NEWS

Mister Money ready to deal4it online

Interactive technology aimed to entertain online shoppers

Page 2

208 Commission finding opposition

Republicans pushing incremental change in health care Page 3



DTS opens GIS office in Fort Collins

Development team operating on agile design model Page 3

THE EDGE



Be prepared for e-discovery mandate

Electronically stored information must now be readily available Page 7

SPECIAL REPORT



A look at NoCo's Main Street

Get your bearings on ever-changing Interstate 25 **Page 12-13**

LISTS Region's largest:

Law offices Page 6

Windsor employers Page 19



Northern Colorado BUSILES \$1 Jan 4-17, 2008 Vol. 13, No. 8 www.ncbr.com



2008 Economic Forecast

Tucker Hart Adams joins regional experts

Page 4

Powertech swings back at council

Uranium mining proposal to come under microscope

By Steve Porter

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Feeling under attack for its plan to mine uranium in Northern Colorado, Powertech USA is fighting back with full-page advertisements in three of the region's newspapers to get its message out that it will be a responsible protector of the environment if mining operations are approved by the state.

But state legislators say they plan to craft legislation in the next session that would ensure that the Canadian company can demonstrate it will not harm the environment before a mining permit is issued. In full-page reprints of a letter written to Fort Collins Mayor Doug Hutchison and members of the city council that appeared in the Fort Collins Coloradoan, Greeley Tribune and the Northern Colorado Business Report, Powertech spokesman Richard Blubaugh expressed "profound disappointment" that the council voted 6-0 on Dec. 4 to oppose uranium mining in the region.

"It is our belief that the action

taken by the city council was not only premature and unwarranted but that it was also predicated on several erroneous assumptions about uranium mining in general and about the federal, state and local government permitting processes in particular," Blubaugh's letter said.

The letter also criticized the resolution for misstating Powertech's road to obtaining a mining permit

See POWERTECH, 17



draws to a close, new developments will be shooting up on either side of Interstate 25, Northern Colorado's Main Street. Some, like the John Q. Hammons Embassy Suites Hotel at The Ranch (see story, right), have been in the works for years and are just now coming out of the ground. Others, like the historic land swap between the city of Fort Collins and Colorado State University that will bring the new-energy-economy AVA Solar manufacturing plant (see archives at www.ncbr.com) to the Prospect Road interchange, are freshly minted. We've outlined this next wave, from Wellington to Longmont, from sports camps to mixed-use residential, aviation to education, starting with a locator map on pages

GOING UP – The Embassy Suites-Loveland Hotel and Spa is starting to make its appearance near The Ranch, Larimer County's fairgrounds complex. When complete in March 2009, the eight-story hotel will have 263 suites to attract convention goers.

By Steve Porter

sporter@ncbr.com

LOVELAND — With its steel skeleton slowly rising from the ground, the new Embassy Suites—Loveland Hotel and Spa is beginning to take shape on The Ranch, the Larimer County fairgrounds complex east of Interstate 25 in Loveland.

When finished in March 2009, the eight-story, \$60 million facility will have 263 rooms and about 80,000 square feet of convention space.

The hotel is being developed by Springfield, Mo-based John Q. Hammons Hotels and Resorts. Company founder John Q. Hammons, 88, visited The Ranch last summer for the groundbreaking for the facility, the

198th that the hotel-building icon will have constructed across America since the company was founded in 1958.

The Loveland Embassy Suites project was first announced in early 2003 with an estimated completion date of 2006. That project was to have been built on Hammons-owned land on the west side of I-25, but plans later changed to build the hotel on the same side of the interstate as The Ranch.

But by mid-2006, relations between Hammons and the county hit a snag and it appeared that the project would be canceled and the county would seek another hotel builder for the site. However, the two parties were eventually able to resolve their differences and the Embassy Suites project broke ground in July 2007.

See EMBASSY, 16

Mister Money characters ready to deal4it online

Rich interactive video technology secret to service

By Kristen Tatti

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FORT COLLINS — Executives at Mister Money Holdings set out last spring to develop a product for what they consider an underserved consumer population — the online auction shopper.

While working on an entertaining and engaging online shopping store for the company's Mister Money new and used retail operations, Mister Money executives Doug Will, Tim Lanham and Ty Ricker discovered a missing element in available services: consumer engagement.

"All of the focus has been on the product, not the buyer," said Ricker. He found in his research that Internet retailers — such as eBay, Amazon and Overstock — haven't changed much since about 2001.

"There really hasn't been anything innovative," he said.

Will, president and chief financial officer of Fort Collins-based Mister Money Holdings, added that Internet retailers have already gone as low as possible on prices. The next frontier, he said, is in the customer experience.

So the group has spun off deal4it Technologies Inc. with an eye toward humanizing the Web with rich interactive video — or RIV. Lanham serves as the chief

operating officer and president, Will as CFO and Ricker as director of new business development of deal4it.

When the group began developing an online shopping experience, they decided that television home-shopping station QVC had the right idea in using personalities to peddle its wares. But customer engagement does not extend to its online presence.

So deal4it.com is really a marriage of a QVC-like shopping experience and "Saturday Night Live"-esque skit comedy, according to Ricker.

Deal4it Technologies Inc. has created an interactive shopping application that integrates reactive characters or avatars with live bidding. The result is a seamless video that appears to be a part of the product listing. Shoppers are instructed by the characters on how to navigate and place bids on an item. Using a proprietary matrix that takes into account the seller's desired profit margin, the character will inform the shopper whether or not the bid was accepted.

"Deal4it.com is an exciting new way of interactive shopping where the customers have fun making deals with entertaining salespeople," Ricker explained.

The company began working with the idea in a low-key way, with Mister Money Holdings employees creating characters and acting out scenarios. Now, the company has a professional production company in Denver filming 15 to 20 characters, from a busy mom to a "yoga ninja" to a 1920s-style detective and dame.

In-person intro in Las Vegas

Ricker said that the company deat4it

"Deal4it.com is an exciting new way of interactive shopping where the customers have fun making deals with entertaining salespeople."

Ty Ricker, deal4it Technologies Inc.

will tap into the appeal of the characters when it unveils at the 2008 CES International — a blogger-oriented conference hosted by the Consumer Electronics Association held in Las Vegas Jan. 7 to 10.

Rather than use monitors to highlight the deal4it experience, the company is bringing several of its characters to network at the expo in person. Ricker explained that the idea is to humanize its product — just as the product is attempting to humanize the Web.

At the conference, deal4it will introduce its first two products — a widget that can be displayed on any Web site and an overlay for eBay.com. The company received approval for both products from eBay in late December.

The initial plan was to focus on getting approval for just the widget — an onscreen application that will expand within a window when manipulated by a

user. The deal4it widget offers an eBay.com search for products that will expand to include the characters and bidding applications. The widget can be placed on any Web site — such as a blog — and can offer profit-sharing for any products sold from it.

Will said that having deal4it appear on the eBay Web site as well was always part of the plan, but company executives decided against asking for everything at once.

"The first comment back from eBay was about the listing page," he explained — the online retailer foresaw the integration as the next step.

As a result, eBay sellers will be able to add the deal4it characters to their listing page for 29 cents per listing and include the interactive bidding element for 99 cents per listing.

The widget and screen overlays for eBay are only the beginning for deal4it. The company plans to expand its services to other online shopping sites and eventually offer a single-site portal of Web shopping using deal4it.com as a search base that can aggregate sellers from multiple sites. Deal4it is also working on an application for Facebook.

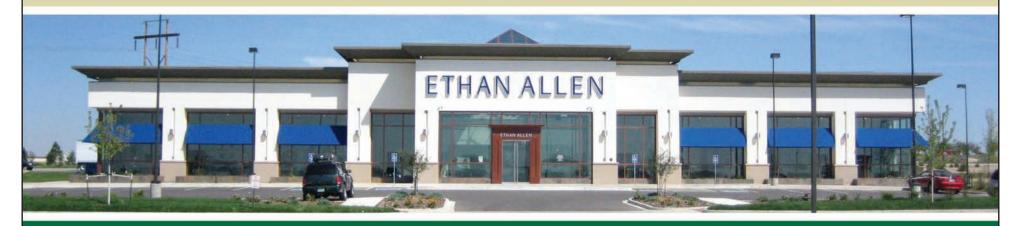
The main focus for the company is its RIV technology. Ricker explained that it is about bringing human interaction into the Internet experience.

"RIV can be used in so many applications," he said, such as education and training, trip planning, etc. Deal4it will eventually seek to license its RIV technology to companies looking to make their sites more interactive and entertaining.

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CSU lets sun shine in DIA ad

During the recent scrum known as holiday travel through **Denver** International Airport, what to the wondering Eye should appear but a spectacular backlit advertisement for Colorado State University strategically placed in the East Terminal baggage claim

Over the headline, "Creating Light. Creating Energy. Creating Jobs." a serious-looking W.S. Sampath, founder of AVA **Solar Inc.**, is standing in a grove of aspens, holding one of the revolutionary, patented, compact solar panels his company plans to begin manufacturing soon in Fort Collins.

The energy referred to is electricity that is expected to cost less than \$1 per watt when the technology hits the market in 2009.

The jobs are high-paying and number more than 400. They will be in a \$100 million plant slated to break ground later this year on 143 acres at the intersection of Interstate 25 and Prospect Road obtained by the university in a November land swap with the city.

You know this, and the Eye knows this, and readers of the January issue of ColoradoBiz magazine know this, even though they may think his name is "Samprath."

But how many of the estimated 2 million or so DIA passersby got the message? They certainly had enough time to read the ad waiting for flights delayed by after-Christmas snows, but as long as they saw the CSU logo in the corner, it was worth the investment.

INSIDE

Classifieds22 Economic Indicators23

Business, GOP oppose 208 Commission ideas

Republicans vow to push for incremental change in health care

By Steve Porter

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DENVER — A final health-care reform proposal planned for delivery on Jan. 31 to the state Legislature is still being tweaked by the Blue Ribbon Commission on Health Care Reform, also known as the 208 Commission for the bill

But business and Republican leaders are already lining up to oppose the proposal before it gets out of the starting gate because of perceptions that it will cost too much and demand

too much of employers, especially small businesses.

"Each proposal coming out of the 208 Commission by itself is unacceptable," said Tony Gagliardi, state director for the National Federation of Independent Business. "We do not in any way believe the government should be running or in control of the health-care system."

So far, the 208 Commission has studied 31 proposals and trimmed those down to four, with a fifth proposal developed in part from the final four. The recommendation to the Legislature will likely look a lot like that fifth proposal, said Edie Sonn, commission spokeswoman.

"The package of recommendations that we'll put forward tracks very closely with the fifth proposal, but there are some differences," Sonn said. "I don't think you'll see anything in the final recommendation that's very different from the fifth proposal, just tweaked a bit."

The proposals all aim to increase — to varying degrees at varying costs — the number of people who can be covered by health insurance. Currently, there are an estimated 792,000 uninsured state residents, or about 17 percent of the population.

Proposal No. 5 requires people to have insurance, expands public programs and helps people buy private insurance. An analysis showed the program as proposed would still leave about 2 percent without coverage and cost about \$1.1 billion to set up.

The most controversial proposal — a singlepayer, universal system that would cover everyone — would create a state-run system that would cost about \$1.5 billion less annually than is now being spent but would require about \$15 billion in new spending to set up.

The single-payer proposal is the least accept-See 208 COMMISSION, 21

Leprino plan cheers Greeley dairy farmers

New Greeley plant would boost milk orders threefold

By Tom Hacker

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GREELEY — The mozzarella cheese plant that Denver-based Leprino Foods Co. appears ready to build on the east Greeley site of the former Great Western Sugar mill would do more than supply the region with 400-plus high-paying jobs.

It would also propel to new heights a thriving Northern Colorado dairy industry, now growing at a rate of 8 percent annually.

