connect the new north-end addition with the existing library space.

LIBRARY, from 2

was a great deal of support from both the residents of Loveland and city government.

“In such a difficult economy, the results of the capital campaign have been remarkable,” said Ken Cooper, facilities manager for the city.

Quarter of costs covered

That \$2 million was enough to cover 25 percent of the construction costs associated with the project. The down economy worked in the project’s favor when bids came in significantly lower than projected.

Fort Collins-based Dohn Construction is the general contractor handling the project, based on designs by Belford-Watkins Group, also of Fort Collins.

The first steps of the project involved the removal of 70-year-old oak trees. Loveland-based Rocky Mountain Tree Service preserved two of the largest tree trunks, which were turned into a board room table for the library.

The construction phase was next, with structural steel for the addition going up during the winter months, followed by interior work on the new space during the spring and early summer.

The addition phase of the project was finished in early August, with the public gaining access to the new space Aug. 15.

Construction is still under way, with the entire north half of the building out of commission. Work on the north portion of the building is scheduled to be completed by the end of October, at

“In such a difficult economy, the results of the capital campaign have been remarkable.”

Ken Cooper, facilities manager
City of Loveland

which point the south half of the building will become the focus of the project.

Phase three is expected to last from early November through the end of December. A grand reopening celebration will be held in mid-February, marking the end of the 16-month project.

It is anticipated that three full time-equivalent positions will be added to staff the newly renovated library, according to Rod Wensing, Loveland assistant city manager.

When completed, the building will be LEED certified, Cooper said, the first LEED certified building in Loveland. It will achieve at least silver status, but has the potential to become LEED gold certified, he added.

The library was originally opened in 1987 and has undergone renovations only one other time since then. A small remodel in the mid-1990s added administration space to the northeast corner of the building.

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COMMENTARY

EDITORIAL

New ACE RFP offers chance for innovation

Step back and reboot.

The Minneapolis-based developer selected by the Colorado Association of Manufacturing and Technology to bring a new campus for innovation to Loveland has decided to withdraw from the project, and the news has been greeted with the expected catcalls from the usual sources.

Some see the turn of events as proof positive that the Aerospace and Clean Energy Manufacturing and Innovation Park is just another oversold government boondoggle that will wind up costing the taxpayers of Loveland big-time bucks for nothing but a bunch of broken-down buildings.

We disagree.

There is no doubt that ACE has been hyped shamelessly since CAMT and NASA first signed an agreement to locate the project in Colorado last December – yes, less than a year ago. The aggressive cheerleading for bringing the project to Northern Colorado has set up some wildly unrealistic expectations, for both what it can do and how long it will take. In fact, United Properties cited the short proposed timeline as one reason for dropping out of the deal.

Unlike when huge national corporations brought thousands of tech jobs to town in the 1950s and 1970s, ACE is designed to house a number of small companies, many of them startups. The oft-quoted 10,000 new jobs to come is an eventual estimate, sometime in the future. Somehow the forward-looking nature of the goal has been lost amid heartfelt Valentines from schoolkids whose moms need a job right now. Maybe the schmalz landed Loveland the opportunity to host the park; now the real work begins.

The city has relet the RFP to three Northern Colorado developers who had bid against United Properties, as well as anyone else interested in buying four buildings for \$5 million with a \$150,000 deposit. The knock against using a local firm from the start has been that no one here is big enough to handle the deal. And, individually, that may be true.

However, this could be the perfect opportunity for the region's commercial real estate community — from lenders and brokers to general contractors and architects — to come together and show some innovation of their own. We haven't heard much about "co-ompetition" during the Great Recession, but we believe a joint venture that leverages the strengths of — and spreads the risk among — several local developers would be a uniquely Northern Colorado solution.

We challenge the bidders to think regionally, cooperatively, to bring the ACE park home.



Time for a new Labor Day to honor small businesses

Could there be a more perfect conversion of symbolism about what is wrong with the American economy than what took place on Sept. 5 in Detroit? There, a president of the United States, whose regulatory excesses have stifled meaningful job creation, made a Labor Day speech to union workers now only a faint representation of their former numbers in a city whose major industries were rescued not by innovation but by a massive Berlin airlift of taxpayer dollars.

It's not time to junk Labor Day as a federal holiday. It's time to honor the real labor rolling up its sleeves and pulling the rickety American economic wagon: small business owners and the self-employed.

Established in 1894 to honor the contributions of union workers, Labor Day is now only a distant echo of the numbers it once stood for. According to a news release issued earlier this year by the Bureau of Labor Statistics, "the union membership rate ... was 11.9 percent, down from 12.3 percent a year earlier." It is worth noting that this statistic includes both government and private-sector union members.

Pull unionized government employees from the 11.9 percent, and the rate of union members working at private enterprises falls to 6.9 percent. By comparison, according to BLS economist Steven Hipple, "In 2009, 15.3 million individuals were self-employed, including both those who had incorporated their businesses and those who had not. The self-employment rate ... was 10.9 percent."

Add to the 10.9 percent self-employment rate those small business owners considering themselves employers, as opposed to self-employed. Although it is difficult to obtain an exact number for this group, it's

not hard to see that combined, they number more than unionized workers.

And as anyone who has run a small business or been an independent contractor can tell you, he or she puts in many more hours than just 9-to-5, Monday through Friday.

Attribute whatever you will to the decline of union membership, the new labor in need of a new Labor Day has different needs that their federal and state governments can either help or hinder to the economy's benefit or peril.

As a professional advocate for small business owners, I'm glad to see states, including ours, finally beginning the bipartisan effort needed to address the particular needs of that linchpin of all economies: Main Street, mom-and-pop shops.

The formula for a successful and thriving small business economy is really no mystery and can be summarized in three goals: low taxes, minimal regulations and a legal environment that discourages frivolous lawsuits.

In Denver this year alone, NFIB worked with lawmakers from both parties to:

- win a health-care exchange that will make medical coverage more affordable for small business, to be designed here and not imposed from Washington, D.C.;
- defeat legislation making frivolous lawsuits easier to file;
- stop a bill that would have prohibited the use of credit reports in hiring decisions.

Last year, the Pew Research Center released a study on the negative and positive views people hold on various American institutions. Small business came out first, 39 percentage points higher than labor unions, 46 points higher than large corporations, and 49 points higher than banks and financial institutions.

So next Labor Day, we should all reflect on the real labor doing the heavy lifting of the American economy: small business owners, their employees and the self-employed.

Tony Gagliardi is state director of the National Federation of Independent Business.



GUEST COLUMN

Tony Gagliardi
Wyoming state director, National Federation of Independent Business

Northern Colorado BUSINESS REPORT

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LETTERS TO THE EDITOR

Gardner launches 'One More Job' campaign

(Business Report Daily, Aug. 24, 2011)

I resigned from the governor's "bot-toms up" committee because it was only government employees trying to keep their jobs. They have no business people involved. If you really want to create jobs you must find a way to get business people involved, but I admit that's like herding cats. If I get any sort of break to take a risk, I might do it. We are risk takers but the climate isn't good now. I don't trust Congress to be frank. The Dodd Frank bill must be repealed to free up the local banks. My banker says he has lots of money but can't lend it now.

Give me something that makes or saves me some money and I'll listen.

John Wray
Sterling

The biggest threat at the moment is the dot-coms that do not charge any sales tax. This is a direct attack on Main Street as well as local government that depend on sales tax dollars to provide services.

Carl Roth
Sterling

Landowners at I-25/392 upset with assessments

(Business Report Daily, Aug. 31, 2011)

Those people who intend to sell, subdivide and/or develop the very land whose developments drive the need for the interchange's capacity expansion ought to be the ones to pay. The formula was fair. It would be grossly unfair if the authorities ding the rest of the taxpayers instead.

Rod King
Larimer County

While the interchange is being improved it is not being developed. The improved interchange will be enjoyed by all who use it not just the immediate

landowners. Once the land is sold to developers and made into commercially viable lots, those developers should pay back that \$5 million with some form of payback agreement. I understand the motivation of the municipalities in an effort to replenish the seed money to create the new interchange since all forms of government is cash-strapped, but that should not be the burden of the surrounding landowners. This interchange is not being built for the benefit of development; the first priority is safety.

Bill West
Fort Collins

Markley family donates \$150,000 to complete vets plaza

(Business Report Daily, Sept. 1, 2011)

What a wonderful legacy to a valued member of our community and WWII veteran, Gene Markley. All the veterans of Northern Colorado thank the Markley family very much. This great plaza is a beautiful addition to a beautiful park.

Rob Allerheiligen
Fort Collins

PRPA puts transmission line project in Fort Collins' court

(Business Report Daily, Aug. 25, 2011)

Once again the Fort Collins city government proves it does not have a clue. Why should anyone but Fort Collins pay for this request? If Fort Collins does not have the money, too bad. If they had their heads in the sand and did not see this coming, too bad. I am not interested in paying any more either in taxes or utility bills to support this obnoxious request. The lines are overhead now, they will be overhead in the future. The only difference is the entitlement attitude and lack of reality on the part of the Fort Collins government.

Steve Mulvihill
Fort Collins

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Should Fort Collins ban medical marijuana dispensaries?

Yes
37%

No
63%

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2011 CFO of the Year Criteria

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

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

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

Award Categories:

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

- 1 – 9 Employees
- 10 – 24 Employees
- 25 – 49 Employees
- 50 – 99 Employees
- 100+ Employees

- Nonprofit – Human Services
- Nonprofit – Creative Industries

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

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

September 15, 2011 7:00–9:30 a.m.

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Convergys, a multinational public company headquartered in Cincinnati, is looking for 1,200 full- and part-time home agents in the Fort Collins area right now. All you need is customer service experience, computer and keyboarding skills — and a home telecommunications setup that allows you to access the Internet while talking on the phone in a quiet room.

However, it's still hourly shift work, with pay determined by the number of hours you are logged on, and your progress is constantly monitored for regular performance evaluations.

"The biggest challenge (with managing a virtual workforce) is to help employers make the shift from paying people to show up to paying people to get the work done," explained Kurt Kraiger, new chair of the Colorado State University department of psychology and organizer of an upcoming human resources conference on managing the virtual workforce.

Of course, showing up is 80 percent of a CSR's job — being there to answer the phone. The rest is knowing how to help, which is another challenge in itself.

But what about other kinds of work? The ongoing jobless recovery has provided employers and researchers a wealth of data about the pros and cons of a decentralized workforce, but nobody is really sure how big the virtual employment pool really is.

In 2009, the U.S. Census Bureau estimated that 5.9 million employees were working from home at least part time (figures for 2010 are due to be released later this month).

On the other hand, the Census counted 18.7 million "nonemployer" individual proprietorships doing taxable business worth \$567 billion in 2009, whether they were connected to one employer or a dozen. Other forms of business, such as corporations and LLCs with no paid employees, pushed that number up to 21.1 million firms, covering real estate agents and hairdressers as well as independent contractors, worth \$837.8 billion to the national economy.

In Larimer County, 25,627 firms were nonemployers with \$912 million in taxable income in 2009; in Weld County, 16,936 firms did \$656 million worth of business.

The Bureau of Labor Statistics pegged the self-employed, both incorporated and not, at 15.3 million in 2009, about 11 percent of the workforce. But back in 2005, when unemployment was 5.1 percent and dropping, the Bureau's best estimate was that one-third of the workforce participated in the freelance economy. Go figure.

Whatever the total, companies have increased their reliance on temporary and contingent workers, working from various locations only for the duration of a project. Managing the workflow among teams of such dispersed workers — and keeping them engaged with their employer — is the biggest challenge for the 21st century HR department.

Psychological contracts

When employees work somewhere other than where the boss can see them, the nature of the working agreement changes, according to Kraiger. He said that in addition to the actual employment contract, workers also have a "psychological contract" with their employer.

"Critically challenge all your assumptions about what an efficient and effective business is."

Kurt Kraiger, chair
Colorado State University
department of psychology

"This is the set of expectations of what the organization will provide in return for the employee's work," he said. "These are the things firms promise when they are recruiting employees: 'You'll have a nice working environment, a chance for promotion, and we'll take care of you if you come work for us.' If workers see that contract being broken — with lots of outside hires instead of promotions, for instance — the result is a lack of engagement."

The "nice working environment" is not so much part of the psychological contract with virtual workers, but flexibility is, along with a whole range of lifestyle benefits. Kraiger said employers need to be very clear with virtual workers on the benefits as well as the requirements of the arrangement — and then honor them.

"Research on the psychological effects of telecommuting shows that the commitment to the organization is different," Kraiger said. "It's not better or worse, it's just different, and there is a different energy among co-workers who don't interact face-to-face on a regular basis."

What the virtual workforce does is force organizations to reconsider what it means to operate without a physical location.

"Ten years ago, a sales-oriented business needed a full-time sales force, a sales manager, a location for them and for the inventory that they sold," Kraiger said. "But many companies are rethinking what they really need to accomplish their goals. Would a part-time or contingent workforce allow them to cover more hours in a day? Internet reselling has changed supply-chain relationships, so they may not need to stock their own inventory. And if a client meeting is needed, they can rent space when they need it."

For a move to a virtual workforce to be successful, Kraiger said there is one tiny thing a business needs to do: "Critically challenge all your assumptions about what an efficient and effective business is."

Where companies get in trouble, he added, is by moving into something like a virtual workforce without fully understanding why they are doing it or how it will affect all the components of their individual business.

"Organizations go wrong by thinking of it as a technology problem, and it's just a matter of picking the right software package or IT provider, like some other company did," Kraiger said. "In reality, it's a people issue. HR professionals need to make sure everyone is comfortable in their role and have the proper support they need to get the work done. Technology can be a part of that, but you need to do your homework, and think through what you need to do to keep employees connected to the organization."

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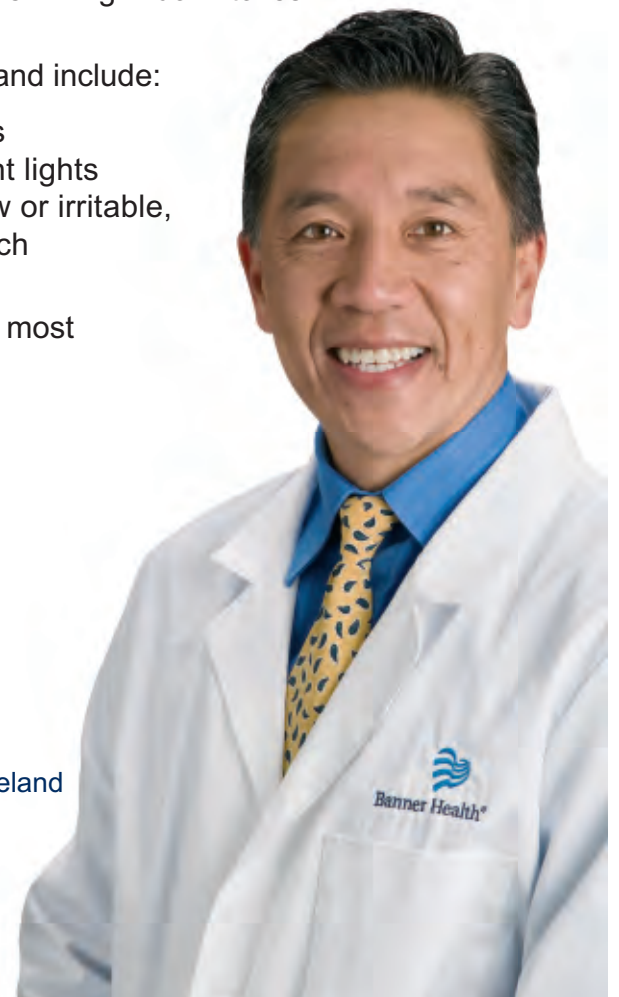


Ask the Expert: Meningitis



What do I need to know about Meningitis?

- 1 Meningitis is an infection of the spinal cord and the fluid that surrounds the brain. It is usually caused by a bacterial or viral infection.
- 2 Northern Colorado has experienced several meningitis outbreaks in the last few years. The good news is that vaccination can potentially prevent most teen and preteen cases.
- 3 The Centers for Disease Control and Prevention (CDC) recommends the meningococcal vaccination for children ages 11 through 18, and college freshmen living in dormitories.
- 4 Symptoms may develop over several hours or a day or two and include:
 - High fever
 - Stiff neck
 - Headache
 - Vomiting and/or nausea
 - Confusion and/or sleepiness
 - Discomfort looking into bright lights
 - Infants may be inactive, slow or irritable, have vomiting or not eat much
- 5 Early diagnosis is important so that a doctor can provide the most effective treatment.



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Lucky Seven A Sellout Year for Bixpo

Bixpo 2011 is another year jam-packed with all things business related. From the new CFO of the Year Awards added to Business Leaders Breakfast to the BizFit Challenge Power Lunch and Awards to workshops by the Health District of Northern Larimer County, Madwire Media, Sandler Training and Social Media Pilots there isn't a minute that is sitting idle. Add to those events a smashing close to the day with entertainment from A Dinner Theater at Midtown Event Center. Twelve hours – 7:30 a.m. to 7:30 p.m. – what a day we have planned for attendees. The variety of events adding to the Bixpo experience is fantastic.

The exhibit hall has always been at the heart of Bixpo —the name is a contraction of “business expo,” after all — and

2011 we are excited to announce is a sell-out year. Looking at the list of exhibitors it is great to see names of companies who have been with Bixpo since year one, and it is equally satisfying to see some of Northern Colorado's new businesses setting up booths for the first time. Bixpo has evolved over the years taking guidance from the best consultants we could have - our sponsors, exhibitors and attendees. The goal is simple: we build Bixpo to offer businesses the best environment for connecting with other businesses. September 15 is the day no business person wants to be desk-bound. They want to be Bixpo bound. The Embassy Suites-Loveland will be the place to see and be seen.

Bixpo will be buzzing. See you there.



Jeff Nuttall, publisher
Northern Colorado Business Report



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Welcome to NCBR's biXpo Twenty-Eleven!

The service team of the Embassy Suites Loveland - Hotel, Spa and Conference Center is delighted to again host Bixpo in our hotel. This event is important for all of us in Northern Colorado – what a great opportunity to make new connections, show off what you have to offer, honor the CFOs of the Year and enjoy some great food at the Business Leader's Breakfast, BizFit Challenge Luncheon and a cool beverage at Bixpo Rocks After Hours.

Hats off to the Northern Colorado Business Report for their vision and hard work in putting this event together. Well done!!

If you have not been in our hotel, then please have a look around – any one of our team members will be glad to give you a tour. One of our newest enhancements is a Fiber Optic Cable for High Speed Internet service providing up to 100mbps data transfer which no other facility in the region



can offer you.

Be sure to visit Rocky River Bar & Grille for some truly amazing fare, and please stop by Spa Botanica for a splendid spa experience. We will have guest suites available for the show as well!

If you have been here before, then welcome back!

We all hope you find our facilities to be the ideal location for conferences, special events, entertaining business colleagues or friends and family. More importantly, we are confident you will find our team of service professionals trained and

ready to accommodate your every desire. We are thrilled to be part of the Northern Colorado neighborhood and look forward to serving you in any way possible.

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(From Left to right) Liz Beck, Erin Rogers and Jackie O'Hara - The Jet Marketing Crew!

Events Add Value to Your Marketing Mix

By: Jet Marketing

The firm grip of a handshake, a friendly smile, and an expressed interest in your business offers more value than an email — any day.

Instead of holing up in your office, get out and participate. Why? Because social media, email, and networking sites cannot replace the marketing value of participating in local and regional events.

Taking your business “live” to an event offers a platform for powerful face-to-face networking with potential clients, peers and vendors in the community. While attending and observing an event the first time has some value; actually participating by displaying or sponsoring an event should be an important and intentional part of your marketing plan.

Making the decision to display at or sponsor an event is only the beginning. Leverage your decision to participate with plans for pre-promotion and follow-up. Wrapping your plan around not just what your booth will look like, but how you can then integrate your booth into those pre and post efforts is critical.

Displaying at an event

*** PRE EVENT:** Remind your database of the event and that you’ll be displaying. Invite them to your booth and give them a reason to do so. Your pre-promotion should be relevant to your brand, to your differentiating attributes and at the least . . . clever. Set specific meetings with individuals you’ve been trying to meet with and who you know will be attending the event.

*** AT THE EVENT:** Be active and engaging during your display time. As the author of UnMarketing states: “Don’t be Santa Claus and wait for someone to sit on your lap.” Sitting in chairs behind a table is not very engaging. It’s a fine line — don’t be obnoxious about it either. Nifty give-aways are fun, but not if they aren’t relevant to what you do or at the least, memorable.

*** POST EVENT:** Make sure your plan includes follow-up after the show. You won’t get to talk with everyone, but when you engage in a meaningful conversation with a potential client or vendor — jot down a few notes so that your follow-up is

relevant and has the highest potential for success. Follow up within a week of the event.

Sponsoring an event

In addition to displaying, you may also consider sponsorship opportunities. Events are a great way to get your name and/or message in front of key business leaders. Consider the audience of each event. Select an event that is appropriate and then, yes guessed it, have an intentional plan about how best to leverage that event and really make it yours.

■ Banners and logos are a given - but don’t stop there.

■ Ask about the opportunity to host a small display at the event.

■ Promote your sponsorship via press releases, social media, print, etc.

■ Is there something you can give away at the event, have on the table, etc.?

■ Is there an opportunity for a representative of your company to speak at the event, make an introduction?

■ Carefully and well ahead of the event, decide who you are going to personally invite to attend with you. Inviting all your office co-workers isn’t the point. Invite clients who need to be appreciated a little, or potential clients that you’d like to get to know better.

■ Again, follow-up. Ask for a list of attendees and follow-up after the event to reinforce your investment/support of the event.

To those who rebuff networking events, perhaps on the claim that it can be demanding on a small business or not a profitable venue for leads, are missing the value of connectedness. Take the time to demonstrate your expertise and showcase your company by investing in marketing that takes your company out of virtual land and into the real world. (At least once in awhile.)

Jet Marketing is a full service marketing agency and an exhibitor and sponsor of NCBR’s Bixpo. Jet Marketing was recently ranked 7th in the 2010 Mercury 100 Fastest Growing Companies in Northern Colorado. For more information visit: www.jetmarketing.net.

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Lights, Camera, Action - Kruger & Clary CPAs Create a **biXpo** VIP Sequel

Kruger & Clary, CPAs know that being an exhibitor at BIXPO is exhausting. BIXPO is full of high energy, physical activity, and conversing with others while remaining charming all day. That is why we are returning for the second year as VIP room sponsors and invite you to take a break with us in our "movie theater"! The VIP area is located in the Loveland Meeting Room across from the main entrance to the exhibit hall. BIXPO is a terrific event, and while those exhibit booths draw lots of attention to your business it is hard work. Kruger & Clary, CPAs gift to all exhibitors is a place in which you can escape from the hustle and bustle.

Within the VIP room you will find first class treatment. When you enter the room you'll discover that we have created a warm and friendly environment in which you can completely relax in. We'll be playing timeless silent movies to keep you entertained. You can enjoy a variety of delicious snacks and drinks to compliment our movie theater theme. Kruger & Clary staff will be available to provide an access code to use the complimentary WiFi and catch up with email from the office. As if you needed more reasons to visit the VIP room we will offer complimentary chair massages



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throughout the day by a team of talented massage therapists. You also have a chance to enter a drawing to win a portable DVD player, so you can have your own movie experience on the go.

At Kruger & Clary CPAs, we under-

stand how important business relationships are and look forward to being a part of this business event. We value good strategic partners and believe in helping others find the right fit for those services they need. Our philosophy is to refer people to busi-

ness associates we know and trust and build a referral network with. We look forward to learning more about the other exhibitors and finding out how we might be able to mutually benefit one another.

Kruger & Clary CPAs is a Fort Collins owned and operated tax and accounting firm located between old town and the Colorado State University campus. Our professional staff specializes in tax planning and preparation for individuals and businesses. We also offer bookkeeping, payroll, QuickBooks consulting and advisory services. We are always looking for new clients and welcome the opportunity to sit down for a complimentary meeting with those who want to learn more about us, what we do, and see how we can benefit you.

We know that you'll appreciate the down time in the VIP room, so we encourage you to stop by our booth in the exhibit hall to learn more about us and in turn share what your company does. For exhibit attendees, we promise to carry on that movie theater theme, so be sure to stop by for trivia, swag, and a chance to win a Blu-Ray DVD player. Whether you're an exhibitor or an attendee, Kruger & Clary, CPAs will give you the movie star treatment.

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TOGETHER WE'RE BETTER

Rockin' After Hours with Public Service Credit Union and Midtown Events Center

Public Service Credit Union is pleased to be a sponsor of Bixpo Rocks After Hours for the fourth consecutive year. It's been great watching the changes the event has been through over the years with a new venue, an increased focus on regional networking, plus the addition of live music and theater! Take advantage of this opportunity to visit more than 150 exhibitors while enjoying fabulous food and beverage prepared by the incomparable Embassy Suites.

Experience thrilling entertainment as co-sponsor, Midtown Arts Center (formerly Carousel Dinner Theatre) gives you a sneak peek into their powerful and exciting 2011-2012 dinner theatre season. The finest professional singers and actors from across the nation lend their talents to "Bixpo Rocks After Hours" as they perform show-stopping numbers throughout the evening. With over 20 years experience in providing the finest in gourmet dining and live Broadway-style entertainment, Midtown Arts Center now boasts a new and elegant 22,000 square foot facility located in the heart of Midtown Fort Collins.



Bixpo Rocks After Hours starts at 5:30 p.m. and ends at 7:30 p.m. Tickets are available online through September 13 for \$25. After the 13th tickets will be sold at the door for \$35.

Sonny Lubick and the rest of the Public Service Credit Union team, invites you to take a break from business challenges and enjoy Bixpo Rocks After Hours. Then, when it's time to grow your business, remember that Public Service Credit Union offers a full line of business banking options including SBA loans. With branches in Greeley, Windsor, Loveland and Fort Collins we are proud to be a local lender, a local supporter of the community and actively involved in increasing financial literacy for our communities and our members. We believe in one fundamental truth: Together, we're better.



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biXpo Workshops for Healthy Living

Healthy Living is a journey. The Health District of Northern Larimer County can help show you the way.

That journey leads through Bixpo, as well, and staff from the Health District's Health Promotion Services will serve as your tour guides, putting you and your employees on the path to a happier, healthier and more productive life.

Do you know what your cholesterol and blood pressure numbers are? More important, do you know what they mean?

Nurses from the Health District's heart-health screening service will help you find out. They provide fast, convenient and accurate cholesterol and blood pressure screenings and then interpret the results so people can take steps to reduce their risk of heart disease, stroke and diabetes.

Adults should be tested every three to five years or more, depending on risk. The Health District offers regular screening clinics at convenient community locations. Residents of northern Larimer County who have never been screened by the Health District get their first test free; all others pay \$15.

The Health District brings these same popular screenings to local businesses, either at employee cost or as a benefit to their workforce.

Using state-of-the-art equipment that employs a simple finger-stick blood sam-

Health District

OF NORTHERN LARIMER COUNTY

ple, Health District nurses provide accurate results in under 20 minutes. They explain the results, answer questions and discuss steps for a heart-healthy life. When appropriate, they also offer referrals to community resources.

At Bixpo, Health District nurses will provide free blood pressure checks on the Health Van in the parking lot. They're also offering two heart-healthy presentations – "A Woman's Heart: Worth Protecting," and "Off the Cuff: Understanding Blood Pressure."