In regions surrounding the nine U.S. plants where Leprino manufactures its products, dairy operators become beneficiaries. That's why Colorado members of the Dairy Farmers of America, the cooperative with which Leprino has its supply contracts, await the company's pending decision with crossed

"If they choose to operate in Northern Colorado, it will be the extension of a relationship that would be very beneficial to our industry," said Greg Yando, chief operating officer for the DFA's eight-state mountain area region. "It would be a wonderful coup for Greeley to get that, and it would have tremendous benefits for our members."

A Greeley manufacturing center would be eprino's second in the state, joining a smaller factory in Fort Morgan.

Yando measures the potential benefit to Northern Colorado's dairy industry by the tanker load. Fort Morgan's plant daily digests 45 tanker loads of milk from co-op members.

"In the case of the plant they are contemplating, we'd be looking at something between 100 and 120 tanker loads of milk a day," Yando

With each tanker truck carrying 50,000 pounds of milk, the new plant's daily milk intake would be between 5 million and 6 million pounds.



Brett Wagner, Northern Colorado Business Report

FROM SUGAR TO CHEESE - The former Great Western Sugar mill on First Avenue in Greeley is the site under consideration by Denver-based Leprino Foods for a mozzarella manufacturing facility that could bring more than 400 jobs to the region.

'Progressive, productive'

Leprino president Larry Jensen told the Business Report in mid-December that a clear draw for the company to locate in Northern Colorado was the quality of the milk produced here. He described the region's dairy farmers as "the most progressive, the most innovative and most productive in the nation."

Leprino contracts with the DFA co-op to See LEPRINO, 21

DTS opens GIS office in Fort Collins

Software design team operating on agile development model

By Kristen Tatti

ktatti@ncbr.com

FORT COLLINS — In a nod to Northern Colorado's talented work force in the geographic information systems sector, Data Transfer Solutions LLC recently opened a regional office here.

The Orlando, Fla.-based GIS company hired a team of five software developers about a month ago. The team previously worked for GIS industry giant The Sanborn Map Co. Inc. in Fort Collins.

It wasn't really that DTS chose the team but that the team chose the company, explained Chris Spagnuolo, the senior project manager and office manager for DTS' new Fort Collins site.

Spagnuolo said his team formed out of a common interest in agile software

development. Agile development is a relatively new method for designing software that involves the end-user throughout the process.

SPAGNUOLO

As opposed to waterfall development, in which the software developers receive a project, complete it, then deliver it to the customer, agile development requires constant interaction with the customers during the project. Pieces of the program are completed throughout the process, often in two-week periods, and delivered to the customer. The customer can then critique what has been accomplished, make suggestions or ask for additional capabilities.

Spagnuolo connected with his team through blogs and other agile development-focused

See DTS, 10

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Registration closing for Economic Forecast 2008

Crucial questions for region's businesses on panel's agenda

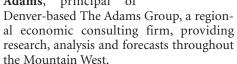
By Kate Hawthorne

khawthorne@ncbr.com

GREELEY — The last day to register to attend the 10th annual Economic Forecast luncheon at the Island Grove Events Center in Greeley is Jan. 10.

Economic Forecast 2008 will be presented by the *Northern Colorado Business Report* at the Events Center, 501 N. 14th Ave. in Greeley, on Jan. 15, from 11:30 a.m. to 1:30 p.m.

This year's featured panelist is Tucker Hart Adams, principal of



She will be joined in a panel discussion by distinguished regional economic experts **John Green**, who is also the researcher behind *NCBR*'s quarterly Index of Leading Economic Indicators; **Dan Eckles**, partner/broker at Realtec Commercial Real Estate Services Inc., Fort Collins; and **Martin Shields**, Colorado State University economist.

Hart Adams, who is also chief economist for US Bank in the Rocky Mountain region, and the other panelists will discuss major industries and topics, including agriculture, banking and finance, health care, real estate, technology and the overall economy in Northern Colorado.

The panel will be moderated by *Business Report* editor Tom Hacker.

The theme of this year's Economic Fore-



cast event is "Crucial Questions: Northern Colorado confronts its economic future."

According to Jim Rath, marketing director for *NCBR*, registration for the event is outpacing previous years, in part due to interest in Hart Adams' analysis of what the coming year holds for the region.

"Business owners and managers want to know what lies ahead not only for the global and national economies, but especially the local economy," Chris Wood, *Business Report* co-publisher said. "This year's panel has been selected carefully and will bring a great deal of experience and insight to the issues at hand."

An issue not far from the minds of local business people involves two "r" words — regional recession — and the prospects for that eventuality will be part of the Economic Forecast discussion.

"Although slowing, the Northern Colorado economy does continue to see growth," *Business Report* co-publisher Jeff Nuttall said. "Factors such as extremely high fuel costs, record foreclosures and the continually tightening real estate market make this Economic Forecast a mustattend event."

Reservations are required to attend Economic Forecast 2008. Individual tickets cost \$35, while corporate tables of eight are available for \$300. Those wishing to register can call the *Business Report* at 970-221-5400, or register online at www.ncbr.com.

For more information, contact Rath at the *Business Report* or through e-mail, jrath@ncbr.com.

Sponsors for Economic Forecast 2008 include Bank of Choice; Ehrhardt, Keefe, Steiner & Hottman; KUNC and MediaTech Productions.

CORRECTIONS

The *Business Report* will correct any errors that appear in its pages. To suggest a correction or clarification, please contact editor Tom Hacker at 970-221-5400, ext. 223, or e-mail him at thacker@ncbr.com.

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One Laptop Per Child a cause worth downloading

Negroponte's vision profound expression of entrepreneurship

I have always believed that at the core, entrepreneurs are some of the most generous people in the world. Entrepreneurs who have

achieved the peace of mind that comes from doing what they were meant to do — their destiny — want to pass this opportunity along to other people. Entrepreneurs believe, as do I, that business creation is one of the root solutions that can solve many of the problems on our planet.



GETTING STARTED Brooks Mitchell

Nicholas Negroponte, a fellow entrepreneur and professor at MIT, apparently shares my belief. I learned about him a few weeks ago when I decided to watch the CBS show "60 Minutes," something I don't normally do. In any case, I learned about Nicholas Negroponte and his mission to give a laptop computer to every child in the world. I was quite impressed and even a little touched.

Negroponte, a successful computer entrepreneur, had a vision several years ago. It was not only to build a \$100 laptop computer, but to get one in to the hands of every child everywhere. Now, that's thinking big — every child in the world!

To accomplish this mission, he established a nonprofit organization — One Laptop Per Child — and began a journey to develop and build a very simple computer that could be used virtually anyplace on the planet. His goal is to build enough of these laptops to drive the cost down to \$100. It is now about \$300.

The OLPC laptop can be dropped, covered with water or sand, and operated in the sun. It is wireless and even has a 24-hour battery that can be recharged by turning a hand crank for one minute. Literally, it can be used in any place, under almost any set of circumstances.

One of my favorite quotations is, "Give a man a fish and you feed him for a day; teach a man to fish and feed him for a lifetime." I think this applies to Negroponte's OLPC project.

OLPC project.

He says, "The OLPC mission is about learning, it's not about computer literacy, it's about learning how to learn."

You have to give children the tools to learn if you want to engage them in the process of learning.

Rising above opposition

Not surprisingly, Negroponte has met strong opposition to this project. He has persevered through the three stages of truth as once expressed by German philosopher Arthur Schopenhauer.

Stage one is ridicule. All visionaries will initially be laughed at and humored for their unrealistic dreams and ideas. If you

"You have to give children the tools to learn if you want to engage them in the process of learning."

survive that phenomena, you will enter stage two, which is violent opposition. Finally, those entrepreneurs who survive the slings and arrows of rejection and hostility will enter stage three, the divine satisfaction of being accepted as "self-evident."

Negroponte has transcended stages one and two and is now reaping the joy and pleasure of witnessing his dream/vision come to fruition. Originally, he was laughed at and humored as being an impractical dreamer. Imagine trying to give a laptop to every child in the world!

He prevailed and has developed a laptop that does indeed have the potential of being produced for \$100.

Then, he ran headfirst into violent opposition from no less than Intel and Microsoft, two of the largest companies in the world involved in the computer business. For some reason they felt threatened by a \$100 laptop available to every child in the world.

He prevailed in spite of this withering and powerful opposition and now has

reached the stage where both Microsoft and Intel have become partners with him. Negroponte is now self-evident.

Facilitating learning

I just love this project. I feel good about giving a laptop to children and facilitating the process of teaching kids to learn how to learn.

Recall from previous columns my theory that as much as 15 percent of the world population has the ability to become entrepreneurs. Now imagine, if we can get laptops to every child in the world, I believe we can unlock the dormant entrepreneurial potential and thus, many world problems could only get better.

Freedom and access to information is the first step on the road to a prosperous society. People who are engaging in business and commerce don't have time to fight with each other.

I know this all sounds overly simplistic and perhaps I am being naïve. But, I do fervently believe entrepreneurship or lack thereof is a root societal problem. So does Nicholas Negroponte and he is doing something about it. I'm a big supporter of this project and have already purchased several laptops to be distributed to children around the world.

You can learn more about OLPC by going to http://laptop.org.

Brooks Mitchell is a professor of management at the University of Wyoming, and founder and owner of Snowfly Incentives Inc. Contact him at bmitchell@snowfly.com.