The Health District's stop-smoking coaches believe that quitting smoking is a journey that can and should be fun. Smoking begins as an adventure for many people; why can't giving it up be an adventure too?

The Health District's Step Free tobacco cessation program helps adults reclaim their natural freedom from tobacco, using free nicotine patches, gum or lozenges, as appropriate. Staff also help people develop a personalized plan for quitting that incorporates proven techniques.

Led by former longtime smokers with specialized training in smoking cessation, the Step Free program is known for its straightforward, entertaining and sup-

portive approach – without any fear, guilt or shame. It's a highly successful approach that's helped hundreds of Larimer County smokers give up tobacco.

Step Fee is a six-session program that is available in a class format or as one-on-one sessions for individuals or couples. For residents of northern Larimer County, it offers sliding fees and a 50-percent rebate for everyone who completes the program.

Businesses also can enjoy the benefits of Step Free with onsite classes led by the Health District staff.

Want to learn more about the Step Free philosophy? See the Bixpo presentations "How to Help Your Smoker Quit" and "Two-Minute Stop-Smoking Class-Guaranteed."

At the Health District, we believe eating is a joyful act. It's all a matter of balance, moderation and variety. To achieve that balance, nutrition services from the Health District helps people choose and enjoy meals that are delicious and nutritious.

Nutritional counseling allows individuals to work with a registered dietitian on specific issues during affordably priced, 50-minute sessions.

Now in its 13th year, Healthy Weighs is a 12-week program that provides participants with the tools and skills for making healthy food a regular and delicious part

of their lives. It emphasizes balance, without dieting. In addition to weekly classes, Healthy Weighs includes private, one-on-one sessions with registered dietitians and a physical activity counselor.

Cooking classes and presentations/demonstrations give people practical tips and recipes that will add interest to what people put on the table. Examples of these at Bixpo include "Rev Up Your Breakfast," "Ten Superfoods for Peak Mental Acuity" and "Power Up Your Diet: Eat for Success."

Once reserved for the elderly and chronically ill, annual flu vaccination now is recommended for all people over the age of 6 months. Anyone who has suffered through a bad bout of the flu will understand why.

For businesses, the value of a flu shot is especially obvious: employees sick with influenza miss an average of five days of work.

The Health District offers annual flu vaccination to businesses and community groups. It also holds seasonal flu vaccination clinics at its north Fort Collins offices and other community locations.

Everyone wants to lead a healthy life, but it's easy to lose your way. Let the Health Promotion staff at the Health District of Northern Larimer County help find the right path for you.

Workshops at biXpo Prospecting and the Payoff

Presented by:



Bixpo is where serious business professionals come to get serious about growing their book of business. With Sandler Training's Bixpo Workshops start with Networking Works! Building relationships for mutual professional gain. Attend one or both of these free workshops – reservations required, seating is limited – you will be developing your company's competency at securing new business.

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

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networking an ineffective or is fearful of networking.**

1:00 – 3:00 pm

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Bixpo Workshops today.

Event Architect
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Northern Colorado
**BUSINESS
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September 15, 2011
Embassy Suites



For the full scoop on Bixpo, contact:
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Insider Tips for Converting Clicks to Customers

Come learn what Madwire Media can do for your business and how they can help you convert clicks to customers. Receive insider tips and expert advice from Madwire CEO Joe Kellogg during two must-see presentations at this year's BIXPO event. Presentations will be from 9:30am-10:30am and 2:00pm-3:00pm in the Frontrange Exposition Hall.

Joe will teach you how using effective call to actions, analytics and design can increase your web conversions and lower your marketing cost as much as 77%! Madwire Media is the largest web design and internet marketing firm in Colorado growing from just 2 employees in August 2009 to now over 70.

Using the internet is essential for the success of your business, and Madwire has all the tools to help your business succeed in the expanding technological world. More people and

companies use search engines and the internet to find businesses and products than any other source, and it is vital that your business pops up all over the internet. Whether you need a new website, a new logo, want to create a video or just need a new internet marketing strategy, Madwire does it all, and does it well with the help of their knowledgeable, creative, and professional staff.



Midtown Arts Center On Stage at **biXpo**

Experience thrilling entertainment as co-sponsor, Midtown Arts Center (formerly Carousel Dinner Theatre) gives you a sneak peek into their powerful and exciting 2011-2012 dinner theatre season. The finest professional singers and actors from across the nation lend their talents to "Bixpo Rocks After Hours" as they perform show-stopping numbers throughout the evening. With over 20 years experience in providing the finest in gourmet dining and live Broadway-style entertainment, Midtown Arts Center now boasts a new and elegant 22,000 square foot facility located in the heart of Midtown Fort Collins.

Midtown Arts Center is anchored by its state-of-the-art two-level dinner theatre, serving up the best of Broadway hits year-round. In addition to the dinner theatre, Midtown Arts Center also includes an elegant grand lobby, a hip bar and lounge, and an elegant 200+ seat ballroom. Centrally located on South Mason one block off

of Horsetooth and College, we are Northern Colorado's newest and most-exciting events venue. With over two acres of dedicated parking Midtown Arts Center is designed to handle multiple entertainment choices and events at one time.

Midtown Arts Center specializes in Corporate Parties and Entertainment. The critically-acclaimed White Christmas has been a corporate holiday party favorite since 2008 Celebrate Christmastime with the dazzling holiday music and dance, complimented by stunning settings and costumes that make the Midtown Arts Center Northern Colorado's #1 choice for holiday entertainment year after year. With no seat more than 45 feet from the stage, enjoy the best of 'Broadway... Up Close and Close to Home'. To purchase tickets to upcoming shows or to reserve space in the new venue for your next event call at 970.225.2555 or visit www.MidtownArtsCenter.com.

					
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Can You Do More With Less?

Sales departments are not immune to the call to “do more with less.” With shrinking budgets exerting increased pressure on sales related expenses, closing sales opportunities requires a different strategy. Multiple sales calls and elaborate presentations are no longer the norm. Letting “opportunities” drag on, and chasing prospects endlessly until they make a decision is no longer acceptable—and never should have been.

Today, the sales person’s marching orders are, “Shorten your selling cycle.” To do that, you must be more selective about the prospects with whom you meet. Invest a bit more time during the initial contacts to establish compelling reasons to schedule appointments. And, when you meet with a prospect, there shouldn’t be any confusion—mutual mystification—about what will take place. When you schedule the appointment, establish a well-defined agenda for the meeting—clear objectives to be achieved: the topics to explore, the information to share, and

the conclusions to reach. And, define the role each party must play during the meeting in order to achieve the objectives.

Review the agenda at the beginning of the meeting to make sure that the conditions that precipitated the meeting have not changed and that the prospect is prepared to carry out his role in reaching the objective previously defined. If conditions have changed, or the prospect is not prepared, it may be in your best interest to cancel or reschedule the meeting.

Shortening the selling cycle requires more efficient actions from the time you say “Hello” to prospects until the time you close the sale and they become customers, or you close the file and move on to another prospect. Greater efficiency comes with proper advanced planning and timely execution of scheduled activities. Investing in “however long it takes” to develop a relationship with a potential customer is not acceptable. The costs are too great.



John Geiman



Don Overcash

Learn more about prospecting and sales at Sandler Training’s Bixpo Workshops. See page 17 for the complete workshop schedule.

Placing A Spotlight On The Money Managers At Bixpo

Kennedy and Coe Sponsors Inaugural CFO Awards At Business Event

LOVELAND – The greatest Chief Financial Officers do more than many people realize. Without question they are focused on the company numbers. Just as valuable, however, are their operational and strategic abilities – traits unique to the best CFOs in business. When these talents join together, CFO’s are critical to an organization – and they deserve some recognition.

Kennedy and Coe is proud to serve as the title sponsor for the Northern Colorado Business Report’s CFO Awards, which recognize Chief Financial Officers in the northern Colorado region whose efforts successfully guide a company’s financial future. This year’s award ceremony will be part of Bixpo 2011, specifically during the business leaders breakfast on Sept. 15.

Bixpo 2011 is the largest regional business and industry event in northern Colorado, serving to build and retain business relationships and promote brand recognition among company decision makers in the area.

CFO Award candidates must be nominated by company peers and meet strict criteria. Nominees should be the individual responsible for financial management, even without the specific title of chief financial officer. The candidates must work in

NORTHERN COLORADO
CFO
OF THE YEAR
AWARDS

Larimer and Weld counties and the company they work for must be headquartered in northern Colorado.

Jeff Wald is a member of Kennedy and Coe and serves as the firm’s Wealth Creation group leader. He said the position of CFO not only requires presenting accurate and timely financial information but a realization that each stakeholder in the company relies on this person’s ability to manage money and risk.

During these challenging economic times, having a competent CFO who oversees liquidity, capital structure and internal financing is a necessity. In addition, a Chief Financial Officer is mainly responsible for a company’s

financial future. They must be able to identify areas of the company that are most efficient and capitalize on that information so the business is successful in the long-run.

“A good CFO is not always recognized as much as they should be, especially considering the value they bring to their organization,” Wald said. “Most often, a Chief Financial Officer does not clamor for attention because they don’t need it. Instead, they are content with strong financial performance and overall success of their companies.”

As the accounting and consulting firm has worked side by side with many Chief Financial Officers over the

years, Kennedy and Coe wanted to recognize the folks it considers to be the backbone of an organization. CFOs must comply with a myriad of rules and regulations and meet deadlines and Wald said this means they are ultimately stewards of their company.

“It’s long overdue for northern Colorado’s Chief Financial Officers to receive a pat on the back,” he said. “Kennedy and Coe applauds and congratulates each of the award winners and hopes they take a moment to enjoy their time in the spotlight.”

The CFO Awards ceremony will take place from 7:30-9:30 a.m., Sept. 15 at Embassy Suites Loveland, 4705 Clydesdale Parkway.



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The Dinner Theatre

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Entertainment.

Our contemporary and elegant dinner theatre is your perfect choice for that long-overdue date-night, corporate party, or night on the town. With prices comparable to dinner and a movie anywhere else, experience Broadway-style performances and gourmet dining in an all-inclusive setting. We recruit the best of professional talent from across the nation to star in the newest and best titles Broadway has to offer. Backed by our award-winning live-orchestra, glamorous costumes and settings, and state-of-the-art lighting and sound, Midtown Arts Center is guaranteed to present an evening you will cherish and remember!

Events.

Midtown Arts Center is Northern Colorado's newest event center specializing in corporate banquets, weddings, holiday parties and fund raising galas. Our in-house, award-winning cuisine is guaranteed to enhance the creative vision of your experience. Our 22,000 square foot facility is centrally located in the heart of south Fort Collins with plenty of parking to accommodate up to 450 attendees. Whether you dine and dance in our elegant ballroom, mingle in our contemporary grand hall, or host a private performance in our state-of-the-art dinner theatre, Midtown Arts Center is the premier choice for your next Northern Colorado event!

Education.

Providing the best training for future performers as they develop the techniques, knowledge, and experience needed to succeed. Beyond theatre education, students will learn the importance of dedication, dependability, and team work while gaining confidence, poise, and passion for the arts. We instill values in our students that will not only improve their performance skills, but open the doors to self-expression and character growth that carries into everyday life. Classes in Musical Theatre and Acting for children K-12 are now available for enrollment. Join us today!

The Ballroom

CALL 970-225-2555 OR ONLINE AT MIDTOWNARTSCENTER.COM

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Loveland 970-669-8001



Stop by booth 115 for a chance to win two nights in
Estes Park and brunch at the Other Side Restaurant!

MC 644190 DOT 1762387 PUC 00225

A Locally Owned Independent Agent Since 1957

biXpo Takes Flight With Social Media

It used to be that a file full of business cards was your most important asset to stay in touch with business professionals and prospects. Now they're just good for door-stops.

Social Media is the modern version of a Rolodex for all the right reasons. Here are just a few:

- Be Top of Mind with your prospects –daily if you like!
- Listen Up! Hear what your competition is saying and doing – stealth marketing at its finest.
- Establish yourself as an expert on your topic(s).
- Increase brand recognition and share more value regularly.
- Reach thousands of people you otherwise wouldn't.
- Have personal connections with prospects and clients without artificial barriers.
- Connect with people globally, regionally, in the state, next door.
- Leverage that six degrees of separation you always hear about!
- Announce your new products and have others fan the fire of your fame for you.
- Be visibly generous to your clients and customers.
- Partner with businesses and invent new ways of going to market with them.
- Be seen and build your business by becoming that much more prominent.
- Appeal to the next generations of customers coming around the corner.
- Reduce expenditures for customer service and even marketing – as you answer questions exponentially and promote more widely.
- Get found on Google and Bing – they're watching what your company is saying in social spheres with real time search.
- Respond to any criticisms about your company visibly and assuredly — reputation management.
- Gauge what the marketplace wants – and deliver it.

Sure we've heard people say, I don't care what someone is having for breakfast. And I certainly don't use "the Twitter." But social media is not a fad. It's here for the long term. Why? Because it's just efficient marketing.

This is what we call "PDR" – personal digital relations. It's you and your company in the limelight, without any intermediaries. Nobody getting in the way of you telling your story and being personal and prominent.

Next Steps?

Once you're convinced you need to be doing Social Media, you'll want to think about who you are going to have do the work. Will this become an internal problem, back at the office? Who's going to be the face of the company?

Maybe you'll outsource it. But who can you trust to understand and represent your business maturely and with uncommon intelligence?

Social Media Pilots exists to help businesses in Northern Colorado get on Twitter and Facebook and Linked In and have something to say there.

We target influential people who could be relevant to your business and make friends with them on your behalf!

We've heard it said recently, "it's pretty hard to be successful online without hanging out there." That's what we do — we participate. We get immersed. And we act judiciously on your behalf in what we call "YouTwinkFace" – You Tube. Twitter. LinkedIn. And Facebook.

Using selected techniques to get the attention of a target community, including search engine optimization, storytelling and conversation starters, we

make dialogues happen.

We're strategic, plan purposefully for you to excel on line, and then tactically enhance your subject matter expertise.

Your brand, your business propositions, your customer-centricity – all well showcased in social media.

So, sit back and relax – we'll take over the controls and help you gain rapid altitude in the world of Social Media.

Learn more about using Social Media during Bixpo our free workshops. See the day's schedule for exact times.



AT BOOTH #111

Superheroes of Web Design and Marketing

Come learn what Madwire Media can do for your business and how we can help you convert clicks to customers!

Receive insider tips and expert advise from CEO Joe Kellogg

9:30AM - 10:30AM & 2:00PM - 3:00PM

Front Range Exposition Hall

2011 Bixpo Kick-Off



Business Leaders BREAKFAST

September 15 • 7:30 - 9:30 am

How do you keep employees engaged?

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

Join Business Leaders who get serious about engaging employees to reduce turnover and improving the bottom line at Bixpo for a power

breakfast focused on effective employee strategies.

Our presenter is Dr. Milan Larson, an Associate Professor of Management at the Monfort College of Business.



Dr. Milan Larson

Associate Professor of Management
Monfort College of Business
University of Northern Colorado

Throughout his career Dr. Milan has been passionate about the way organizations lead their employees to create the right culture for success. While working in the manufacturing industry as a manager, Dr. Larson was responsible for cost-saving projects that resulted in multi-million dollar savings through improved efficiencies and other cost-saving methods. He is known as a collaborative specialist who generates employee buy-in resulting in long-term success.

Health District Presentations and Demonstrations

Blood Pressure Checks
Health Van in the parking lot
9:30 - 11:30 am

Desk Energizers Demonstration
Booth 122/123
9:45 - 9:50 am

Rev Up Your Breakfast
Booth 122/123
10:15 - 10:20 am

How to Help Your Smoker Quit
Stage 2
10:30 - 11:30 am

A Woman's Heart - Worth Protecting
Booth 122/123
10:45 - 10:50 am

Help your employees quit (smoking, that is)
Booth 122/123
11:15 - 11:20 am

Blood Pressure Checks
Health Van in the parking lot
1:30 - 5:00 pm

Off the Cuff - Understanding Blood Pressure
Booth 122/123
1:45 - 1:50 pm

Ten SuperFoods for Peak Mental Acuity
Booth 122/123
2:15 - 2:20 pm

Power Up Your Diet: Eat for Success
Stage 1
2:30 - 3:30 pm

Help your employees quit (smoking, that is)
Booth 122/123
2:45 - 2:50 pm

A Woman's Heart - Worth Protecting
Booth 122/123
3:15 - 3:20 pm

Desk Energizers Demonstration
Booth 122/123
3:45 - 3:50 pm

Off the Cuff - Understanding Blood Pressure
Booth 122/123
4:15 - 4:20 pm

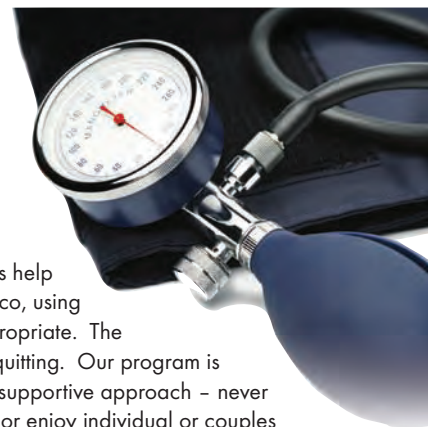
Health District

OF NORTHERN LARIMER COUNTY

We'll help your employees make the choices that lead them to a healthier life.

Heart-health screenings

Want to lower your risk for heart disease and diabetes? Start by finding out your blood pressure and cholesterol numbers and understanding what they mean at one of our convenient community screenings.



Stop-smoking counseling

Thinking of quitting? Our stop-smoking coaches help adults reclaim their natural freedom from tobacco, using free nicotine patches, gum or lozenges, as appropriate. The coaches also show you proven techniques for quitting. Our program is known for its straightforward, entertaining and supportive approach - never any fear, guilt or shame. Take part in a group, or enjoy individual or couples sessions at your own pace.

Nutrition and weight management counseling

Nutrition counseling allows individuals to work with a registered dietitian on specific issues during affordably priced, 50-minute sessions.

Healthy Weighs is a 12-week program that provides you with the tools and skills for making healthy food a regular and delicious part of your life. It emphasizes balance - without dieting - and energizes participants to think about and enjoy food in new ways. Included are private one-on-one sessions with registered dietitians and physical activity counselor.



Cooking Classes provide opportunities to try new foods (and old standbys) in fresh ways. These popular classes offer practical tips and recipes that will add interest and value to what you put on the table.

For more information on how to help yourself and your employees, call 224-5209 or visit us online at healthdistrict.org/healthpromotion

Our services by the numbers in 2010:

- 1,738 People receiving blood-pressure checks
- 1,442 People receiving cholesterol checks
- 76% of Healthy Weighs participants reported eating more fruits and vegetables after taking the class
- 1,124 stop-smoking counseling sessions held



It's all at Bixpo 2011



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

The see and be seen business events of the year

@ Embassy Suites - Loveland



Banner Health at Bixpo 2010

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NCUA

The BizFit Bottomline

The BizFit Challenge (formerly Fittest Execs) wraps up at a luncheon during Bixpo with the reveal of the winners – those business execs who prove to be the most fit. The annual contest is hosted by Northern Colorado Business Report and sponsored by Banner Health, title sponsor for the fourth year, and Shirazi Benefits, presenting sponsor.

Fifty-eight competitors entered this year to focus on wellness, to improve their level of fitness and to demonstrate to their colleagues and staff the benefit of fitness both personally and in the workplace. Banner Health Community Wellness staff from McKee Medical Center and North Colorado Medical Center encouraged contestants and provided helpful nutrition, exercise and lifestyle tips along the way through weekly email newsletters and monthly lunch and learns.

Contestants were also able to track team progress – their own and their competitors' – through DailyEndorphin's activity tracking tool.

Final assessments were conducted by Banner Health at the end of the 12-week challenge to gauge cardio fitness, strength, flexibility, cholesterol, blood pressure and more. The strongest scores determined the winners.

Who are the most fit business leaders? The winners will be announced at the BizFit Power Lunch at 11:30 a.m. during Bixpo. The 2011 BizFit Challenge Teams are: Better Business Bureau Serving Northern Colorado and Wyoming; EKS&H – Ehrhardt, Keefe, Steiner and

BizFit CHALLENGE

Hottman, PC; ESC Engineering; SAFEbuilt; Shirazi Benefits and Volk and Bell. The winning team will be awarded with a free DailyEndorphin exercise challenge for their company. All contestants win improved fitness and roles as leaders in living healthy lifestyles.

Be sure to attend if you are interested in how a focus on health and wellness in the workplace can affect the waistline – and the bottomline.

Dr. Jerod Dawson of the Dawson Chiropractic and Wellness Center received his Doctorate of Chiropractic degree and B.S. in Biology from Cleveland Chiropractic College in Kansas City, MO in December 2007. While there he received the top honors of Clinic Excellence and Clinic Service Awards.

Drs. Jerod Dawson, an engaging speaker equally devoted to bringing the wellness message to corporations and kids, will power the BizFit Challenge Power Lunch with facts and inspiration about healthy lifestyles. His Loveland practice, the Dawson Chiropractic and Wellness Center, is focused on educating and empowering as many people as possible to experience their own optimal health potential.

Book of Lists

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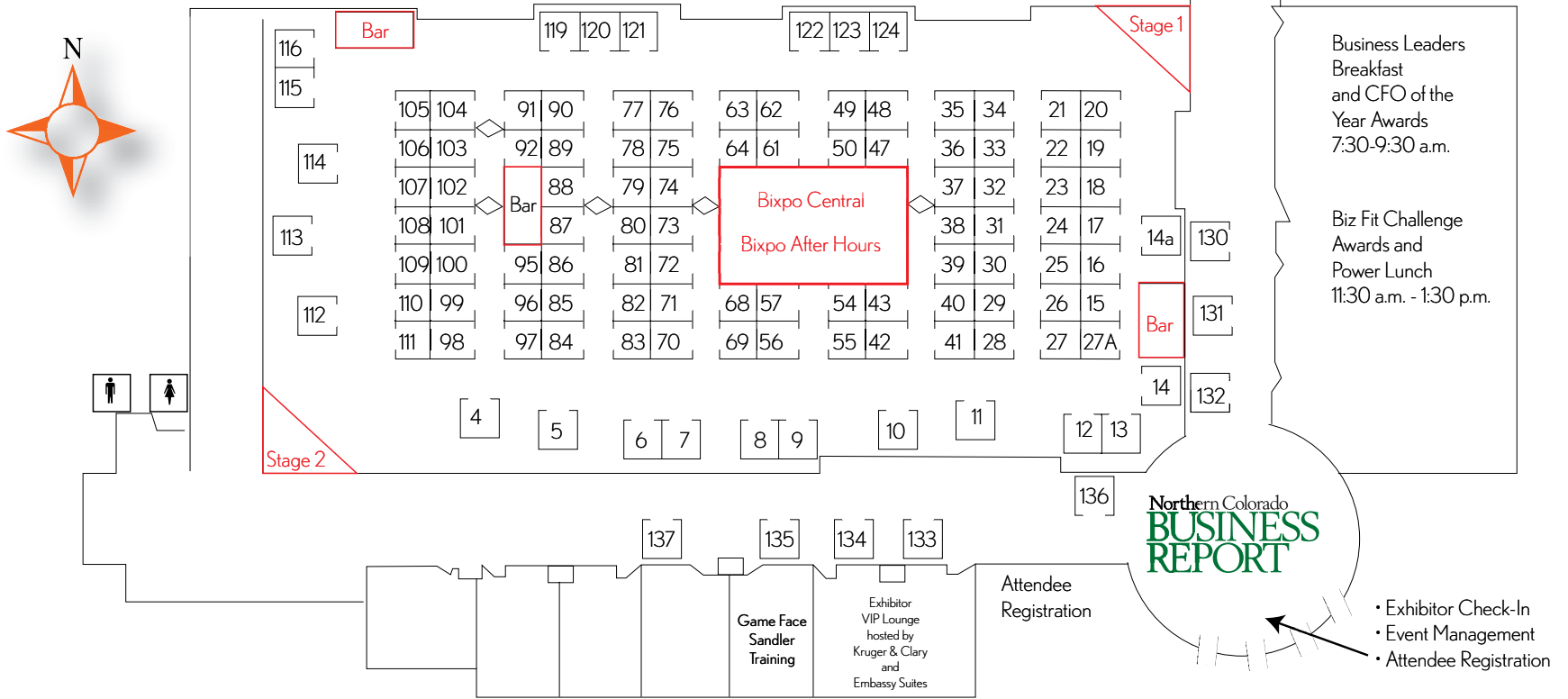