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1	1	LIND, LAWRENCE & OTTENHOFF LLP 355 Eastman Park Drive, Suite 200 Windsor, CO 80550 970-674-9888/970-674-9535	15 0	2 1	1 2	7 8 6 29	Real estate, business & estate planning, water rights & adjudication, agriculture, business entity formation, probate, civil litigation, trials, construction, insurance coverage & defense, bad faith, defense of officers & directors, employee benefits litigation, banking, special districts, public utilities, land use and regulation.	ken@llolaw.com www.llolaw.com	Kenneth F. Lind Member Windsor 1984
2	8	FISCHER, BROWN & GUNN PC 1319 E. Prospect Road Fort Collins, CO 80525 970-407-9000/970-407-1055	10 0	1 0	O N/A	5 4 0 15	Estate planning and probate, trust administration, water rights, water quality and environmental law.	mbrown@fbgpc.com N/A	William Brown President Fort Collins 1996
3	3	LIGGETT, SMITH, WILSON AND JOHNSON PC 425 W. Mulberry St., Suite 112 Fort Collins, CO 80521 970-482-9770/970-482-0339	8	1 0	N/A N/A	6 2 N/A 16	Civil litigation, criminal defense, estate planning, domestic, real estate & personal injury.	lsw@frii.com N/A	Linda Hall Office manager Fort Collins 1980
4	7	WITWER, OLDENBURG, BARRY & JOHNSON LP 822 Seventh St., Suite 760 Greeley, C0 80639 970-352-3161/970-352-3165	8	2 0	0 1	5 2 0 14	Real estate, banking, commercial transactions, probate, wills, trust & estate planning, school law, personal injury.	N/A N/A	John J. Barry Partner Greeley 1963
5	9	HARDEN, HASS, HAAG & HALLBERG PC P.O. Box 1606 Fort Collins, CO 80522 970-482-7777/970-482-8084	8 0	1 0	N/A 2	2 5 5 16	Employment law, contracts, business law, governmental law, personal injury, wills and estate planning, family law, probate.	contact@hshh.com www.hardenhass.net	George Hass President Fort Collins 1948
6	2	WICK & TRAUTWEIN LLC 323 S. College Ave., Suite 3 Fort Collins, CO 80522 970-482-4011/970-482-8929	8 0	1 0	N/A 2	N/A N/A N/A 14	Civil litigation, general business, domestic, estate planning.	info@wicklaw.com www.wicklaw.com	Robin Wick Managing Member Fort Collins 1978
7	6	MYATT BRANDES & GAST PC 323 S. College Ave., Suite 1 Fort Collins, CO 80524 970-482-4846/970-482-3038	7 0	1 0	1 0	6 1 2 16	Real estate, business planning & formation, trial & appellate practice, banking law, employment law, will and trusts.	N/A www.myattbrandesgast.com	Ramsey D. Myatt President Fort Collins 1938
8	5	ALLEN, VAHRENWALD & JOHNSON LLC 125 S. Howes St., Suite 1100 Fort Collins, CO 80521 970-482-5058/970-482-5175	7 0	1 0	N/A N/A	5 N/A N/A 14	Family law, transactional law, real estate law, commercial litigation, business organizations, estate & tax planning, municipal law, criminal defense.	N/A N/A	Jack Vahrenwald Member Fort Collins 1915
9	NR	OTIS, COAN & STEWART LLC 1812 56th Ave. Greeley, CO 80634 970-330-6700/970-330-2969	7 N/A	1 N/A	2	2 5 4 15	Real estate, estate planning & elder law, business, commercial litigation, creditor's rights and employment.	gbcoan@ocslaw.com www.ocslaw.com	Fred Otis Partner Greeley 1998
10	12	RINGENBERG, FUNK & BELLER PC 215 W. Oak St., Tenth Floor Fort Collins, CO 80521 970-482-1056/970-482-0819	6	1 0	N/A N/A	3 1 2 7	Business transactions, banking, commercial litigation.	jmf@rfb-law.com N/A	Joel M. Funk; Richard Beller and James E. Ringenberg Shareholders Fort Collins 1937
11	13	SANTANGELO LAW OFFICES PC 125 S. Howes St., Third Floor Fort Collins, CO 80521 970-224-3100/970-224-3175	6	6 0	N/A N/A	N/A N/A N/A 13	Patent, copyright, trademark, trade secret, unfair competition, technology, computer, property law.	idea-grp@webaccess.net N/A	Luke Santangelo member Fort Collins 1991
12	11	WINTERS, HELLERICH & HUGHES LLC 5754 W. 11th St., Suite 101 Greeley, Co 80631 970-352-4805/970-352-6547	5 N/A	1 N/A	N/A N/A	4 1 N/A 13	Civil trial, trials, appeals, personal injury, litigation, estate planning, wills, trusts, probate, real estate, negligence, bankruptcy, foreclosure, immigration, family.	N/A www.whhlawpractice.com	Jerry Winters Member/Manager Greeley 2004
13	NR	WABEKE, BRUMMET, JOHNSON & CHRISTIANSEN (1) 325 E. Seventh St. Loveland, CO 80537 970-667-231/970-669-2203	5 0	1 0	N/A N/A	4 1 N/A 4	Estate planning, elder law, construction, business, bankruptcy, family law, civil, criminal, real estate and personal injury.	bglaw@comcast.net www.lovelandlaw.net	Ross J Wabeke Attorney Loveland N/A
14	14	COCHRAN, FREUND & YOUNG LLC 2026 Caribou Drive, Suite 201 Fort Collins, CO 80525 970-492-1100/970-492-1101	5 1	1	2 3	3 3 4 15	An intellectual-property firm, that practices patent, copyright trademark and tradesecret law, technology licensing, and counselling and litigation in these areas.	billc@patentlegal.com www.patentlegal.com	William W. Cochran Managing member Fort Collins 2000
15	15	RITSEMA & LYON PC 2629 Redwing Road, Suite 330 Fort Collins, CO 80526 970-204-9053/970-204-9058	5 30	1 5	N/A N/A	2 3 N/A 12	Worker's compensation defense.	N/A www.ritsema-lyon.com	Kim Dale Starr Managing partner Denver 1993
16	16	HASLER, FONFARA & MAXWELL LLP 125 S. Howes St., Sixth Floor Fort Collins, CO 80522 970-493-5070/970-493-9703	5 0	1 0	N/A N/A	N/A N/A N/A 6	Real estate, litigation, corporate work.	timh@hfmlaw.com N/A	Timothy W Hasler Senior Partner Fort Collins 1975
17	20	FISCHER & FISCHER LLP 125 S. Howes St., Suite 900 Fort Collins, CO 80522 970-482-4710/970-482-4729	4 0	1 0	N/A N/A	2 2 2 4	Commercial & personal injury litigation, water law, agricultural law, estate planning.	Fish522T@gwest.net N/A	Gene E. Fischer Senior partner Fort Collins 1958
18	19	WOLFE, VAN ACKERN & CUYPERS LLP 1008 Centre Ave. Fort Collins, CO 80526 970-493-8787/970-493-8788	3	1 0	0	3 0 1 2	Business, securities, tax, estate planning & administration, real estate.	office@wvc-law.com N/A	Kenneth C. Wolfe Senior Partner Fort Collins 1971
19	17	CLARK WILLIAMS AND MATSUNAKA LLC 2881 N. Monroe Ave. Loveland, C0 80538 970-669-8668/970-667-7524	3	1 0	2 0	3 0 N/A 4	Property, estates, wills, civil litigation, water law, business contracts.	STMLAWI@aol.com www.clarkwilliamsandmatsunaka.com	Stan Matsunaka Partner Loveland N/A
20	18	WYATT & WINSLOW LLC 222 W. Magnolia St. Fort Collins, CO 80524 970-484-1112/970-484-1170	3	2 0	N/A N/A	3 N/A N/A 5	Land development and commercial law.	wyattlaw@qwest.net; wyattwinslow@wyattwinslow.com www.wyattwinslowlaw.com	David Wyatt Member/Manager Fort Collins 1994
21	21	BELL, BOGE & ASSOCIATED PC 322 E. Oak St. Fort Collins, CO 80524 970-493-8999/970-224-9188	3 N/A	1 N/A	1 N/A	2 1 4 8	Business, real estate, land use, personal injury, civil litigation, bankruptcy, estate planning.	gbell@bell-law.com www.bell-law.com	Gregory S. Bell Partner Fort Collins 1983
22	NR	FREY, MCCARGER & PLOCK LLC (2) 131 E. Lincoln Ave. Fort Collins, CO 80521 970-482-0212/970-482-0236	3	1 0	N/A N/A	N/A N/A N/A N/A	Land use, local government, civil litigation, criminal law, family law, juvenile law, arbitration, mediation.	N/A N/A	John P. Frey N/A Fort Collins 2007
23	22	WEAVER & ASSOCIATES PC (3) 222 W. Magnolia St. Fort Collins, C0 80521 970-484-5500/970-484-1170	2 0	1 0	1 2	2 1 1 3	Divorce, family law, estate planning, civil litigation, collection.	N/A N/A	L. Allen Weaver N/A Fort Collins 2001
24	24	WILLIAM G KAUFMAN PC 200 E. Seventh St., Suite No. 318 Loveland, CO 80537 970-667-8888/970-667-8899	2 0	1 0	0	1 1 1 4	Estate planning, real estate, business organizations, probate, guardianships and conservatorships, contracts, sale of businesses.	bill@williamkaufmanpc.com N/A	William G. Kaufman N/A 200 East 7th St., Ste. 318, Loveland, CO 80537 1982
25	23	HILL & HILL LLC 160 W. Mountain Ave. Fort Collins, CO 80524 970-482-3683/970-482-7648	2 0	1 0	N/A N/A	N/A N/A N/A 5	Plaintiff, personal injury, wills, trusts, water law, corporate law, civil suits, probate.	N/A www.lawyers.com/hill&hill	Alden V Hill Attorney Fort Collins 1935
Region su	rveyed in	of local attorneys, then number of partners and associate					Based upon responses to	Business Report survey researched by Kathleen	Chaballa

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

eyed includes Larimer and Weld counties

more of local attorneys, then number of partners and associates
allalian sources: www.findlaw.com, www.lawyers.com
allali, Easley, Wabeke Brummet & Johnson
Frey, Korb, Haggerty & Michaels
Weaver & Schriefer LLC





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THEEDGE



Snapshots of

life outside the office

Page 9

Subpoena

ETC.

Calendar

Emerge Colorado, Jan. 8, University Center for the Arts Page 8

On The Job

Humana Inc. names Leslie Andrews sales VP for west region Page 10

Briefcase

Collins Custom Builders earns Best Kitchen Award Page 11

SPECIAL REPORT



Grand Station project on track

Rumors of demise of massive project greatly exaggerated Page 15

LISTS Region's largest:

Law offices Page 6

Windsor employers Page 19

Organize, prioritize for e-discovery

Good policies best way to be prepared for demand for ESI

By Kate Hawthorne

khawthorne@ncbr.com

A 21st-century reading of Shakespeare's famous legal advice would be: "First, let's subpoena all the e-mail." And it's up to companies to hand it over, no matter where or how it is stored.

On Dec. 1, 2006, the Federal Rules of Civil Procedure were updated to mandate that businesses must be able to quickly produce any and all electronically stored information, or ESI, requested in connection with a lawsuit.

A vear later, a survey by data storage researcher Michael Osterman found two-thirds of U.S. companies unprepared to meet the new strict requirements. ESI includes not only internal and external e-mails, but also text and docu-

See LEGAL, 22

Do you know where your ESI is?

For the purposes of discovery in legal proceedings, any electronically stored information can be subpoenaed as evidence and must be produced, no matter where or how it is stored. So, how do companies handle

According to recent surveys:

- 53 percent of companies lack a policy to govern e-mail retention and
- 67 percent allow individual end-users to determine how long messages ■ 66 percent do not have the archiving technology required to manage e-
- mail retention, litigation holds and e-discovery. ■ 63 percent of companies have been asked to produce data to fulfill a
- legal or compliance request in the last year.
- 91 percent of those companies recovered the data themselves.
- 68 percent said they were successful in retrieving the data, while another 30 percent said that they retrieved the data but through a process that was not sustainable.
- 10 percent reported they were not at all confident that they could meet e-discovery requests.

SOURCES: OSTERMAN RESEARCH SURVEY OF U.S. COMPANIES. FALL 2007: STORAGE MAGAZINE READER SURVEY. NOVEMBER 2007

Get ready to live by the rules of the game



ADVENTURES IN MANAGEMENT

Donna Beaman

First define core values of business to find rules

A couple of months ago I talked about the six keys to a winning team because employee problems were a major issue for many of my clients last year. That headache continues to be a common theme so I'll address the third key this month: living by the rules of the game.

The difficulty isn't that employees know the rules but just don't follow them. The real problem in most cases is that the leader hasn't established what the rules are.

Trust me, your business has rules. If you as the leader haven't established them, your team members have. This makes them unwritten rules, but rules just the same.

These rules are the core values of your business and function as the day-to-day guidance system for how your team reacts and interacts. Many business owners I work with believe their business is too young or too small to have well-established core values. They soon realize they are mistaken.

Typically core values are five to 15 statements that broadly

define the "shoulds" and "shouldn'ts" that govern your company's underlying decisions. Think of them as the Ten Commandments or your Constitution, the foundation for building toward the company vision you set from the start. ActionCOACH has 14 that we measure ourselves against every chance we get.

Your business will run much more smoothly when you define your own core values. They're especially valuable in establishing clarity for many of the people-processes that are so essential to business success.

A list of core values guides your team through making tough decisions and brings simplicity to many of the "people" systems within your organization. These values can be used to replace a number of random lists for employee orientation, recruiting, interviewing and performance management.

It is essential to incorporate your core values in everything you do. Repeat yourself often to make these values meaningful for your team.