Banner Health®

Banner Medical Group
North Colorado Medical Center



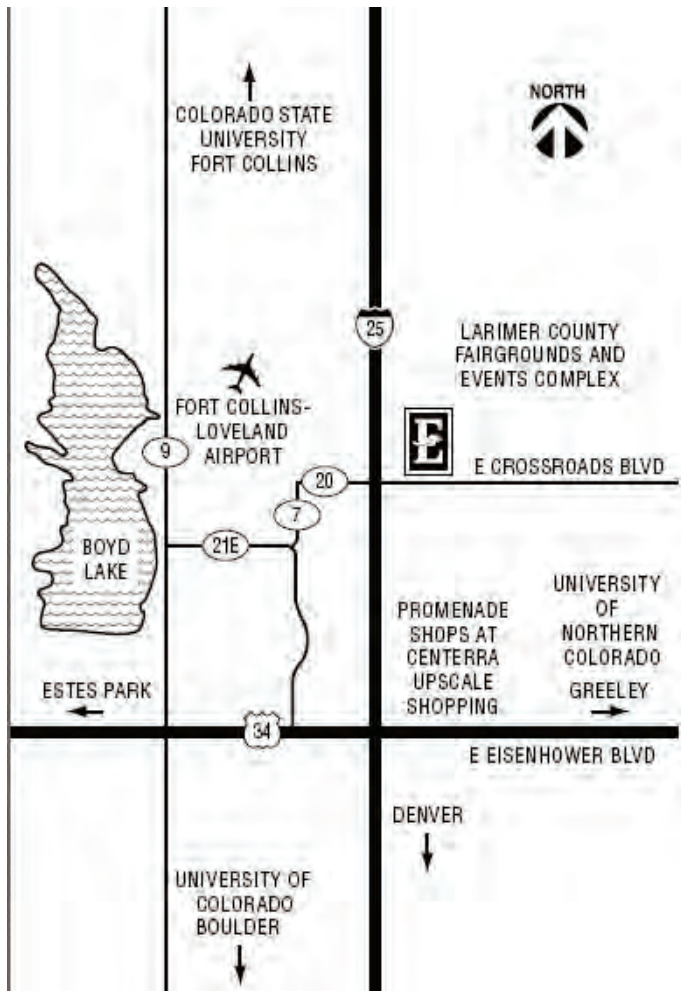
2011 Bixpo Exhibitor Floor Map



Exhibitor List

Exhibitor	Booth Number	Exhibitor	Booth Number
A Strategic Advantage	54	Henderson Management & Real Estate, LLC	20
AccentCare of Colorado	57	Home State Bank	63
Action Staffing	54	Institute of Business & Medical Careers	56/69
Advantage Bank	113	ITX - Information Technology eXperts	109
Aims Corporate Education	112	Jet Marketing	84
Air Repair/Comfort By Nature	5	Just Office Furniture	119/120/121
Alphagraphics-Fort Collins	8	Kennedy & Coe, LLC	42/55
American Family Insurance - Jennifer Clarke Agency	90	Kruger & Clary, CPAs	4
American Family Insurance - Stephanie Franklin Agency	90	KUNC - Community Radio for Northern Colorado	47
Anton Collins Mitchell LLP	100	Lemons Heating and Cooling	32
B2B CFO	19	LeTip Fort Collins	25
Bank of Colorado	6	Loveland Chamber of Commerce	87
Banner Health/McKee Medical Center and North Colorado Medical Center	27/27A	Madwire Media	98/111
Better Business Bureau	9	Midtown Arts Center	110
BKMedia Group	15/16	Northern Colorado Business Report (BizWest Media, LLC)	Bixpo Central
BNI	82	Northern Colorado Networking - NoCoNet	23
Boulder County Business Report (BizWest Media, LLC)	Bixpo Central	Optimal Life Wellness Center	31
Business Card Factory	76	Our Green Cloud	13
Caldera Event Group, LLC	Bixpo Central	Palmer Flowers	136
Cbeyond	105	Payment Solutions	12
Clear Channel Radio	103	Phoenix Training Studios (PTS) Corporate	22
Colorado Christian University	33	Platte River Power Authority	71/72
Colorado State University OnlinePlus	97	Public Service Credit Union	11
Colorado State University, College of Business, Graduate Programs	77	Quid Novi Innovation Festival (Griggs Mastery Academy)	36
Colorado Tourism Board	81	RC Special Events	134/135
Columbine Health Systems	68	RC Special Events	Bixpo Central
Comcast Business Class	74	Realities for Children	24
Computer Security Solutions & ESET	39	Red Rocket Web Specialists	49
Computer Superheroes, Inc.	104	Regis University College for Professional Studies	61
Cooper & Holly, Savvy Financial Futures	62	Sandler Training	83
Corrado Executive Solutions	96	Schlosser Signs, Inc.	99
Cosner Financial Group, LLC	40	Security Service Federal Credit Union	41
DaVinci Sign Systems	133	Sexual Assault Victim Advocate (SAVA) Center	29
Discount PC Solutions, LLC	34	Shirazi Benefits	28
Elevations Credit Union	91	SIGNARAMA Fort Collins	85
Embassy Suites Loveland - Hotel, Spa and Conference Center	14A	Small Fish Business Coaching	64
EmbroidMe	95	Social Media Pilots	21
Employer Solutions Group, Inc.	18	Super Shuttle & Yellow Cab	102
Envision Networks Inc.	92	Swingle Lawn and Tree	7
Everence Financial Advisors	30	Sylvan Dale Guest Ranch	114
Eye Center of Northern Colorado	43	Teleco of the Rockies	101/108
First Farm Bank	48	The Mantooth Marketing Company	17
First Tech Federal Credit Union	35	Tim O'Hara Photography	75
FMH Material Handling Solutions, Inc.	106/107	University of Northern Colorado's Monfort College of Business	124
Foothills Gateway, Inc.	26	Warren Federal Credit Union	37
Fort Collins Area Chamber of Commerce	88	Watson Moving & Storage, A Bluebird Company	115/116
Fort Collins Habitat for Humanity	115/116	Wells Fargo Advisors, LLC	50
Fort Collins Museum of Discovery	10	WesTech eSolutions, Inc.	38
Front Range Community College	86	WolfVision, Inc.	70
Greeley Chamber of Commerce	89	WY-CO Workforce Partnership	78
Guaranty Bank & Trust Company	14	Wyoming Business Report (BizWest Media, LLC)	Bixpo Central
Health District of Northern Larimer County	122/123	YESCO Custom Signs	73
HealthStyles Exercise Equipment	131/132		

Directions



The Embassy Suites Loveland is conveniently situated within The Ranch development off of Interstate 25 in Loveland, Colorado. The hotel is just five minutes from the Loveland/Fort Collins Municipal Airport.

From the North: Take Interstate 25 south to Crossroads Boulevard (Exit 259). Turn left under the overpass onto County Road 26. The hotel will be on the left on Clydesdale Parkway.

From the South: Take Interstate 25 north to Crossroads Boulevard (Exit 259). Turn right onto County Road 26. The hotel will be on the left on Clydesdale Parkway.

Bixpo Event Schedule

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

4705 Clydesdale Parkway, Loveland, CO 80538



Business Leaders Breakfast

Bixpo Twenty Eleven Kickoff Event
 CFO of the Year Awards
 Title Sponsor:

KENNEDY AND COE, LLC
 www.kcoe.com
 7:30 - 9:30 a.m.
 High Meadows Ballroom
 Tickets: \$39

Presenting Sponsors:

CBeyond **MONFORT COLLEGE of BUSINESS**
 University of Northern Colorado

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



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

Kruger & Clary
 Lake Loveland Room

Converting Clicks to Customers

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

Purposeful, Prosperous Prospecting

Sandler Training
 10:00 a.m. - 12:00 p.m.
 Carter Lake B Room
 Free

How to Help Your Smoker Quit

Health District
 OF NORTHERN LARIMER COUNTY
 10:30 - 11:30 a.m.
 Location: Bixpo Expo Hall
 Free

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

MAD WIRE media
 10:30 - 11:30 a.m.
 Location: Bixpo Expo Hall
 Free



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



Presenting sponsors:



Front Range Exposition Hall
 Bixpo Exposition open throughout all Bixpo events



Title sponsor:



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

Net Working Works

Sandler Training
 1:00 - 3:00 p.m.
 Carter Lake B Room
 Free

YouTwinkFace

Practical Social Media Marketing Workshop
 FREE for Bixpo exhibitors and attendees



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

Converting Clicks to Customers

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

Power Up Your Diet: Eat for Success

Health District
 OF NORTHERN LARIMER COUNTY
 2:30 - 3:30 p.m.
 Location: Bixpo Expo Hall
 Free

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



Presented by: **Public Service Credit Union** **MIDTOWN ARTS CENTER**

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

Exhibitor Directory

A Strategic Advantage

333 West Drake Road, Suite 11
Fort Collins, CO 80526
Phone: 970-420-8413
Fax: 866-521-1036
Website: www.astrategicadvantage.com
Products/Services: Team and leadership development consulting/coaching, talent management and succession planning, interviewing and hiring strategies, outplacement (employee transition) services, career management counseling, personal brand development
Company Description: Help businesses do more with less through productive teams, leaders, and employees, identifying strengths, developing talent management roadmaps, and providing coaching to improve performance. Support transitioning employees with career management and job search by applying local market knowledge and expertise in coaching, counseling, contemporary search strategies, and professional resume development.

Person in charge/Title: Marie Zimenoff, President
Person handling Bixpo/Title: Marie Zimenoff, President
Email: marie@astrategicadvantage.com
Booth Number: 54

AccentCare of Colorado

1180 Main Street
Windsor, CO 80550
Phone: 970-346-9700
Fax: 800-490-0944
Website: www.accentcare.com
Products/Services: Skilled Home Health, Rehabilitation, Hospice, Late Life Depression, & Chronic Disease Management.
Company Description: Certified Medicare & Medicaid skilled home health and hospice agency.
Person in charge/Title: Jill Elliott RN, MBA, Administrator
Person handling Bixpo/Title: Jill Elliott RN, MBA, Administrator
Email: jelliott@accentcare.com
Booth Number: 57

Action Staffing Solutions

1409 West 29th Street
Loveland, CO 80538
Phone: 970-667-4202
Fax: 970-667-1036
Products/Services: Employment placement services for manufacturing & service organizations. Consultative services for continuous improvement of management teams. MBE / DBE / SBE certified.
Company Description: Action Staffing is a full service employment service company providing temps / temps to hire/ direct hire positions as well as business consulting for manufacturing and service organizations. Located in Loveland serving the Front Range as well as Denver and Colorado Springs.
Person in charge/Title: Robin Fischer, Owner
Person handling Bixpo/Title: Rick Fischer, Owner
Email: rfischer@myactionstaffing.com
Booth Number: 54

Advantage Bank

1475 North Denver Avenue
Loveland, CO 80538
Phone: 970-613-1982
Fax: 970-613-1561
Website: www.advantagebanks.com
Products/Services: Advantage Bank offers all the competitive personal and business banking services of a big bank. As a community bank, we are able to focus on the people on "Main Street" allowing us to provide a localized commitment of exceptional customer service.
Company Description: Advantage Bank believes in local management and has a market President, Lending officers and Branch

Managers located in each community we serve. We are a small commercial bank and place an emphasis on small and medium sized businesses. We are competitively priced and tailor our products to meet the needs of our customers.
Person in charge/Title: Thomas Chinnock, CEO and Jeff Kincaid, President
Person handling Bixpo/Title: Jackie Mihalchick and Bryan Guest
Email: jmihalchick@advantagebanks.com and bguest@advantagebanks.com
Booth Number: 113

Aims Corporate Education

5590 West 11th Street
Greeley, CO 80634
Phone: 970-339-6402
Fax: 970-339-6322
Website: www.aimced.com
Products/Services: Aims Corporate Education provides customized training, coaching and consulting onsite in management and supervision, communication, computer software, quality and process improvement (Lean Six-Sigma) and industrial technical skills training
Company Description: Aims Corporate Education has been training professionals for over fifteen years. Our professional staff is experienced in providing results-driven customized training, coaching, and consulting services at your site or our business center. Our programs include: Management and Supervision, Communication, Computer Software, Quality and Process Improvement (Lean Six-Sigma) and Industrial Technical Skills training. Our event center is an excellent location
Person in charge/Title: Marsi Liddell, President
Person handling Bixpo/Title: Patrick Gill, Account Executive
Email: Patrick.gill@aims.edu
Booth Number: 112

Air Repair/Comfort By Nature

6380 West 10th Street, Unit #10
Greeley, CO 80634
Phone: 970-353-3655
Fax: 970-378-0218
Website: www.comfortbynature.com
Products/Services: Heating and cooling provided for residential & commercial customers using the latest, most energy-efficient equipment. We are the largest, most experienced installer of geothermal heatpump systems in Northern Colorado.
Company Description: We install & service heating & cooling systems for residential & commercial customers. We are the largest geothermal heatpump systems installer in Northern Colorado. We provide factory-trained technicians and installers to provide cost-effective replacement & energy efficient new construction heating & air conditioning. In business for 17 years.
Person in charge/Title: Jeff Reiher, Owner & President
Person handling Bixpo/Title: Jeff Reiher, Owner & President
Email: jreiher@comfortbynature.com
Booth Number: 5

Alphagraphics - Fort Collins

115 East Harmony Road, #220B
Fort Collins, CO 80525
Phone: 970-223-6316
Fax: 970-223-8644
Website: www.agnoco.com
Products/Services: Digital Printing, Offset Printing, Mailing Services, Design Services, Full Color printing, B&W printing, Spot color printing - all done under one roof.
Company Description: Design it, Print it, Send it, Manage it, and Track it - all done under one roof. Let Alphagraphics be your one stop shop for all your print and multi-media needs. We specialize in quick turnaround times, superior quality

and the best customer service around!
Person in charge/Title: Skip and Diane McIntosh, Owners
Person handling Bixpo/Title: Matt Brunner, Business Development Specialist
Email: mbrunner@alphagraphics.com
Booth Number: 8

American Family Insurance - Jennifer Clarke Agency

301 W. Magnolia St.
Fort Collins, CO 80524
Phone: 970-221-0897
Fax: 970-221-0899
Website: www.jenniferclarkeagency.com
Products/Services: All your insurance needs under one roof! Home, Auto, Life, Health, Business.
Company Description: Your American Dream is your birthright, your duty, and your privilege. It's nice to have help and protection when you need it. American Family Insurance has dedicated our company to helping protect your dream. We insure the most valuable thing you will ever own. YOUR DREAM!
Person in charge/Title: Stephanie Franklin and Jennifer Clarke, Agents
Person handling Bixpo/Title: Stephanie Franklin and Jennifer Clarke, Agents
Email: sfrankl2@amfam.com and jclark2@amfam.com
Booth Number: 90

American Family Insurance - Stephanie Franklin Agency

2000 South College Avenue, Suite 210
Fort Collins, CO 80525
Phone: 970-229-9393
Fax: 970-229-9087
Website: www.stephaniefranklinagency.com
Products/Services: All your insurance needs under one roof! Home, Auto, Life, Health, Business.
Company Description: Your American Dream is your birthright, your duty, and your privilege. It's nice to have help and protection when you need it. American Family Insurance has dedicated our company to helping protect your dream. We insure the most valuable thing you will ever own. YOUR DREAM!
Person in charge/Title: Stephanie Franklin and Jennifer Clarke, Agents
Person handling Bixpo/Title: Stephanie Franklin and Jennifer Clarke, Agents
Email: sfrankl2@amfam.com and jclark2@amfam.com
Booth Number: 90

Anton Collins Mitchell LLP

3545 West 12th Street, Suite 201
Greeley, CO 80634
Phone: 970-352-1700
Fax: 970-352-1708
Website: www.acmlp.com
Products/Services: Providing peace of mind through independent, efficient and comprehensive audits and a sophisticated level of tax and consulting services that accounts for your business's individuality.
Company Description: Anton Collins Mitchell LLP (ACM) is the 5th largest Colorado-based accounting and consulting firm focused on providing services for entrepreneurs and growing businesses including those with multi-state or international growth expectations. For more information about Anton Collins Mitchell LLP, visit www.acmlp.com.
Person in charge/Title: Randy Watkins, Partner
Person handling Bixpo/Title: Randy Watkins, Partner
Email: rtwatkins@acmlp.com
Booth Number: 100

B2B CFO

1668 McKenzie Court
Loveland, CO 80537
Phone: 970-217-7276
Website: www.b2bcfo.com

Products/Services: B2B CFO Partners help business owners solve the one issue that is keeping them from achieving the financial performance they desire from their business.
Company Description: B2B CFO is the nation's largest provider of part-time Chief Financial Officer service to small and mid-sized companies. For the 2nd time, B2B CFO has made the Inc. 500/5000 list of the fastest-growing private companies in America. Every company deserves to have a CFO.
Person in charge/Title: Steven D. Olson, Partner
Person handling Bixpo/Title: Steven D. Olson, Partner
Email: solson@b2bcfo.com
Booth Number: 19

Bank of Colorado

1609 East Harmony Road
Fort Collins, CO 80525
Phone: 970-206-1160
Fax: 970-206-1156
Website: www.bankofcolorado.com
Company Description: Bank of Colorado, where you experience banking the way it should be. We want to get to know you and tailor the right financial products and services to meet your financial goals. We still believe in personal banking relationships and treat our customers like neighbors, come experience The Way Banking Should be!
Person in charge/Title: Cody Fullmer, Branch President
Person handling Bixpo/Title: Jill Marvin, Director of Marketing
Email: jill.marvin@bankofcolorado.com
Booth Number: 6

Banner Health/McKee Medical Center and North Colorado Medical Center

2000 Boise Avenue
Loveland, CO 80538
Phone: 970-635-4032
Fax: 970-635-4066
Website: www.bannerhealth.com
Products/Services: Health professionals will be on hand to discuss BizFit and programs and services available to businesses through Worksite Wellness. Cardiovascular Institute staff will be available to discuss the effect of job stress on the heart.
Company Description: Based in Phoenix, Banner Health is one of the largest, not-for-profit health care systems in the country. Banner owns or operates 23 facilities including McKee Medical Center in Loveland and North Colorado Medical Center in Greeley. Banner Health employs over 200 physicians in northern Colorado. For more information visit www.BannerHealth.com
Person in charge/Title: Betty Patterson
Person handling Bixpo/Title: Lisa Bohlmann, Public Relations Specialist
Email: lisa.bohlmann@banner-health.com
Booth Number: 27/27A

Better Business Bureau

8020 South County Road 5, Suite 100
Fort Collins, Co 80528
Phone: 970-488-2053
Fax: 970-221-1239
Website: www.wynco.bbb.org
Products/Services: The BBB provides trusted programs and services to consumers and businesses alike, including BBB Business Reviews, dispute resolution, BBBOnline, BBB Auto line, and consumer tips and scam alerts. Visit the BBB SmartGuide for complete information: wynco.bbb.org/smartguide.
Company Description: The Better Business Bureau is the leader in advancing marketplace trust. Our mission is to create a community of trustworthy businesses, set standards for marketplace trust,

encourage and support best practices, celebrate marketplace role models and denounce unethical behavior. BBB accreditation is an honor- and not every company is eligible
Person in charge/Title: Pam King, President and CEO
Person handling Bixpo/Title: Carrie Rossman
Email: crossman@wynco.bbb.org
Booth Number: 9

BKMedia Group

202 Main Street, Suite 3
Longmont, CO 80501
Phone: 303-651-2203
Fax: 303-651-6964
Website: www.bkmediagroup.com
Products/Services: Web Design, Brand Development, Graphic Design, Exhibit Design, Content Management, Shopping Carts, Search Engine Optimization, Social Media, Custom Web App Development and Database Management System
Company Description: In 2003 BKMedia Group opened its doors in the heart of Longmont. Our focus is melding design with functionality, achieving an ideal product for our clients. We accomplish this by staying ahead of the media curve, remaining accessible, and being aesthetically driven. Stand out with your brand out.
Person in charge/Title: Brad Moss, Owner/Founder
Person handling Bixpo/Title: Brad Moss, Owner/Founder
Email: brad@bkmediagroup.com
Booth Number: 15/16

BNI

Fort Collins, CO
Phone: 970-222-3373
Website: www.bnicolorado.com
Products/Services: BNI provides a structured environment for the development and exchange of quality referrals by helping build your business with dozens of other qualified business professionals.
Company Description: BNI is the largest business networking organization in the world. We offer members the opportunity to share ideas, contacts and most importantly, business referrals. BNI has a global philosophy that is universal to cultures around the world. Givers Gain emphasizes collaboration and helping one another over overt business promotion.
Person in charge/Title: Shane Siegfried, President
Person handling Bixpo/Title: Shane Siegfried, President
Email: shane@shanesiegfried.com
Booth Number: 82

Boulder County Business Report (BizWest Media, LLC)

3180 Sterling Circle, Suite 201
Boulder, CO 80301
Phone: 303-440-4950
Fax: 303-440-8954
Website: www.bcbcr.com
Products/Services: The Boulder County Business Report, BCBR.com, Business Report Daily, Boulder Valley MD, Green Book, Links, Book of Lists, Distinctive Homes, Event Planning Guide and DataBank Inc.
Company Description: The Boulder County Business Report, an award-winning, locally-owned bi-weekly businesses newspaper, delivers quality business journalism through many forms of media. Known for comprehensive, all-local business reporting in the biweekly business journal, BCBR also has embraced online delivery of news, and frequently provides commentary and local news on radio programs and community TV.
Person in charge/Title: Chris Wood, Publisher
Person handling Bixpo/Title: De Dahlgren, Director of Marketing and Events
Email: ddahlgren@bcbcr.com

Booth Number: Bixpo Central

Business Card Factory

1608 Riverside Ave.
Fort Collins, CO 80524
Phone: 970-493-3401
Fax: 970-493-3402
Website: www.bizcardcolorado.com
Products/ Services: We offer full-color printing, specializing in business cards, postcards, brochures, Color flyers, B& W print, Booklets, Calendars and Promotional Items.
Company Description: We started business card factory because we believe great marketing is a necessity that everyone should be able to afford, no matter how small or large the company. That is why we offer our valued clients wonderful customer service matched with great pricing. Just ask any of our clients.
Person in charge/Title: Bert McCaffrey, Owner
Person handling Bixpo/Title: Bert McCaffrey, Owner
Email: bert@bizcardcolorado.com
Booth Number: 76

Caldera Event Group, LLC

1324 Duff Drive
Fort Collins, CO 80524
Phone: 970-672-8388
Fax: 970-672-8755
Website: www.calderaeventgroup.com
Products/Services: Caldera Event Group is a boutique event company offering world class event planning services, design and production services. We offer décor, lounge furniture and lighting to bring your events to the next level.
Company Description: Caldera Event Group has fourteen years of experience creating custom and themed events for corporate, social and charitable clientele in Colorado and across the United States. We offer complete special event solutions for our clients by taking events from concept to execution. With our large selection of in-house décor and lighting inventory, our design experts are able to create events to remember.
Person in charge/Title: Joe Malera, Managing Director
Person handling Bixpo/Title: Joe Malera, Managing Director
Email: joe@calderaeventgroup.com
Booth Number: Bixpo Central

Cbeyond

3131 South Vaughn Way Suite 400
Aurora, CO 80014
Phone: 303-261-3656
Fax: 303-368-1191
Website: www.cbeyond.net/frontrange
Products/Services: Voice, broadband, mobile services including BlackBerry® and Android® devices, broadband laptop access, voicemail, email, web hosting, fax-to-email, data backup, virtual private networking and cloud servers.
Company Description: As one of the leading voice, data and broadcasting providers, we work exclusively with a group entrepreneurial class of small business owners to provide an integrated bundle of business-grade services that include web hosting, email, cloud services, data back up and security, voicemail and more. Cbeyond's value is in its simplicity and superior customer support. Our goal is to offer you a comprehensive solution-one that's customized for you!
Person in charge/Title: Jim Geiger, CEO
Person handling Bixpo/Title: Tara Adams, Marketing Manager
Email: tara.adams@cbeyond.net
Booth Number: 105

Clear Channel Radio

4270 Byrd Drive
 Loveland, Co 80538
Phone: 970-461-2560
Fax: 970-461-0118
Website: www.600KCOL.com
Products/Services: 15, 30 and 60 second commercial advertising time, Web advertising on all of our radio web pages, streaming commercials on all of our stations.
Company Description: Clear Channel Radio serves all of Northern Colorado and Southern Wyoming with 6 radio stations including 4 FM and 2 AM stations. The 4 FM stations include KPAW, KXBG, KSME and KOLZ. The 2 AM stations include KCOL and KIIIX. The studios for Clear Channel Radio are located at the corner of Crossroads BLVD and Byrd Ave in Loveland. The office phone number is 970-461-2609.
Person in charge/Title: Dan Kuntz, Senior Marketing Consultant
Person handling Bixpo/Title: Stu Haskell, Market Manager
Email: stuhaskell@clearchannel.com and dankuntz@clearchannel.com
Booth Number: 103

Colorado Christian University

10190 Bannock Street #200
 Northglenn, CO 80260
Phone: 303-963-3269
Website: www.ccu.edu
Products/Services: College recruiting
Company Description: Private Christian University
Person in charge/Title: Jenifer Candelas, Regional Enrollment Director
Person handling Bixpo/Title: Jenifer Candelas, Regional Enrollment Director
Email: jecandelas@ccu.edu
Booth Number: 33

Colorado State University, College of Business, Graduate Programs

CSU, 110 Rockwell West
 Fort Collins, CO 80523
Phone: 970-491-5643
Fax: 970-491-3481
Website: www.biz.colostate.edu
Products/Services: We embark on an educational journey filled with bold dreams and profound purpose. We envision our graduates blending compassion with practical business sense.
Company Description: Every business, at one point or another, requires the skill and knowledge of a specialist. Students interested in high-level curricular depth should consider one of the master's programs offered by the College of Business at Colorado State University
Person in charge/Title: John Hoxmeier, Associate Dean for Graduate Programs
Person handling Bixpo/Title: Tonja Rosales, Program Manager
Email: tonja.rosales@colostate.edu
Booth Number: 77

Colorado State University OnlinePlus

1040 Campus Delivery, Spruce Hall
 Fort Collins, CO 80523
Phone: 970-491-7583
Fax: 970-491-7886
Website: www.online.colostate.edu
Products/Services: Colorado State University, founded in 1870, is a land grant institution and one of our nation's leading research universities with world-class research in infectious disease, atmospheric science, clean energy technologies, and environmental science. CSU is ranked in the top tier of universities in *U.S. News and World Report's* ranking of "America's Best Colleges and Universities."
Person in charge/Title: Hunt Lambert, Associate Provost
Person handling Bixpo/Title: Michael Macklin, Student Engagement Coordinator
Email: Michael.macklin@colostate.edu
Booth Number: 97

Columbine Health Systems

947 Worthington Circle
 Fort Collins, CO 80526
Phone: 970-482-0198
Website: www.columbinehealth.com
Products/Services: Our network offers a spectrum of services including skilled nursing facilities, independent and assisted living facilities, medical & non-medical homecare, medical equipment and a health club.
Company Description: Columbine Health Systems is a company providing services for seniors in Larimer County. We have skilled nursing facilities, independent living, assisted living, medical and non-medical homecare, medical equipment and health club.
Person in charge/Title: Bob Wilson, Owner
Person handling Bixpo/Title: Mary Beth Hammond, Community Outreach Coordinator
Email: Marybeth.hammond@columbinehealth.com
Booth Number: 68

Comcast Business Class

8000 East Iliff Avenue
 Denver, CO 80231
Phone: 303-603-2117
Products/Services: Comcast's Business Class suite of services offer reliable Internet, Phone and TV services with advanced business solutions to help your team easily and seamlessly work together.
Company Description: Comcast's Business Class services are designed to help businesses work faster and more efficiently by providing them access to a full array of communications technologies. Get reliable Internet, Phone and TV services, dedicated support and individual attention, 24x7, plus the convenience of one bill.
Person in charge/Title: Jay Dirkmaat
Person handling Bixpo/Title: Rachael Cook, Marketing Manager
Email: Rachael_cook@cable.comcast.com
Booth Number: 74

Computer Security Solutions & ESET

226 Saxony Road
 Johnstown, CO 80534
Phone: 970-744-7300
Fax: 970-593-6257
Website: www.CompSecGlobal.com
Products/Services: Suppliers of best of breed IT hardware and software security solutions, including multi-award winning ESET NOD32 antivirus and ESET Smart Security product range.
Company Description: Locally owned and operated in Northern Colorado since 2000 - Computer Security Solutions has been partnered with ESET for more than 8 years. Proud to now be offering Huawei-Symantec switches, network security and storage solutions.
Person in charge/Title: Greg Hewitt-Long, President
Person handling Bixpo/Title: Dianne Stayton
Email: Dianne@compsecglobal.com
Booth Number: 39

Computer Superheroes, Inc.

3131 South Vaughn Way
 Aurora, CO 80014
Phone: 303-261-1920
Fax: 720-248-2313
Website: www.cbeyond.net
Products/Services: Cbeyond is a leading broadband, mobile voice and data, IT, and business phone service provider built exclusively to serve the communication needs of small businesses.
Company Description: As one of the leading voice, data and broadcasting providers, we work exclusively with a group entrepreneurial class of small business owners to provide an integrated bundle of business-grade services that include web hosting, email, cloud services, data back up and security, voicemail and more. Cbeyond's value is in its simplicity and superior customer support. Our goal is to offer you a comprehensive solution-one that's customized for you!