Don't see the value yet? Let me quote one of my favorite authors, Jim Collins. He says: "...there is no universally right set of core values. A company need not have as its core value cus-

See ADVENTURES, 18



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8 | The Northern Colorado Business Report

CALENDAR

- Jan. 4 Insights: Art & Science at MoCA, from 6 to 9 p.m., Museum of Contemporary Art, 201 S. College Ave. in Fort Collins. For this exhibition, twelve artists use the language and content of science as a means of interpreting reality. Several of the artists consider the natural world, responding to its permanence and mystery against the impermanence and banality of human existence. Cost: Free. Contact: MoCA at 970-482-2787 or info@fcmoca.org.
- Jan. 5 Winter Break Adventures at Discovery Science Center, from 11 a.m. to 1 p.m., Discovery Science Center, 703 E. Prospect Road in Fort Collins. "Starlab Planetarium Shows" – Explore the constellations inside Discovery Science Center's portable planetarium and hear stories of the night sky. A second show starts at 1 p.m. Cost: Free with admission: \$7/adults, \$5/kids. Contact: DSC at 970-472-3990.
- Jan. 7 NoCoNet presents Resume Tips, from 8 to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. Larimer County Workforce Center will present. NoCoNet is a networking, skill-building group for professionals looking to find new opportunities with top local companies. New members are always welcome. Contact: NoCoNet at noconetinfo@yahoogroups.com.
- Jan. 8 Edward Jones presents Politics through the Lens of History, starting at 9:30 a.m., Edward Jones, 172 N. College Ave., Suite B in Fort Collins. Pulitzer prize-winning author and historian David McCullough will share his historical perspective on politics during the broadcast. Edward Jones Chief Market Strategist Alan Skrainka will give his unique outlook for the financial markets. Cost: Free. Contact: Laura Arbury at 970-484-2280.
- Jan. 8 Front Range PC Users Group Meeting, from 7 to 9 p.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. This meeting will cover Digital Video in Your PC – and related topics. Tim Hinde of Woodward Governor Co. will present.
- Jan. 8 Getting Ready for the Filing Season 2008: Part 2 (Businesses), starting at 2 p.m. The panel of experts

- will discuss business tax return issues for small businesses and self-employed taxpayers, recent tax law changes and updates for the 2007 tax year. Register online at www.taxtalktoday.tv. Cost: Free.
- Jan. 8 Northern Colorado Human Resources Association presents "He Speaks, She Speaks: What Different Things They Say," from 11 a.m. to 1 p.m., Cottonwood Club, 6813 S. College Ave. in Fort Collins. Audrey Nelson will present. Specifically, differences in listening, nonverbal and verbal communication will be identified. Suggestions for improving communication between the sexes will be offered. Register online at www.nchra.com. Cost: \$16/member, \$26/non, \$12/student.
- Jan. 8 Emerge Colorado, from 7:30 to 9 a.m., University Center for the Arts, 1400 Remington St. in Fort Collins. This event will launch Emerge Colorado's 2008 programming with an open networking session designed to promote business networking among young professionals. Cost: Free/members, \$30/pre-registered. Contact: Gretchen Gaede at 970-419-3218 or gretchen@atrainmarketing.com.
- Jan. 9 Fort Collins Area Chamber of Commerce Business Before Hours, from 7:30 to 9:30 a.m., Hilton Garden Inn, in Fort Collins. Cost: \$9/members, \$12 at the door. Contact: Erin Collins at 970-482-3746 or ecollins@fcchamber.org.
- Jan. 9 Business Planning for Success, from 8:30 a.m. to noon, Key Bank Tower, 123 N. College Ave., Suite 100 in Fort Collins. Participants will learn the basics of developing a comprehensive business plan for their business start-up, expansion or financing. They will also receive information about how to access small business assistance from the SBDC and other state and local resources. Cost: \$40 if prepaid, \$45 the day of the event. Contact: SBDC at 970-498-9295 or sbdc@frii.com.
- Jan. 10 Carbon Valley Chamber of Commerce Business After Hours, from 5:30 to 7 p.m., HBA office, 451 Oak St., Suite 201 in Frederick. Contact: CVCC at 303-833-5933.

- Jan. 10 Institute of Business and Medical Careers Career Fair, starting at 5:30 p.m., IBMC Greeley Campus, 10th Street and 54th Avenue in Greeley. IBMC is looking for candidates to fill a variety of positions at the new Greeley Campus. There will be a presentation about IBMC and booths set up representing the various departments which will be hiring. Contact: IBMC at 970-223-2999
- Jan. 11 Sales and Use Tax 101, from 8:30 to 9:30 a.m., City of Fort Collins Community Room, 215 N. Mason St. in Fort Collins. This class is designed to provide information on sales and use tax in the City of Fort Collins. It will be presented at a broad level allowing time for specific questions to be addressed. Anyone currently engaged in business, or planning to be engaged in business, or anyone just wanting more information on sales and use tax are encouraged to attend. Not sure if you are engaged in business? Come to the class and find out! Cost: Free. Contact: Sales Tax Office at 970-221-6780 or training@salestax.fcgov.com.
- Jan. 13 Mentoring Youth Recruitment Night, from 6 to 7 p.m., Everyday Joe's, 144 S. Mason St. in Fort Collins. Mentoring night was designed to provide information for prospective mentors. Anyone who is interested in volunteering through mentoring is welcome to attend the event. Contact: Tiffany Lehman at 970-472-9630.
- Jan. 14 NoCoNet presents Job Opportunities in the Energy Industry, from 8 to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. Scott Koskie of DEIF will present. NoCoNet is a networking, skill-building group for professionals looking to find new opportunities with top local companies. New members are always welcome. Contact: NoCoNet at noconetinfo@yahoogroups.com.
- Jan. 15 Economic Forecast, from 11:30 a.m. to 1:30 p.m., Island Grove Events Center, 501 N. 14th Ave. in Greeley. The Northern Colorado Business Report publishes its Leading Economic Indicators on a quarterly basis, but at the beginning of each year we take an in-depth and unique look at the economy. At this10th

- annual event, Economist John Green will forecast the economy for the upcoming year and will be assisted by other local business experts representing the industries of banking/finance, agriculture, technology, real estate & development and healthcare. If you are interested in sponsoring Economic Forecast 2008, please call Jim Rath, Marketing Director, 970-221-5400, ext. 202. Cost: \$35/person, \$300/table of eight. Registration Deadline: Jan. 10. Contact: Jim Rath at 970-221-5400 or jrath@ncbr.com.
- Jan. 15 Northern Colorado Human Resources
 Association presents "Speed of Trust," from 11
 a.m. to 1 p.m., Aims Corporate Education Center,
 5590 W. 11th St. in Greeley. Robert Slade, with
 Executive Forum, will present ideas based on the
 book by Stephen M R Covey "The Speed of Trust."
 During this session, Robert will discuss the 'five
 waves of trust' and how organizations can start
 down the path of understanding and measuring
 their own levels of trust. Register online at
 www.nchra.com. Cost: \$16/member, \$26/non,
 \$12/student.
- Jan. 16 Loveland Chamber of Commerce Annual Dinner, from 5:30 to 9 p.m., McKee Conference and Wellness Center, 2000 Boise Ave. in Loveland. Contact: LCC at 970-667-6311.
- Jan. 17 Right Start I Business Registration and Entity, from 7 to 9 a.m., Key Bank Tower, 125 S. Howes St., Suite 150 in Fort Collins. This early morning two-hour workshop covers startup basics: Business registration and forms (with an on-line demo); business entity-type selection; and other timely tips every prospective entrepreneur needs before starting a new business venture. Guest presenter is Geoffrey Goudy, CPA specializing in accounting and taxation for small and medium-sized businesses. Cost: \$20 if pre-paid, \$25 the day of the event. Contact: SBDC at 970-498-9295 or sbdc@frii.com.

– Compiled by Noah Guillaume



Jan. 4-17, 2008 | www.businessreportdaily.com The Northern Colorado Business Report | 9

TIME OUT



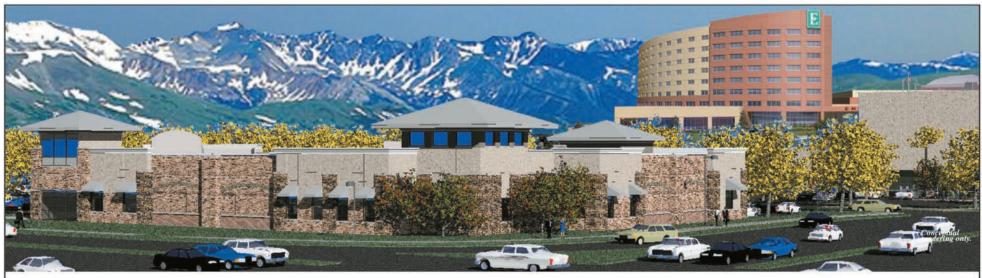
TECHNICALLY SPEAKING - 1. Kelly Peters, left, the newest staff member at the Rocky Mountain Innovation Initiative, chats with Linda Bates O'Brien , a volunteer for the group, at the Dec. 13 Innovation After Hours event at the Lincoln Center in Fort Collins. 2. Steven Berens, left, president and CEO of Privacy Networks, and Pete Dubler, director of engineering at SCADtech LLC, talk shop at the Innovation After Hours. 3. John Busby, president of Loveland Bank of Commerce, and his wife Larilee Busby, enjoy the festivities at the Fort Collins Area Chamber of Commerce After Hours on Dec. 13 at First National Bank. 4. Wes and Trudy Sargent welcome guests to the Northern Colorado Economic Development Corp.'s holiday invite on Dec. 18 at the Sargent's home in Windsor.

E-mail your event photos to Editor Tom Hacker, thacker@ncbr.com. Include complete identification of individuals.

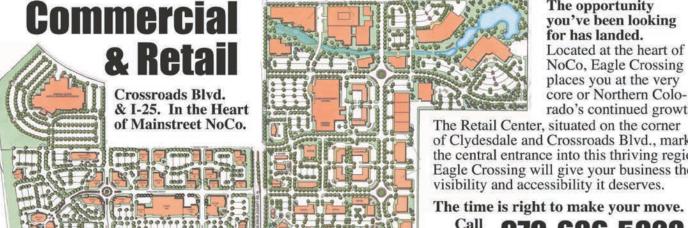








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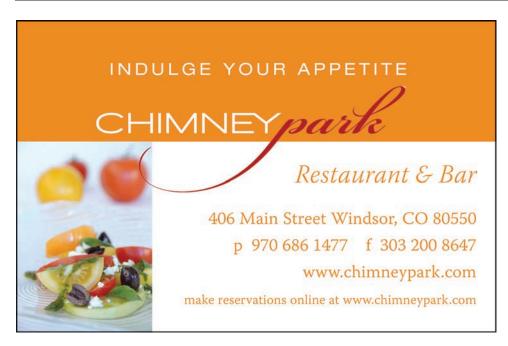




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ON THE JOB

FINANCE

Dawn Majluf has joined Valley Bank & Trust in Brighton as trust officer. A certified financial planner, Majluf has 14 years' experience in the financial industry. Her background includes estate planning, investment management and retirement planning for individuals and businesses.



Valley Bank & Trust has hired Dave Bell as community banker at its location in Keenesburg. Bell has experience as a business owner and farmer, and brings his knowledge of the needs of community and agriculture lending. He is a past board member of the Colorado Corn Growers Association and the Aims Community College Agriculture Advisory Committee.

ACADEMICS

The University of Northern Colorado athletics department has hired Chuck Scheinost as the men's golf coach, and Alyson Aggers as an assistant swimming coach. Joe Schaefer has been promoted from the assistant strength and conditioning coach to the director of strength and training.

HEALTH CARE

Leslie Andrews has been named Humana Inc.'s regional vice president of sales for the Small Business segment in the western region. Andrews will promote small business sales development and seek out opportunities for strategic growth, and she will act as a liaison between small business sales leadership, regional sales leadership and Humana's corporate officers.



REAL ESTATE

Real estate agent **Debbie** Tannehill has joined the Fort Collins Market Center of Keller Williams Realty. Tannehill has nearly six years of real estate experience and specializes in rural and acreage horse properties, farms and ranches.



TANNNEHIL

CONSTRUCTION

CTL|Thompson has hired Timiry Krieger as business development coordinator. Krieger will be responsible for marketing and support of the Northern Colorado and Structural Division. She will continue to expand the firm's name recognition, advertise the firm's reputation in engineering and materi-



KRIEGER

als testing, and introduce new clients to the firm and maintain existing relationships with existing clientele.

LAW

Rob McKnight has joined Otis, Coan & Stewart LLC in Greeley. McKnight's practice will emphasize a broad range of business and corporate law, including contracts and transactions. He also has experience in commercial litigation and arbitration.



MCKNIGHT

- Compiled by Noah Guillaume

DTS, from 3

forums. He came to work for Sanborn's Fort Collins office last year specifically to work with these other agile development supporters.

Keeping team together

However, shortly after joining Sanborn, Spagnuolo decided it might be time to look for other career opportunities, and discovered that others on his team had similar plans. After leaving the company, the five developers decided that they wanted to keep working together in Fort Collins, so they shopped themselves around as a team.

"If you want us, we're a Fort Collinsbased team," Spagnuolo said they told potential employers.

DTS was actually the smallest company that the team considered joining, but it seemed like the best fit.

"They offered us the absolute freedom to build the way we want to," Spagnuolo

In fact, DTS has decided to promote agile development practices throughout the company as a result. This commitment requires changes to the entire operating structure — something an established company like Sanborn would not be able to do as easily as a newer operation like DTS.

Sanborn, based in Colorado Springs, was founded in 1866 and made its name producing fire insurance maps. Historic preservation researchers rely on Sanborn maps to trace ownership of structures in early Fort Collins.

No one was available to comment on the company's future in Fort Collins for this story, although the company Web site still lists Fort Collins as one of its 10 offices nationwide. It was also still advertising positions available in Fort Collins — two developers and a technical project manager through the Web site at the end of December.

"I think the (GIS industry) is huge in Colorado."

Allan Ibaugh, President and CEO **Data Transfer Solutions LLC**

Other western offices

This isn't DTS' first foray into Colorado. Allan Ibaugh, president and CEO of the company, said DTS actually spun out of Denver-based firm Space Imaging in 2004, and hired a regional manager to work out of Denver last year. That employee heads projects for most of the western and southwestern United States.

"Outside of Florida, Colorado is our next biggest customer base," Ibaugh said.

About six months ago, the company landed a long-term contract to create an enterprise GIS system for the Colorado Department of Transportation. The Fort Collins team has already begun work on it, implementing agile development practices

DTS has had a strong history of organic growth. The company has grown from seven employees at its Orlando headquarters to 40 employees in eight offices. Ibaugh sees Colorado as one of its growth areas.

"I think the (GIS industry) is huge in Colorado," he said. "There's a lot of opportunity and a lot of talent."

DTS is already seeking two more employees in Colorado. Spagnuolo said the DTS team is already getting involved with the region's burgeoning GIS cluster and looks forward to further involvement.

BRIEFCASE

KUDOS

For the 2007 Northern Colorado Home Builders Association Parade of Homes Awards Collins Custom **Builders** in Fort Collins was awarded the Best Kitchen Award for its Build It for the Children charity home. The kitchen was designed using Universal Design concepts, which provide for needs that will change over time.

NEW PRODUCTS AND SERVICES

Maxwell Systems Inc. in Fort Collins has released Office Manager, a new component for its Systems Management Suite. In addition to integration with Microsoft Outlook, Office Manager provides users with an enhanced user interface, additional notification features, and improved process workflows.

The Conference Board, a provider of economic indicators for the United States and other major nations, has launched its new Employer-Practices Locator. The locator is a Web-based database that enables employers. reporters and researchers to locate examples of specific actions companies have taken to address the challenges presented by the mature work force. Go to www.conference-board.org for registration information.

NAME CHANGE

Fort Collins-based ad agency **Barrett Richards** Advertising has opened operations to offer a full range of traditional and new media advertising services to regional businesses and nonprofits. Barrett Richards Advertising expands the offerings of creative design studio Multiplicity Creative. For more information call 970-232-3105 or visit www.barrett-richards.com.

DEADLINES

The City of Fort Collins is accepting applications for its City Works 101 program. Participants will see firsthand how the city makes decisions, allocates funds and provides services. The eight-week program, with one

Nonprofit notes

Energy Outreach Colorado is awarding \$21,000 to Neighbor to Neighbor Housing Opportunity Center to fund efficiency upgrades for a fourbuilding affordable housing development in northwest Fort Collins. Twenty-four 1960s-era apartment units will receive attic and wall insulation to abovecode standards.

session each week, is free to people who live or work in Fort Collins. Apply online at www.fcgov.com/cityworks/ or call 970-221-6207 for a paper application. Applications are due Feb. 29.

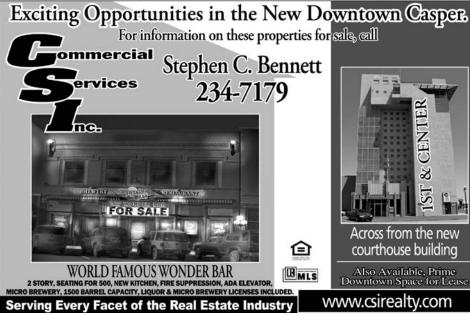
The city of Greeley will offer free Christmas tree recycling through Jan. 7. Trees can be dropped off at 14th Avenue and A Street south of Centennial Village, and the southeast corner of Fourth Avenue and 16th Street. Residents who bring their own containers can get free mulch after Jan. 7. Call the Public Works **Street Division** at 970-350-9336 for more information.

MISCELLANEOUS

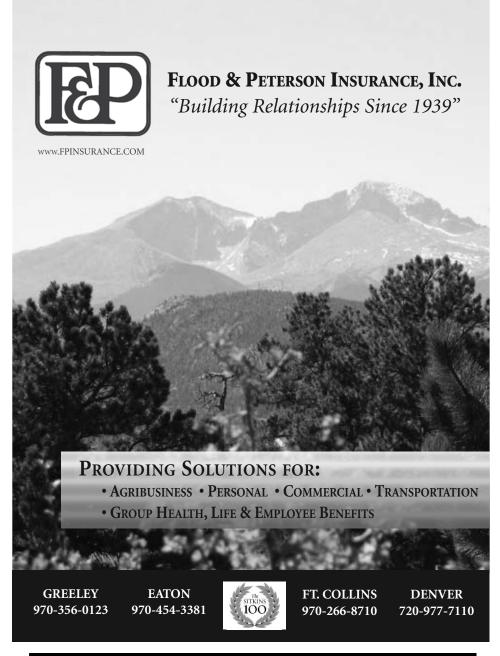
Xcel Energy is sending crews from across its eightstate service territory, including four volunteers from Greeley, to assist **Westar Energy** make repairs after a winter storm left over 76,000 customers without power. The Greeley workers are assisting crews in Kansas.

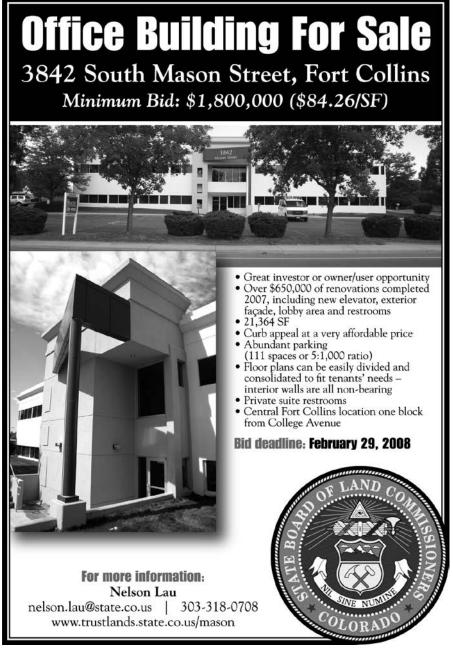
If you have an item to share about name changes, new products or business news of note, e-mail it to Noah Guillaume at nguillaume@ncbr.com, or mail it to Briefcase at NCBR, 141 S. College Ave., Fort Collins, CO 80524.

- Compiled by Noah Guillaume

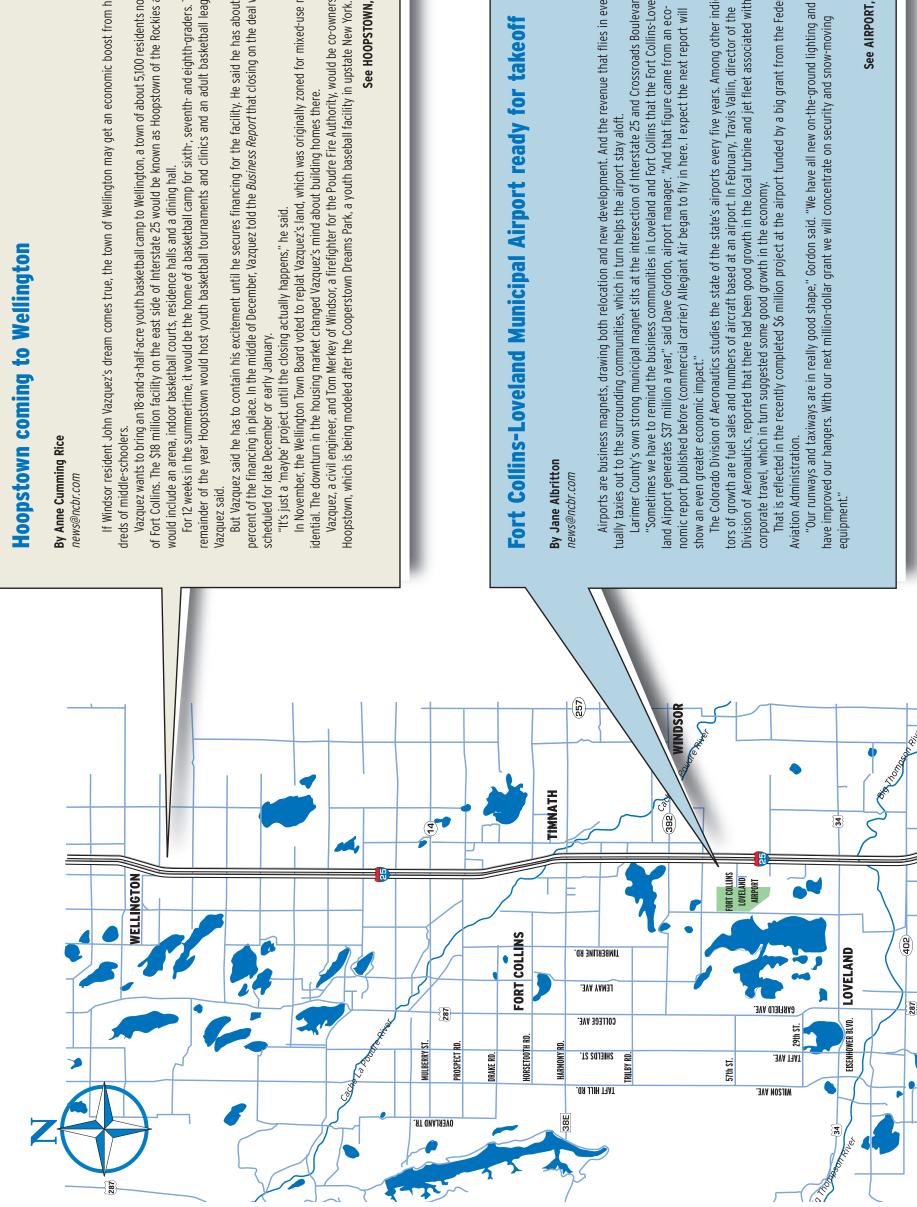








the 1-25 projects are: new, improved



Hoopstown coming to Wellington

If Windsor resident John Vazquez's dream comes true, the town of Wellington may get an economic boost from hun-

Vazquez wants to bring an 18-and-a-half-acre youth basketball camp to Wellington, a town of about 5,100 residents north of Fort Collins. The \$18 million facility on the east side of Interstate 25 would be known as Hoopstown of the Rockies and would include an arena, indoor basketball courts, residence halls and a dining hall

For 12 weeks in the summertime, it would be the home of a basketball camp for sixth-, seventh- and eighth-graders. The remainder of the year Hoopstown would host youth basketball tournaments and clinics and an adult basketball league,

But Vazquez said he has to contain his excitement until he secures financing for the facility. He said he has about 98 percent of the financing in place. In the middle of December, Vazquez told the Business Report that closing on the deal was scheduled for late December or early January.

"It's just a 'maybe' project until the closing actually happens," he said.

In November, the Wellington Town Board voted to replat Vazquez's land, which was originally zoned for mixed-use residential. The downturn in the housing market changed Vazquez's mind about building homes there.