Person in charge/Title: Jim Geiger, CEO

Person handling Bixpo/Title: Jeff Lorenzen, President
Email: jeff@computersuperheroes.com
Booth Number: 104

Cooper & Holly, Savvy Financial Futures

436 Flagler Road
 Fort Collins, CO 80525
Phone: 970-672-1200
Products/Services: Alternatives to standard financial strategies. Pay off your mortgage sooner, decrease your overall debt, and learn other options to diversify your portfolio
Company Description: Cooper & Holly is a new partnership between Sonia Cooper, of maCapital Resources, of Blue Ridge Futures. Both Jill and Sonia have a passion for changing perceptions and strategies surrounding finances. Benjamin Franklin once said "An investment in knowledge always pays the best interest" ... and they have the cliff notes!
Person in charge/Title: Sonia Cooper and Jill Holly, Partners
Person handling Bixpo/Title: Sonia Cooper, Partner
Email: Sonia@movingforward.com
Booth Number: 62

Corrado Executive Solutions

116 North College Avenue #1
 Fort Collins, CO 80524
Phone: 970-364-6064
Website: www.corradosolutions.com
Products/Services: Our proven process for business transformation includes an in-depth Organizational Assessment, Behavioral Assessments, Management training, and CEO Coaching for midsized companies.
Company Description: We work with CEOs who are concerned with the rate of growth in their company and are frustrated with their life imbalance. Through our proven process, clients gain valuable insight to the critical issues, learn how to fix them, and regain balance in their lives.
Person in charge/Title: Cheri Corrado, CEO
Person handling Bixpo/Title: Cheri Corrado, CEO
Email: cheri@corradosolutions.com
Booth Number: 96

Cosner Financial Group, LLC

204 Maple Street, Suite 104
 Fort Collins, CO 80521
Phone: 970-482-3922
Website: www.cosnerfinancial-group.com
Products/Services: Comprehensive financial planning and asset man-

agement.

Company Description: Cosner Financial Group has been dedicated to providing high quality, reliable investment advice for over 20 years. The foundation of any financial plan is an investor's comfort and confidence in what is being recommended. Without this trust even the most sophisticated plans may fail. Our goal is not only to provide our expertise but also make it so our clients don't worry about their investments or the future.
Person in charge/Title: Ryan Cosner, Owner
Person handling Bixpo/Title: Ryan Cosner, Owner
Email: rcosner@cosnerfg.com
Booth Number: 40

DaVinci Sign Systems

4496 Bents Drive
 Windsor, CO 80550
Phone: 970-203-9292
Fax: 970-203-9293
Website: www.davincisign.com
Products/ Services: Award-winning custom architectural, electric and LED. Signage manufacturing including design, engineering, fabrication, installation, permit and code consultation and service.
Company Description: DaVinci, a custom manufacturing company, specializing in "The Art and Science

of Identification," incorporates old-world craftsmanship and innovative design in award winning signage.
Person in charge/Title: John "JJ" Shaw, President
Person handling Bixpo/Title: John "JJ" Shaw, President
Email: john@davincisign.com
Booth Number: 133

Discount PC Solutions, LLC

PO Box 2550
 Loveland, CO 80538
Phone: 970-818-7657
Fax: 888-390-7422
Website: www.dpcs.co
Products/Services: Cabling, Network Security Installations, Malware Prevention & Repair, Servers & Workstations, Data Protection, Onsite Consultation, VOIP, Audio-Visual Installations, Video Conferencing.
Company Description: Professional & complete IT services everyone can afford.
Person in charge/Title: Dan Spanel, CEO and Jeff Lasco, CFO
Person handling Bixpo/Title: Jeff Lasco, CFO
Email: jlasco@dpcs.co
Booth Number: 34

Meet the 2011 Biggest Winners



AT THE CHALLENGE

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

No losers in this group.

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

Join the BizFit celebration


See who is the biggest winner and hear recaps of team challenges and successes.
Tickets - \$39 including a healthful lunch

Title Sponsor:



Banner Health

Associate Sponsors:




Team Coach:




Marketing Sponsor:



Event Architect and Producers:



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



lowing professions: Medical Assistant, Medical Billing & Coding, Pharmacy Technician, Paralegal, Therapeutic Massage, Administrative Assistant and Accounting. We have lifetime job employment assistance as well as career opportunities for professionals in the Education Industry.
Person in charge/Title: Colleen Laub, COO
Person handling Bixpo/Title: Ann Cross
Email: across@ibmc.edu
Booth Number: 56/69

ITX - Information Technology eXperts

2120 South College Avenue
 Fort Collins, CO 80525
Phone: 970-282-7333
Fax: 970-282-3764
Website: www.itxfc.com
Products/Services: Full-service IT support, including network design & admin., managed services, software/DB/Web development, network security, server & PC support, wireless, VoIP phone systems, e-mail security, back-ups & Disaster Recovery, collocation, business intelligence services, and hosting.
Company Description: Information Technology Experts, Inc. (ITX) is northern Colorado's leading full-service computer and information technology support services provider. Founded in 1996 by Mai Tran & Bruce Hottman, ITX has 140 employees and posts a 31% annual average growth rate. We serve our 200 commercial and government clients from our headquarters in Fort Collins, Colorado, and client locations nationwide. ITX is a minority-owned SDB, recent graduate from the 8(a) program, and possess both GSA STARS and Schedule 70 contracts. Our award-winning team is proactive, certified, and provides time-tested solutions that increase client effectiveness through the intelligent use of technology. Our mission is to deliver best-values IT solutions by partnering with our clients to help them achieve their goals. We provide quality products, solutions, and services - on time, within budget. Our commitment to process, quality, and combining the highest level of resources and expertise assures that our clients receive the greatest ROI.
Person in charge/Title: Mai Tran, COO and Bruce Hottman, VP Government
Person handling Bixpo/Title: Todd Evans, Sales/Program Manager
Email: tevans@itxfc.com
Booth Number: 109

Jet Marketing

1929 West County Road 56
 Fort Collins, CO 80524
Phone: 970-218-4797
Fax: 970-224-1047
Website: www.jetmarketing.net
Products/Services: Full-Service Marketing Agency
Company Description: Jet Marketing is a full-service agency. In combination with strategic partners, Jet Marketing pilots everything from market research to creative strategy, from print collateral to electronic solutions. The Jet team strives for a better than expected experience - marketing solutions that are on brand, on time and on budget.
Person in charge/Title: Jackie O'Hara, Owner/Lead Project Manager
Person handling Bixpo/Title: Jackie O'Hara, Owner/Lead Project Manager
Email: jackie@jetmarketing.com
Booth Number: 84

Just Office Furniture

825 SW Frontage Road #2
 Fort Collins, CO 80524
Phone: 970-493-9039
Fax: 970-484-1573
Website: www.justofficefurniture.com
Products/Services: New and Used office furniture, reconfiguration of office furniture and cubicles, moving, layout and designs.
Company Description: Locally owned and operated new and used office furniture dealer/broker. We have been in business for over 30 years. Just Office Furniture does take pride in the work that we do for our customers.
Person in charge/Title: Mike Hepler, Owner
Person handling Bixpo/Title: Bobbie Burns
Email: bobbie.burns@justofficefurniture.com
Booth Number: 119/120/121

Kennedy & Coe, LLC

6125 Sky Pond Drive, Suite 200
 Loveland, CO 80538
Phone: 970-685-3500
Fax: 970-663-0223
Website: www.kcoec.com
Products/Services: We provide many different services to help your company succeed. Simply put, we're not your average accountants
Company Description: At Kennedy and Coe, we are ranked as one of the Top 100 largest accounting and consulting firms in the U.S. Clients tell us we're different because we are genuine people, generating creative ideas and delivering valuable results. We hope to have the opportunity to be of service to you.
Person in charge/Title: Kurt Siemers, CEO
Person handling Bixpo/Title: Peter Martin, Business Development
Email: pmartin@kcoec.com
Booth Number: 42/55

Kruger & Clary, CPAs

515 South Howes Street
 Fort Collins, CO 80521
Phone: 970-482-6947
Fax: 970-472-4061
Website: www.krugercpas.com
Products/Services: Income Tax Preparation, Tax Planning, Bookkeeping, Payroll, Estate Planning, QuickBooks Training, Notary Services, and Business Consulting.
Company Description: Kruger & Clary, CPAs provide professional tax and accounting services that meet your need through innovative thinking and efficient work. We know the tax code inside and out and we specialize in filing your income taxes error-free. We value communication and will work closely with you to help you achieve your financial and tax goals.
Person in charge/Title: Melissa Clary and Dale Kruger, Co-Owners
Person handling Bixpo/Title: Melissa Clary, Co-Owner
Email: Melissa@krugercpas.com
Booth Number: 4

KUNC-Community Radio for Northern Colorado

1901 56th Avenue
 Greeley, CO 80631
Phone: 970-350-0822
Fax: 970-350-2580
Website: www.kunc.org
Products/Services: Presenting NPR and award-winning regional news; classic and contemporary folk and rock music, and public radio favorites for Northern Colorado.
Company Description: KUNC was the first Colorado public radio station to join NPR, and has long been recognized as an innovative leader in public broadcasting, introducing programs like All Things Considered, Morning Edition, Car Talk and more to listeners in Colorado. KUNC reaches a weekly audience of nearly 150,000 listeners through a network of 18 stations and translators across

Colorado.
Person in charge/Title: Neil Best, President and CEO
Person handling Bixpo/Title: Robert Leja, Director of Corporate Support & Marketing
Email: Robert.leja@kunc.org
Booth Number: 47

Lemons Heating and Cooling

24725 WCR 58
 Greeley, CO 80631
Phone: 970-567-0798
Fax: 970-356-3587
Products/Services: Geocomfort Heating & Cooling Systems. Geothermal Heating and Cooling Systems.
Company Description: Specializing in Geothermal Heating & Cooling Systems from design to installation to continuous service on all heating & cooling systems. From humidification to filter systems to 24 hour service.
Person in charge/Title: Jerry Lemons, Owner
Person handling Bixpo/Title: Jerry Lemons, Owner
Email: lemonshvac@msn.com
Booth Number: 32

LeTip Fort Collins

2850 McClelland Drive
 Fort Collins, CO 80526
Phone: 970-222-5334
Products/Services: Networking group that meets every Tuesday Morning from 7:30 - 9:00. Helping build one another's business through qualified referrals.
Company Description: Networking (leads) group
Person in charge/Title: Lamont Jones, Chapter President
Person handling Bixpo/Title: Ben Morgan, Vice President
Email: bmorgan1@farmersagent.com
Booth Number: 25

Loveland Chamber of Commerce

5400 Stone Creek Circle
 Loveland, CO 80538
Phone: 970-667-6311
Fax: 970-667-5211
Website: www.loveland.org
Products/Services: We will have information about the Loveland Chamber and resources about what is Founded in 1902, the Loveland Chamber of Commerce is Northern Colorado's "driving force for business." Comprised of over 700 local companies, the Chamber offers a vast array of educational and networking programs to help its investors, both large and small, gain skills and resources necessary to

thrive in today's economy.
Person in charge/Title: Brian Willms, President/CEO
Person handling Bixpo/Title: Ann Baron, Business Development Manager
Email: abaron@loveland.org
Booth Number: 87

Madwire Media

504 West Eisenhower Boulevard
 Loveland, CO 80537
Phone: 970-663-7635
Fax: 970-663-1767
Website: www.madwirewebdesign.com
Products/Services: Web design, web development, logo design, branding, video production, public relations, internet marketing, SEO, SEM
Company Description: Madwire Media is Colorado's largest web design firm with local, national and global clients. Madwire grew from 2 to more than 40 employees in 2010 and plans to add at least 35 to the staff by the end of 2011, with an additional 200 in 2012. The reason for such growth is because we put great focus on phenomenal customer service, modern design, efficient development, marketing and public relations that drives results at incredibly low rates. We offer a wide range of design, development, programming, internet marketing and public rela-

tions services to fit anyone's needs.
Person in charge/Title: Joe Kellogg, CEO and JB Kellogg, COO
Person handling Bixpo/Title: Farra Lanzer, Public Relations
Email: farra@madwiremarketing.com
Booth Number: 98/111

Midtown Arts Center

3509 South Mason Street
 Fort Collins, CO 80525
Phone: 970-225-2555
Website: www.midtownartscenter.com
Products/Services: Entertainment, Events and Education
Company Description: Our contemporary and elegant dinner theatre is your perfect choice for that long-overdue date-night, corporate party, or night on the town. Midtown Arts Center also specializes in corporate banquets, weddings, holiday parties, and fund raising galas as well as providing the best training for future performers as they develop the techniques, knowledge, and experience needed to succeed.
Person in charge/Title: Kurt Terrio, Owner
Person handling Bixpo/Title: Christa D. Reed
Email: christa@midtownartscenter.com
Booth Number: 110


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

NORTHERN COLORADO

CFO


OF THE YEAR

AWARDS



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

Register today.
 Scan with your smart phone and go to **Event Registration NCBR.com**



2011 CFO of the Year Criteria

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

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

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

Award Categories:

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

- 1 - 9 Employees
- 10 - 24 Employees
- 25 - 49 Employees
- 50 - 99 Employees
- 100+ Employees

- Nonprofit - Human Services
- Nonprofit - Creative Industries

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

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

September 15, 2011 7:00-9:30 a.m.