Vazquez, a civil engineer, and Tom Merkey of Windsor, a firefighter for the Poudre Fire Authority, would be co-owners of Hoopstown, which is being modeled after the Cooperstown Dreams Park, a youth baseball facility in upstate New York See HOOPSTOWN, 14

Fort Collins-Loveland Municipal Airport ready for takeoff

Airports are business magnets, drawing both relocation and new development. And the revenue that flies in even tually taxies out to the surrounding communities, which in turn helps the airport stay alof Larimer County's own strong municipal magnet sits at the intersection of Interstate 25 and Crossroads Boulevard. "Sometimes we have to remind the business communities in Loveland and Fort Collins that the Fort Collins-Loveland Airport generates \$37 million a year," said Dave Gordon, airport manager. "And that figure came from an economic report published before (commercial carrier) Allegiant Air began to fly in here. I expect the next report will

The Colorado Division of Aeronautics studies the state of the state's airports every five years. Among other indicators of growth are fuel sales and numbers of aircraft based at an airport. In February, Travis Vallin, director of the show an even greater economic impact."

That is reflected in the recently completed \$6 million project at the airport funded by a big grant from the Federal corporate travel, which in turn suggested some good growth in the economy

"Our runways and taxiways are in really good shape," Gordon said. "We have all new on-the-ground lighting and have improved our hangers. With our next million-dollar grant we will concentrate on security and snow-moving See AIRPORT, 16









Illustration by Northern Colorado Business Report

UNION SUITED – The area shown in green is slated for LifeBridge Community Church's Union development, which had received approval for annexation into Longmont. However, the church withdrew its request in December, and the project will now take shape as part of unincorporated Weld County.

UNION, from 13

more political than anyone anticipated. We don't want to be divisive."

Dickey also said the Longmont city council, which gained three new members in the November election, has a different mindset about economic development than the old council. Another new member will be elected in the Jan. 29 special election.

"There's been a change in the political climate," Dickey said. "A new philosophy has been voted in."

When the 3,000-member church was unable to expand its current building on Colo. 66 north of Longmont in Boulder County, it bought the land along Colo. 119 for a new chuch. Plans for additional development beyond just a new building sprouted from there.

Supporters of the project include Roger Lange, who left his Longmont city council seat when he was elected mayor in November. Lange said he would have liked to see Longmont voters decide whether to annex the land.

"From what I could see it's going to be a quality development," he said. "If it's going to be close to the community, it would be nice to have it in the community."

Weld County commissioners have already approved the development plans.

"The project was financially viable in Weld County," Dickey said. "It will continue to be that way."

Opponents of the project said they have doubts about whether the church will be able to go forward. They point to the downturn in the housing market and the additional money LifeBridge will have to spend developing water and utilities in unincorporated Weld County.

"I would not be 100 percent sure that their plans will go forward as they stand now," said Karen Benker, a Longmont City Council member who voted against the annexation in August.

HOOPSTOWN, from 12

Vazquez and Merkey's partnership on the project stems from their combined experience coaching youth sports, Vazquez said.

He said Wellington's location along I-25, equidistant between Interstates 80 and 70, and its proximity to airports in northern Colorado and southern Wyoming, make it ideal for Hoopstown, which would draw people from across the West and Midwest.

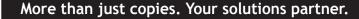
Vazquez said he has been working with the owner of the Cooperstown facility to establish plans for Hoopstown, and the architect on the project has experience designing theme parks.

"This would put Wellington on the map the same way a filled-in swamp did for Orlando, Fla.," he said. If the vision comes together, Vazquez said construction would start in the spring, and the facility would be open by the winter of 2008-09.

Hoopstown may also be the catalyst for other development in Wellington. Doug Andersen, owner of ReQuest Real Estate Services, plans to open next spring a 22,000-square foot Ace Hardware, garden center, feed store and mail center on the east side of I-25, diagonal from where Hoopstown would be.

Andersen said his project and Hoopstown have sparked development on the east side of I-25. Thus far development in Wellington has stayed west of the interstate.

"This is exactly what Wellington needs," Andersen said. "Just the sheer number of people Hoopstown would bring leads to other businesses like motels and restaurants."





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I-25 CORRIDOR

Grand Station project on track to move forward

Rumors of demise of massive project greatly exaggerated

By Jessica Centers

news@ncbr.com

LOVELAND — Loveland developer McWhinney caught some heat in recent months over an amendment to its financing agreement for Grand Station at Centerra that would allow parking to be built with public dollars. The city of Loveland ultimately adopted the amendment, but only after McWhinney's partner in the adjacent Promenade Shops made public comments opposing Grand Station, saying that the market would not support such a development at this time.

The controversy sparked rumors that the massive mixed-use development near the intersection of Interstate 25 and U.S. Highway 34 might be on hold, but McWhinney says that is not the case. In fact, approval of the amended financing agreement has instead allowed the project to move forward without delay.

Jack Wolfe, president of commercial and mixed-use development for McWhinney,

says Grand Station is on schedule for a 2008 groundbreaking and 2010 completion — just a few months later than the fall 2009 opening projected earlier.

The developers are currently in negotiations with a collection of anchor tenants, which he plans to announce in the first quarter of 2008. Three hotels have already been announced as anchors: The Hotel Valencia, Courtyard by Marriott and Hilton Garden Inn.

"We have department stores, hotels, plans for residential. We can't tell you anything today because we want to do it all at once, but we're fairly far along," Wolfe said. "We just got through some major entitlement issues with the city. They gave us some assurance of being able to do the project as we see it."

The first issue McWhinney had to get approved by the city was adding a residential element to the development, which wasn't in the original master plan.

"We constantly refine the plan," Wolfe said. "We're constantly tugging and pulling on it, and also just working on the layout. It's kind of the normal course of business, just refinements as we try to establish the best tenant mix, even among us on the team we debate that."

The other issue was securing money for parking. The Centerra Master Financing

and Intergovernmental Agreement with the city of Loveland had already established that the Centerra Metropolitan District could use public money to fund some area infrastructure improvements, but that agreement specifically excluded parking. In October, McWhinney asked the Loveland City Council to reconsider.

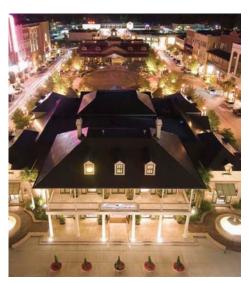
In a summary of the proposed changes to the financing agreement — distributed at an Oct. 23 city council meeting — city manager Don Williams recommended the city approve McWhinney's request, saying the developer deemed those changes critical to enhancing "the marketing position of the Centerra development as a 'regional destination of preference.'

"The competition for living, shopping and entertainment dollars will be substantial in the coming years, particularly along the I-25 corridor," the memo read.

At the meeting, Bob Rogers of Poag & McEwen, McWhinney's partner in the Promenade Shops, said that development was already struggling and would not be able to withstand competition from Grand Station.

The city voted to approve the parking measure, thus confirming its confidence in the project.

Wolfe says his team was simply getting its "ducks in a row" with the city after a



Courtesy DDG Inc.

MODEL PROJECT — Plans for Grand Station have moved beyond the stage of this scale model, originally unveiled by McWhinney in March. The mixed-use development near the intersection of I-25 and U.S. 34 has already signed three hotels as anchors, with others to be announced sometime this quarter, according to officials with the company.

financing question arose.

"We're not taking a dollar out of city funds," he said. "These are the incremental dollars created because of the new development."

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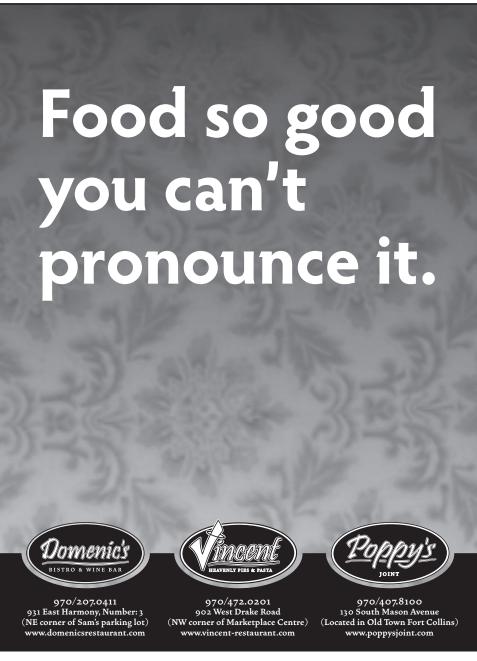
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"We could be a center for bigger regional users. To grow, we need to have that airport open for business."

Martin Lind, developer Water Valley

AIRPORT, from 12

Those improved hangers are already full. The airport is awaiting the addition of 50 more hangers scheduled to be built by a local developer by this summer.

"These hangers will serve pistons, twins and turbo props," Gordon said.

But Martin Lind, developer of Water Valley in Windsor, has even grander plans for a gem of an airport. He would like to see a high-end airpark located just "through the fence" at the southern end of the existing airport that could become a

measurable driver of economic growth.

"This is a must-have right now," said Lind, himself a pilot. "We could be a center for bigger regional users. To grow, we need to have that airport open for business."

Lind's proposal for an airpark on nonairport property is moving toward approval by various governmental and regulatory agencies. The corporate cluster would be attached to the airport's runway by a new taxiway, through an arrangement similar to one that already exists to the north at Centre Point Business Airpark.

"We are in the final stages of creating a working agreement that meets the approval of the airport advisory board," Lind said. "Then in early '08, we'll submit the plan to the FAA. I am sure that we have followed all the protocols to meet the standards of a formal review."

"We are still negotiating access with Lind," Gordon said. "We know the quality of his projects and that he has the ability to do what he says he's going to do. Still, we don't want to get too excited and jeopardize our FAA funds.'

Most business owners located there support the incremental growth and improve-

"I don't know much about the grand plans for the airport," said Gerald Gates, owner of Bob Gates Aircraft Maintenance, located at the airport. "But making improvements around the airport will make it more attractive to business people who need to fly."

EMBASSY, from 1

The new hotel is being built on a 20-acre site leased from Larimer County. The 55year lease is expected to bring in about \$65 million to the county over the life of the lease agreement, according to County Manager Frank Lancaster.

Bob Herrfeldtt, who was named director of The Ranch last year to replace departing Jay Hardy, said the completed hotel — just across the parking lot from the Budweiser Events Center — will add another dimension to the fairgrounds complex.

"It's just going to be huge for us and open up a ton of doors," Herrfeldtt said. "Last week, we hosted the Range Beef Symposium and we had probably 800 men from four states in to attend this event. If we had a hotel over there, I think every room would have been sold out. Those are the kinds of things we'd like to be able to accommodate."

Herrfeldtt said the fairgrounds, which opened in September 2003, has become more of an "events-conference center," with about 2,000 separate events held there each year. He said the addition of an upscale hotel nearby will create even more event opportunities for The Ranch to cash

"We are busy as busy can get, but we could then advertise our business plan to larger conferences," he said. "We'd love to have 260 rooms right across our parking lot so people can cruise right over to our conference center."

The Ranch is a 240-acre site, with 120 acres serving as the center of the fairgrounds complex. Another 60 acres lie to the north of the complex, which Herrfeldtt said has not yet been designated for development. The other 60 acres lie south of The Ranch, with the Embassy Suites occupying about half of that piece.

Herrfeldtt said the remaining 30 to 40 acres to the east of the hotel will be developed to fit in with the hotel and with Peakview development, a mixed-use project being constructed by Windsor developer Martin Lind just south of Crossroads Boule-

The John Q. Hammons Hotels and Resorts Web site describes the Embassy Suites project as an "upscale hotel, spa and convention center" with a "luxurious atrium and water feature," a fitness center, indoor pool, sundeck and "therapeutic spa treatments at the full-service Spa Botanica, John Q. Hammons' signature spa."



POWERTECH, from 1

and the danger such an operation could pose to the region's groundwater.

Richard Clement, Powertech USA president, said the newspaper ads were meant to educate Northern Colorado residents about its true intentions.

"Really what we're trying to do is educate people on the processes we're utilizing and we feel it's been totally mischaracterized by the opposition," Clement said, noting that Powertech would inject \$300 million or more into the local economy over the estimated 10-year life of the project.

"We're surprised that people are so upin-arms against something like nuclear power that doesn't put out greenhouse gases," Clement said.

Councilwoman Lisa Poppaw, who intro-

duced the resolution, said the measure was meant to send a clear message that Fort Collins is against uranium mining.

"The uranium mine (near Nunn) is going to be developed seven miles from Fort Collins and presents significant and unacceptable risks to the environment and the economy," she said.

Poppaw said she's heard Powertech's still-exploratory operations are already impacting nearby landowners who say they can't sell their property. But more than anything else, Poppaw said the resolution aims to state for the record that uranium mining is not welcome.

"In Fort Collins, we do high-tech and quality-of-life," she said. "We don't do uranium mining right next to our town."

While Weld County commissioners can't take a position on the mine because they will have a role in the permitting process,

Larimer County commissioners are planning to take a look at Powertech's plans at a public hearing to be held in early February.

Weld County Commissioner Randy Eubanks said he'd like to see the county pass a similar resolution to that adopted by Fort

"Even if this was a 100-percent-safe type of mining, it flies in the face of the kind of alternative energy kind of environment we want to project up here," he said. "It's the wrong path and the wrong signal we want to send in Northern Colorado."

Local legislators are also lining up to make certain Powertech or any uranium mining company interested in the state's uranium deposits can first show that their activities will not harm people or the envi-

"I think the most important thing for us to do is to ensure Colorado's regulations are

"We don't do uranium mining right next to our town."

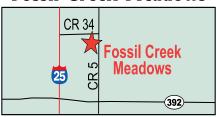
Lisa Poppaw, member Fort Collins city council

up-to-date and comprehensive enough to protect the public health and environment," said Sen. Steve Johnson, R-Fort Collins, who is joining with Reps. Randy Fischer and John Kefalas, both D-Fort Collins, to carry a uranium-mining bill in the next session of the Legislature.

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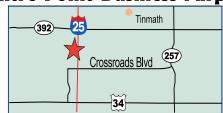


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ADVENTURES, from 7

tomer service (Sony doesn't) or respect for the individual (Disney doesn't) or quality (Wal-Mart Stores doesn't) or market focus (HP doesn't) or teamwork (Nordstrom doesn't). A company might have operating practices and business strategies around those qualities without having them at the essence of its being. Furthermore, great companies need not have likeable or humanistic core values, although many do. The key is not what core values an organization has but that it has core values at all."

Pretty strong endorsement, don't you think?

Writing your core values

OK, so you buy into the fact that a set of core values is important to creating a winning team. So how does one go about writing these rules? If you go at it cold, with a blank sheet of paper, figuring out your company's core values can be a frustrating and fruitless process.

Luckily, there is a way to get at your core values that's fun and amazingly fast. Using the following approach you can get a good first draft in 15 minutes and a finished document in an hour. It's an approach first suggested by Jim Collins years ago.

Gather a representative group of employees and ask them to pretend there's a team of Martian anthropologists studying American business. These Martians are trying to understand your company's corporate culture. Each individual is to come up with the names of five employees — ones who aren't in the room — for these aliens to watch. The Martians don't speak English, so whatever they learn will have to

come through observation.

Given that, which five employees would best convey the good things about your company just through their actions? Careful not to over-engineer by choosing a balanced team that represents each function in the business. Just choose the five who best give a sense of what's good about the company. Go around the room and determine the top three vote-getters. Please don't let these lists out of the room.

Now that you have three names, find out why they were picked. How do they go about their work? What would customers or co-workers say about them? Why are they important or valuable to the organization?

Jot down what's being said and you'll begin to see themes and patterns emerge. Your goal is to know what the real core values are, not the Chamber of Commerce's notion of what they should be.

As you get closer to finding the right words and ideas to describe your company's core values, the energy level of the room will begin to rise. You'll recognize your company's core values when you hear your employees stating some of your own deepest beliefs and motivation as their own.

Put those themes in understandable language and you'll come up with rules that are important to the success of your employees and therefore the success of your business. Remember to repeat them often, use them in developing goals and live by them daily. Now that's powerful!

Donna Beaman is an ActionCOACH Business Coach who helps successful business owners build the business they require for the lifestyle they desire. Contact her at 970-232-3069 or DonnaBeaman@Action-COACH.

AIMS, from 13

As a result, the kinds of courses to be offered at the new campus are also still up in the air. Liddell said there will likely be a mix of general and continuing education courses, but that they could also focus on specialty education that will serve the region.

Picking the land was the easier part. Liddell said that the site will give them easy access from I-25 and also reiterate that Aims is a Weld County institution, not just a Greeley institution. When college officials began the land search for a new campus, they were looking at five to six other sites. When they found out the Wilson Ranch area was available, it seemed like a perfect match.

Troy McWhinney, principal of acquisitions for McWhinney, hopes Aims will be a good fit for the development, too.

"Wilson Ranch has really been in the

works for about five years," he said.

McWhinney became interested because it was a nice property on the cusp of a rapidly growth area. Early in the planning process, an educational user was discussed as one of many that could anchor the northeast corner.

"I hope to see some positive spinoff from Aims," McWhinney said.

McWhinney's Wilson Ranch development will encompass 1,600 acres on the southeast corner of the I-25/Colo. 56 intersection — across the street from the Aims campus. The property was annexed and zoned by Berthoud in 2006. Plans call for a mostly residential development, with commercial opportunities fronting I-25.

However, the slow residential market has put the brakes on any groundbreaking in the near future. McWhinney said they will wait until the market is ready to absorb the homes.

"Right now, it's not looking like anytime in the near future," McWhinney said.



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3	4	CHAMPION AUTO GROUP INC./IRON MOUNTAIN 871 (Champion Drive Windsor, CO 80550 970-330-1800/970-330-2501	385 385	N/A \$241,713,386	Automotive dealership, trucks and work vans.	Chamberlainj@championagc.com www.ironmountainautoplex.com	Edwin John Chamberlain CEO Michelle Stolz 1999
4	3	0-1 INC. 11133 Weld County Road 64-3/4 Windsor, C0 80550 970-674-3800/419-247-2505	200 200	N/A N/A	Glass-container manufacturer.	N/A www.o-i.com	Dwayne Wendler General manager Patricia Jones 1903
5	6	TELVENT MINER & MINER 4701 Royal Vista Circle Fort Collins, CO 80528 970-223-1888/970-223-5577	146 132	N/A \$18,700,000	Providing software solutions to energy and water/wastewater utilities and municipalities around the world.	info@miner.com www.miner.com	Jeffrey Meyers President Paula McIntosh 1946
6	5	UNIVERSAL FOREST PRODUCTS INC. 15 Walnut St. Windsor, C0 80550 970-686-9651/970-686-9670	145 145	N/A N/A	Manufacturer and distributor of wood and wood-alternative products to retail/dealer, site-built construction, manufactured housing and industrial markets.	N/A www.ufpi.com	Robert Hill President Kathy Minear 1955
7	7	METAL CONTAINER CORP. 1201 Metal Container Court Windsor, CO 80550 970-686-1500/970-686-5761	111 114	N/A N/A	Aluminum beverage containers.	N/A www.anheuser-busch.com	Dan Kimutis Plant manager N/A 1987
8	8	POUDRE VALLEY RURAL ELECTRIC ASSOCIATION INC. 7649 REA Parkway Fort Collins, CO 80528 970-226-1234/970-226-2123	90 88	\$72,400,000 \$64,865,651	Electric utility. 501(c)12	pvrea@pvrea.com www.pvrea.com	Robert "Brad" Gaskill CEO Myles Jensen 1939
9	NR	PACKAGING CORPORATION OF AMERICA 1201 Cornerstone Drive Windsor, CO 80550 970-686-7600/970-686-5767	80 100	N/A N/A	Manufactures retail packaging products.	N/A www.packagingcorp.com	Robert Wilson General manager Lory Britt 1988
10	10	AUSTIN'S HOMESTEAD BAR AND GRILL AT PELICAN LAKES 1600 Pelican Lakes Point Windsor, CO 80550 970-674-1100/970-674-1175	58 50	N/A N/A	Indoor and outdoor meeting and event facilities for small or large groups with onsite catering.	Mike@austinshomestead.com www.austinshomestead.com	Shannon Medlicott and Mike Brady Events coordinator and General manager N/A 2005
11	12	ICE ENERGY LLC 9351 Eastman Park Drive Windsor, CO 80550 970-545-3630/970-545-3634	55 40	N/A N/A	Off-the-shelf energy-storage device that shifts an air conditionerOs demand away from peak times.	lceInfo@ice-energy.com www.ice-energy.com	Gregory Tropsa and Frank Ramirez President and CEO N/A 2003
12	9	PTARMIGAN COUNTRY CLUB 5416 Vardon Way Fort Collins, CO 80528 970-226-8355/970-226-2836	50 82	N/A N/A	Full-service country club, restaurant/banquet facilities, driving range, practice green, chipping area, locker rooms, tennis, swimming.	info@ptarmigancc.com www.ptarmigancc.com	Ron Flack; Ryan Flack and Mike Ball N/A N/A 1988
13	11	TROLLCO INC. (DBA) WATER VALLEY LAND CO. 1625 Pelican Lakes Point, Suite 201 Windsor, CO 80550 970-686-5828/970-686-2768	45 45	N/A N/A	Trollco: Residential, commercial and retail real estate development. Pelican Lakes Golf Course and Fitness Center, WaterValley and Poudre Tech Aggregrate.	info@watervalley.com www.watervalley.com	Martin Lind Owner N/A 1990
14	NR	PELICAN LAKES GOLF AND COUNTRY CLUB 1600 Pelican Lakes Point Windsor, Co 80550 970-674-0930/970-686-9701	45 N/A	N/A N/A	Swimming pool, locker rooms, Austin's Restaurant and Saloon, banquet rooms, driving range and putting green.	pelicanlakescc@aol.com www.watervallley.com	Terri Murphy N/A N/A 1999
15 N/A-Not A	NR	FRONT RANGE ENERGY 31375 Great Western Dr Windsor, Co 80550 970-674-2910/970-674-2914	32 32	N/A N/A	Ethanol production.	N/A www.frontrangeenergy.com esponses to Business Report survey researched by red for future lists, e-mail research@ncbr.com	Dan A. Sanders N/A N/A 2006

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



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EDITORIAL& COMMENTARY

EDITORIAL

Possible Leprino plant would be 'wonderful' for Greeley economy

Word that Leprino Foods Co. of Denver is considering Greeley for a cheese-manufacturing plant once again has sparked debate over what sort of jobs the city should work to attract

It's not a new question. Many in the community greeted JBS Swift's addition of 1,300 jobs at the company's Greeley beef-processing plant with a deafening silence.

We hope the same is not true for Leprino, which is expected to build a new mozzarella factory on the former Great Western Sugar Co. site in east Greeley. Leprino also is considering another, unnamed site in Northern Colorado and one in Kansas for the facility, but the Great Western site appears to be the favorite.

Leprino is awaiting a decision by the Greeley City Council — expected Jan. 8 — on taxincrement financing for the Great Western site. If all goes well, the company will build a 500,000-square-foot manufacturing plant that would employ more than 400 people in — contrary to concerns expressed by some pundits — high-paying jobs.

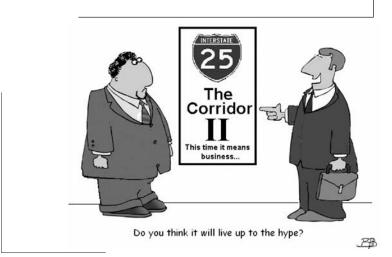
JBS Swift's announcement was lost amidst the debate over illegal immigration in the city, with some fearing that an expansion of the beef plant would only exacerbate the problem. Others argue that the pay scales at such agricultural operations are not conducive to growing the economy.

We disagree. Agriculture — and the more encompassing agribusiness sector — accounts for a huge portion of the Greeley, Weld County and Northern Colorado economies. Weld County ranks among the top five ag-producing counties in the nation, a strength on which the region should build — not a statistic to be feared.

Furthermore, Leprino has been an excellent corporate citizen in its home city of Denver, and we would expect that community involvement to extend to Greeley as well.