Embassy Suites - Loveland

If your company would like to join us in sponsoring the Northern Colorado CFO of the Year Awards, contact De Dahlgren, NCBR Marketing Director, ddahlgren@ncbr.com

Social Media Pilots
117 East Mountain Avenue, Suite 222
Fort Collins, CO 80524
Phone: 970-212-4685
Website: www.socialmediapilots.com
Products/Services: We are the experts in Social Media. We offer strategic consulting, account set-up and maintenance for all your Social Media Marketing needs.
Company Description: Our mature marketers are not distracted by the next shiny object or short-lived internet fad. We have a reasonable perspective about this truly viable way to win the hearts and minds of prospects. Social Media is a new form of "pull" marketing - it's time to participate strategically.
Person in charge/Title: Laurie Macomber and Ron Zasadzinski, Owners
Person handling Bixpo/Title: Jerek Justus, Pilot
Email: jerek@socialmediapilots.com
Booth Number: 21

Super Shuttle & Yellow Cab
4414 East Harmony #200
Fort Collins, CO 80528
Phone: 970-225-4838
Fax: 970-223-5088
Website: www.supershuttle.com and www.northerncoloradoyellowcab.com

Products/Services: Airport shuttle service between DIA & Northern Colorado, Cheyenne & Estes Park. Charter buses, taxi service & chauffeured car service also available.
Company Description: Don't pay for airport parking again. With 7-16 daily shuttles between Denver Airport & Fort Collins, Loveland, Greeley, Estes Park, Longmont & Cheyenne you will be sure to arrive at the airport without the hassle of paying for parking & walking. Yellow Cab taxi service, charter buses & chauffeured town car service also available.
Person in charge/Title: Shawn Campbell, General Manager
Person handling Bixpo/Title: Jessica Goepfert, Sales & Marketing Manager
Email: Jessica.goepfert@veolia-transdev.com
Booth Number: 102

Swingle Lawn and Tree
8585 East Warren Avenue
Denver, CO 80231
Phone: 303-337-6200
Fax: 303-745-3658
Website: www.myswingle.com
Products/Services: Total landscape care company. Lawns, trees, plans and décor. We make your life more enjoyable by keeping our promises for 64 years.
Company Description: 64 years in business in the Front Range. Total landscape care company. We keep our promises to our value clients. We create beautiful spaces year round! So your life can be more enjoyable at your home!!
Person in charge/Title: John Gibson, President
Person handling Bixpo/Title: Tom Lynch
Email: tlynch@swingletree.com
Booth Number: 7

Sylvan Dale Guest Ranch
2939 North County Road 31D
Loveland, CO 80538
Phone: 970-667-3915
Fax: 970-635-9336
Website: www.sylvandale.com
Products/Services: Business Retreats, Team Development, Weddings, Family Vacations, Picnic Outings, Private Celebrations, Holiday Events, Bed and Breakfast, Horseback Adventures, Fly Fishing, Heart-J Grass-fed Beef.
Company Description: Sylvan Dale Guest Ranch is Northern Colorado's best place for memorable experiences. A rich ranching history since 1946, Sylvan Dale continues in family ownership offering guests the opportunity to disconnect while staying connected through Wireless Internet access. The peace of the valley, the sound of the dinner bell, and the friendly genuine service translates into time well spent. Sylvan Dale Ranch—where you can still see the stars.
Person in charge/Title: Susan Jessup
Person handling Bixpo/Title: Ge Moore, Sales Manager
Email: gem@sylvandale.com
Booth Number: 114

Teleco of the Rockies
1001-A East Harmony Road #140
Fort Collins, CO 80525
Phone: 970-282-7500
Fax: 970-282-1264
Website: www.telecofc.com
Products/Services: Full service telecommunications company specializing in state of the art equipment from VoIP to traditional telephone systems with sales, services and complete support.
Company Description: Teleco of the Rockies is a locally owned and operated telecommunications company providing a variety of services ranging from: VoIP and digital telephone systems, Voicemail solutions and Unified Communications. Our goal is total customer satisfaction and to be a "one stop shop" for all of your Telecom and IT needs.
Person in charge/Title: Will Porter, President
Person handling Bixpo/Title: Will Porter, President
Email: wporter@telecofc.com
Booth Number: 101/108

The Mantooth Marketing Company
2715 Sage Creek Road
Fort Collins, CO 80528
Phone: 970-482-7644
Fax: 970-204-9307
Website: www.mantoothcompany.com
Products/Services: Full service marketing company including graphics, web, social media, research and planning, media buying and special event planning.
Company Description: With over 50 years of experience and 15 years in business, The Mantooth Marketing Company is proud to be known as marketing directors for hire. We are trained to provide all marketing services to our vast list of clients while instilling the importance of each relationship.
Person in charge/Title: Connie

Hanrahan, Owner
Person handling Bixpo/Title: Kerrie Luginbill
Email: Kerrie@mantoothcompany.com
Booth Number: 17

Tim O'Hara Photography
1929 West County Road 56
Fort Collins, CO 80524
Phone: 970-218-5155
Fax: 970-224-1047
Website: www.oharaphoto.com
Products/Services: Commercial still and video photography
Company Description: With creativity, attention to excellence and with consideration to a client's budget—that's how Tim O'Hara captures people, places and products in both still and video formats. If 30 years in business and a wall of awards is impressive to you - we got them! If not - never mind. Lets work together and create some great images!
Person in charge/Title: Tim O'Hara, Owner/Commercial Photographer
Person handling Bixpo/Title: Tim O'Hara, Owner/Commercial Photographer
Email: creative@oharaphoto.com
Booth Number: 75

University of Northern Colorado's Monfort College of Business
Campus Box 128
Greeley, CO 80639
Phone: 970-351-1273
Fax: 970-351-2500
Website: www.mcb.unco.edu
Products/Services: Undergraduate emphasis in accounting, computer information systems, finance, general business, management, and marketing. Masters in Accounting.
Company Description: The Monfort College is recognized for delivering excellence in business education. It is the first and only business program to receive the Malcolm Baldrige National Quality Award from the Office of the President of the United States. The college is accredited by AACSB International in both business and accounting.
Person handling Bixpo/Title: Michael Leonard
Email: Michael.leonard@unco.edu
Booth Number: 124

Warren Federal Credit Union
7670 5th Street
Wellington, CO 80549
Phone: 970-568-7111
Fax: 970-568-7965
Website: www.warrenfcu.com
Products/Services: Our product offering is extensive from our Free Rewards Checking with no minimum balance required to our competitive rates on loan, deposit and investment products.
Company Description: Warren Federal Credit Union has been instrumental in helping members achieve their financial dreams for 60 years. With over 38,000 members worldwide, it is imperative to be a leader in both personal and business banking. Experience the difference. It's not a bank, it's Warren! Find out more by visiting our booth or check us out online at warrenfcu.com.
Person in charge/Title: Stephanie Teubner, President/CEO and Mary

McCaffrey, Wellington Branch Manager
Person handling Bixpo/Title: Mary McCaffrey, Wellington Branch Manager and Jeremy Hamilton, Business Development Specialist
Email: mmccaffrey@warrenfcu.com and jhamilton@warrenfcu.com
Booth Number: 37

Watson Moving & Storage, A Bluebird Company
200 SW 12th Street, Unit 106
Loveland, CO 80537
Phone: 970-669-8001
Website: www.nocomovers.com
Products/Services: From packing to delivery, Watson Moving & Storage offers service with efficiency and confidence. Being fully insured and licensed, you know your belongings are protected. Residential moves - local and nationwide, Commercial moves, Temperature-controlled storage.
Company Description: The Northern Colorado Moving Company with More Than 50 Year of Moving Experience You Can Trust Watson Moving & Storage is a third-generation, family-owned business. Since 1957, we have been a trusted source for families and businesses that need a reliable, responsive moving company.
Person in charge/Title: Joel Gilliland, Owner
Person handling Bixpo/Title: Joel Gilliland, Owner
Email: joel@nocomovers.com
Booth Number: 115/116

Wells Fargo Advisors, LLC
2900 South College Avenue, Suite 2B
Fort Collins, CO 80525
Phone: 970-223-4800
Fax: 970-223-2851
Website: www.wellsfargoadvisors.com
Products/Services: Financial services including retirement planning, IRA's, 401K rollovers, college savings, full service brokerage, insurance needs, both personal and business strategic planning.
Company Description:
Person in charge/Title: Thomas Mapp, Branch Manager
Person handling Bixpo/Title: Jeff Rittner, Financial Advisor
Email: jeff.rittner@wfadvisors.com
Booth Number: 50

WesTech eSolutions, Inc.
1715 Ironhorse Drive, Suite 250
Longmont, CO 80501
Phone: 720-204-6063
Fax: 720-306-7163
Website: www.wesTech-eSolutions.com
Products/Services: Document management solution provider that also offers data capture and conversion services.
Company Description: As a full service document management solution provider we offer 20 years of experience in solution design and conversion services. Delivering complete platforms, scanning, indexing, storing and destruction (certification of destruction provided) of vital information that streamlines work flows and moves companies into a less paper, more profit envi-

ronment.
Person in charge/Title: Bill West, Vice President
Person handling Bixpo/Title: Lisa Henry, Director of Sales & Marketing
Email: lisa@westech-esolutions.com
Booth Number: 38

WolfVision, Inc.
1601 Bayshore Highway, Suite 168
Burlingame, CA 94010
Phone: 650-648-0002
Website: www.wolfvision.com
Products/Services: WolfVision has a presentation camera called "Visualizer" to help conduct lectures, trainings, meetings, briefings, presentations or videoconferences.
Company Description: WolfVision is a manufacturer of high-end Visualizers. They are used for displaying any kind of object or simply just handwriting. They are designed to easily and accurately capture any kind of material to a projector, videoconferencing, monitor, or to record to a computer. WolfVision offers ceiling, tabletop, or stand-alone cameras.
Person in charge/Title: Andrea Mayer, Sales Manager West
Person handling Bixpo/Title: Andrea Mayer, Sales Manager West
Email: andrea.mayer@wolfvision.us
Booth Number: 70

WY-CO Workforce Partnership
Larimer County Workforce Center
<http://www.larimerworkforce.org>
Fort Collins Office
200 West Oak Street, Suite 5000
Fort Collins, Colorado 80521
(970) 498-6600
Loveland Office
418 East 4th Street
Loveland, Colorado 80537
(970) 667-4261
Employment Services of Weld County
<http://www.eswc.org>
315 North 11th Avenue, Building B
P.O. Box 1805
Greeley, Colorado 80632
(970) 353-3800
Workforce Boulder County
<http://www.wfbc.org/>
Longmont
1500 Kansas Avenue, Suite 4D
Longmont, Colorado 80501
(303) 651-1510
Boulder
2520 55th Street, Suite 100
Boulder, Colorado 80301
(303) 301-2900
Wyoming Department of Workforce Services
<http://www.wyomingworkforce.org>
1510 East Pershing Boulevard
Cheyenne, Wyoming 82002
(307) 777-3700
Products/Services: Convenient access to a wide array of resources and information to help with your employment needs. Contact us to find out more!

Company Description: The WY-CO Workforce Partnership is a collaboration of Workforce Centers in Boulder, Larimer, and Weld Counties and southeastern Wyoming. Our purpose is to strengthen services and resources to better meet the demands of a changing labor force and to revolutionize the ways in which we serve our customers throughout the region.

Person handling Bixpo/Title: Jackie Tuck
Email: jtuck@larimer.org
Booth Number: 78

Wyoming Business Report (BizWest Media, LLC)
1603 Capitol Avenue, Suite 211
Cheyenne, WY 82001
and
141 South Center Street, Suite 304
Casper, WY 82601
Phone: 307-638-3200 and 307-577-1111
Fax: 307-635-1645 and 307-237-3280
Website: www.wyomingbusinessreport.com
Products/Services: The Wyoming Business Report, WyomingBusinessReport.com, WBR's eDaily newsletter, Book of Lists, Energy Wyoming, Business Profiles, Wyoming MD, Wyoming R&D/Manufacturers, How-to-Guide, Event Planning Guide and DataBank.
Company Description: The locally-owned Wyoming Business Report, best known for its award-winning print edition, delivers quality business journalism through many forms of media. Known for aggressive and comprehensive business reporting in the monthly business journal, the Wyoming Business Report has also embraced the Internet, e-mail, TV and radio.
Person in charge/Title: Belinda Nelson, Publisher
Person handling Bixpo/Title: De Dahlgren, Director of Marketing and Events
Email: ddahlgren@ncbr.com
Booth Number: Bixpo Central

YESCO Custom Signs
219 North Timber Line Road
Fort Collins, CO 80524
Phone: 970-472-5466
Fax: 970-472-5964
Website: www.yesco.com
Products/Services: YESCO is Colorado's largest premier manufacturer of custom and electronic signs, specializing in commercial and retail exterior signage programs. Design, fabrication, installation, engineering, service & maintenance.
Company Description: YESCO, a 90 year old company with 25 years of presence in the Colorado market, has emerged as the leading Colorado company, specializing in the latest LED display technologies. YESCO has the distinction of being the only company in Colorado that designs, engineers, fabricates, installs and services its own electronic display systems.
Person in charge/Title: Rick Bellefeuille, Sales Manager
Person handling Bixpo/Title: Jim Malm
Email: jalmalm@yesco.com
Booth Number: 73



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2011-2012

Business Report Events

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	<p>September 15, 2011 Embassy Suites, Loveland Exhibit spaces and sponsorships available. Sponsored by: Krueger and Clary, CPA; Palmer Flowers; Mad Wire Media; Social Media Pilots; Better Business Bureau; Health District of Northern Larimer County, KUNC Radio and DaVinci.</p>
	<p>September 15, 2011 At Bixpo – Embassy Suites, Loveland Tickets \$39 per person includes breakfast Sponsored by: Kennedy & Coe; AccentCare of Colorado; CBeyond; Monfort College of Business; Palmer Flowers.</p>
	<p>September 15, 2011 5:30 – 7:30 p.m. Embassy Suites, Loveland A cocktails and hors d'oeuvres event. Tickets \$25 per person; \$35 at the door. Sponsored by: Public Service Credit Union and Midtown Event Center.</p>
	<p>September 15, 2011 At Bixpo – Embassy Suites A lunch event filled with awards and fun. Sponsored by: Banner Health-North Colorado Medical Center & McKee Medical Center; Shirazi Benefits; Palmer Flowers.</p>
	<p>October 15, 2011 7:30 a.m. – 1:30 p.m. Embassy Suites, Loveland Tickets \$45 per person Sponsored by: Poudre Valley Hospital; Anthem Blue Cross and Blue Shield; Better Business Bureau; Mueller & Associates CPA.</p>
	<p>January 12, 2012 At University of Northern Colorado A lunch event Title sponsor: Monfort College of Business</p>
	<p>March 8, 2012 Union Colony Civic Center Awards presentation and reception Title sponsor: Monfort College of Business</p>
	<p>April 2012 The Green Summit shows how business and environmental stewardship go hand-in-hand. Exhibit space & sponsorships available.</p>
	<p>May 2012 Awards program and cocktail-hors d'oeuvres reception honoring 100 fastest-growing, privately-held companies in Northern Colorado.</p>
	<p>July 2012</p>
	<p>August 2012</p>

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