Most importantly, it would be difficult to overstate how much of an impact Leprino will have on the Northern Colorado dairy industry. The plant is expected to process 5 million to 6 million pounds of milk daily, a boon to dairy farmers in the region. A local official with the Dairy Farmers of America described Leprino's possible plant as a "wonderful coup" for Greeley.

Colorado ranks No. 1 in terms of milk production per cow. Leprino ranks as the world's largest producer of mozzarella cheese, serving pizza customers such as Domino's, Pizza Hut and Papa John's. Those two facts, brought together in Greeley, make for a perfect combination



Mortgage meltdown tops biz-news headlines for '07

Northern Colorado witnessed a bevy of major business-news stories during the past year. After a stroll through the archives of the *Northern Colorado Business Report*, here's how I rank the Top 10 Business-News Stories of 2007:

1. Foreclosures/mortgage meltdown. No

doubt about this one, what with Weld County remaining in the Top 10 nationally for foreclosures. The mortgage debacle has left the banking and real estate markets reeling, sparking many real estate agents to seek another line of work, and forcing a slowdown (finally) in bank branching activity.



PUBLISHER'S NOTEBOOK Christopher Wood

2. Proposed uranium mine. Powertech Uranium Corp.'s proposal for a uranium mine near Nunn in Weld County, just a few miles from Fort Collins, will continue to be a major story in 2008, what with several other companies also eyeing uranium extraction in the area. Will the proposals receive regulatory

approval? Stay tuned.

3. Vestas selects Windsor. Vestas Wind Systems A/S of Denmark chose the aptly named Windsor for a wind-turbine manufacturing plant. Initially pegged at 466 workers, the plant now will employ about 600 when it opens this summer.

4. Solar-panel plant. Colorado State University spinoff AVA Solar Inc. expects to employ 500 by the time a solar-panel manufacturing plant opens toward the end of 2008. The plant will anchor a new CSU renewable-energy research park at Interstate 25 and East Prospect Road.

5. New hospital checks in. Health care in Northern Colorado got a shot in the arm with the February 2007 opening of Medical Center of the Rockies, a new hospital in Loveland. The facility aims to serve a wide geographic area and has already affected the competitive situation in the local health-care market.

6. Death of the RTA. It's dead all right, but the proposed Regional Transportation Authority might see new life in 2008 or 2009,

depending on how much pressure is exerted on local governments to think regionally when it comes to moving cars and people.

7. Sales of Swift and UAP. Two companies that originally spun out of ConAgra Foods Inc. now are two generations removed. Greeley meatpacker Swift & Co. was purchased in early July by JBS S.A. for \$1.5 billion, while Greeley-based UAP Holding Co. sold in December for \$2.65 billion to Agrium Inc. of Canada

8. Newspaper wars. A local newspaper owner accused me of thinking the ongoing turf battles among Northern Colorado's daily-newspaper companies was "funny." Not so. Coverage of this sector is fun, however (everybody loves a good story), given the monumental changes in store for how local residents get their news. Look for more battles among Gannett Co., Swift Communications Inc. and Lehman Communications Corp. in 2008.

9. Union Pacific railyard. This could become a top story in 2008, if plans go forward, but the mere prospect of 8,800 jobs spinning off from a freight-handling facility in Fort Lupton lands this story among the Top 10 for 2007.

10. Embassy Suites groundbreaking. At last, this long-expected hotel has broken ground. The 263-room facility, complete with an 80,000-square-foot conference facility, promises to alter the region's hospitality landscape.

Honorable mentions include Sonny Lubick's firing at CSU, sale of the former Hewlett-Packard Co. building in Greeley and the Agilent Technologies Inc. buildings in Loveland, the sale of Dako Denmark A/S's Fort Collins operation and the emergence of green-business practices in all industries.

Stories to watch for 2008? The aforementioned green-biz phenomenon, health-care reform, development of Grand Station in Loveland, redevelopment of Foothills Mall in Fort Collins and plans for the Aims Community College campus in Berthoud.

Christopher Wood can be reached at 970-221-5400 or via e-mail at cwood@ncbr.com. Catch his blog, Woody's World, at www.ncbr.com.

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The Northern Colorado Business Report | 21

What is a contract, anyways?

Legal agreements just don't bind like they used to

Con-tract: an agreement between two or more parties for the doing or not doing of something specified. —Dictionary.com

GUEST

COLUMN

John Sternal

In reading the definition of the word contract, one must assume that it's quite clear and simple to understand. Basically, a contract means you agree to do something during a time specified and agreed upon by you and another party. There really is no grey area here. Not even a shade.

If I told you a contract was as solid as a brick wall, I'd be correct, right?

Wrong

Unfortunately, the world begs to differ. Because in almost every aspect of life, if you have a binding agreement, you'd be surprised how easy it is to unbind it.

I love the fact that we get "contracts" when we sign up to purchase a cell phone. Typically, we sign two-year agreements with the service provider of our choice (AT&T, Sprint, T-Mobile, etc.). So what

exactly do we need a "contract" for? Is the service provider telling us we must use its service for the duration of time we agreed upon? The easy answer is, yes.

But not so fast. If you were to Google "get out of cell phone contract," you would find pages and pages of Web sites and services that promise to help either transfer your cell service to a third-party provider, or outright cancel the "contract." So I ask the question: If you can get out of your cell phone contract, why have a contract at all?

Let's move on to the auto industry. You fall in love with the new BMW 5 Series. So you visit your local BMW dealer and there you're able to sign up for a 48-month lease on a brand-new car. Love is in the air between you and your new driving machine.

After about eight months, the honeymoon is over. The car isn't what it used to be, and you just saw an advertisement for the new Mercedes coming out.

But wait, you still have 40 more months remaining on your contract, don't you? And according to the dealer, if you want out of the contract, you'll have to pay the remaining terms, a sum totaling \$40,000.

Unless you can find someone else to take over the remaining portion of your lease, that is. And you can find that on the Internet as well.

Professional holdouts

So far we've walked away from a cell phone contract and a car lease contract. This third example is by far my absolute favorite: Professional athletes.

Almost every day we hear of a different athlete who signs a contract worth millions to play a game. When an athlete (Player A) signs a five-year deal worth \$50 million dollars (very reasonable in this day and age), he is absolutely elated upon agreeing and signing on the dotted line. And he's very loyal and productive for the first three years of that contract.

But right before his fourth year begins, Player B at the same position on another team signs a contract worth twice as much. Player A decides it's his right to hold out of the season until his "contract" is re-worked and comparable to Player B.

Why? He was getting paid each week. Both parties were fulfilling their contractual obligations. Three years earlier Player A loved his contract.

Every time, Player A ends up getting more money and a new contract, despite already having a supposedly valid contract.

We can go on and on about all kinds of contracts that don't stand up over time. Marriage is a contract, yet the divorce rate has never been higher. Entertainers exit their record label contracts all the time.

Clearly, we have to take the next step and use this knowledge to escape the housing situation America finds itself in. All over the country, millions of people are foreclosing on their houses at a record pace because of the number of adjustablerate mortgages people can no longer afford.

I've got the answer, and I'll be more



than happy to share it with you.

A mortgage is merely a contract between a homeowner and the bank. Therefore, like professional athletes, we should have the right to "hold out" on our payments until we can negotiate a better

John Sternal works for LeaseTrader.com, a company that facilitates car lease transfers.

"Business does know that the status quo is unacceptable."

Amy Fletcher, associate director Business Health Forum

208 COMMISSION, from 3

able to business, Gagliardi said. "Somebody has to pay for that program, and it's usually a tax increase on the real engine of the economy, and that's small business."

Cindy Sovine-Miller, a spokeswoman with the Colorado State Association of Health Underwriters, said a single-payer-type program would be catastrophic for members of her association, who would "all be out of a job" if such a system was implemented.

"The single-payer (proposal) removes that piece and replaces it with a state employee," she said. "We believe keeping private enterprise in the system is better."

Business interest, concern high

The 208 Commission has been holding meetings and hearings around the state for more than a year, utilizing the Business Health Forum — a project of the Colorado Association of Commerce and Industry — to encourage business to get involved in the process.

Amy Fletcher, Business Health Forum associate director, said she's been "pleasantly surprised" at the amount of business

interest in the proposals and understands worries about what might come out of the process.

"They're paying attention to their fears, and I think that's a natural reaction," she said. "But business does know that the status quo is unacceptable."

The GOP announced in early December that the proposals being vetted by the 208 Commission were not acceptable to them or business and that Republican lawmakers would push for their own version of healthcare reform.

Sen. Steve Johnson, R-Fort Collins, will carry a GOP-crafted health-care reform plan in the Senate and Rep. Spencer Swalm, R-Centennial, will carry the bill in the House.

Johnson said the GOP plan takes a more incremental approach to health-care reform, steering away from employer mandates or new taxes. "It's basically to offer a plan that's more affordable to the working poor," he said. "The idea is if we can offer a plan that's less expensive, it's better than no plan at all."

Johnson said he didn't want to criticize any of the 208 proposals but said he didn't believe any new state health program requiring a tax increase — and therefore a vote of the people in November — would make it out of the Legislature.

"I don't see the Democrats wanting to do that in an election year," he said.

Johnson said the GOP proposal aims to help Colorado's uninsured working poor until a broader, national solution to health care can be developed.

But 208 Commission spokeswoman Sonn said bolder action is needed than what the GOP is proposing.

"They're taking an incremental approach and that's not going to move the ball forward," she said. "We really believe comprehensive change is needed."

"But Colorado is No. 1 in the nation in terms of production per cow."

Les Hardesty, farmer Cozy Cow Dairy

LEPRINO, from 3

fuel a production capacity that makes the company the world's largest producer of mozzarella cheese. Customers include the big three of the American pizza industry — Domino's, Pizza Hut and Papa John's.

Leprino executives say that their ties to co-op suppliers are key to operating successfully with their new, modern manufacturing facilities.

"We have a very long-term relationship with Dairy Farmers of America, in this region and in other places where we operate," said Mike Reidy, Leprino's executive vice president for business development. "Our relationship with our dairy co-op suppliers is outstanding. We know that Northern Colorado, as a dairying area, has become very robust and successful, and we're glad to be a part of that."

While Leprino has contracts with a handful of independent producers in Cali-

fornia, where the company operates three cheese plants, and another with an independent Michigan cooperative that supplies two plants there, the bulk of Leprino's milk supply comes from DFA producers

No. 1 in nation

Windsor dairy farmer Les Hardesty, whose Cozy Cow Dairy is a co-op member, said the process of attracting Leprino to Greeley is made easier with data that show the region's production tops any other in the nation.

"No, we're not the biggest dairy state in the country," he said. "But Colorado is No. 1 in the nation in terms of production per cow. And the quality of the milk our farmers produce absolutely makes a difference. Almost all of it comes from family farms."

Reasons for the top production ranking include geographic and climate factors, Hardesty and Yando said. Relatively cool and dry summers, together with mild winters, make for happy cows.

"When you have a 2,000-pound animal and subject that animal to high heat and humidity, they're miserable," Yando said. "The conditions here are almost ideal, and our farmers are really good managers of their herds."

Leprino's decision on building in Greeley awaits a city council vote on Jan. 8 to create a special taxing district to help pay for redevelopment of the Great Western site, where the company would build a 500,000-square-foot plant.

Meanwhile, Reidy said he and other company officials would lay low.

"We're a quiet company," he said. "A number of the facets of this development will become more public in due course. I'd rather wait till we get a little further along in the process."

LEGAL, from 7

ment files, hard drives, proprietary databases, IM and text messages, voicemail, cell phone data, backup tapes — if it's digital, it's treated like a legal document.

The first step toward being in compliance is to organize your ESI so you know what you do and don't have. Financial giant Morgan Stanley learned this the hard way in 2006, when a jury returned a \$1.58 billion judgment against the company, in part, for not thoroughly searching all its various archive systems.

"Morgan Stanley got into trouble because it couldn't give an organized presentation of its electronically stored information," said Steve Berens, president of Fort Collins-based Privacy Networks Inc. The first step toward getting organized is to define a reasonable retention period for various types of information. Then set up a system to remove information outside that period — and follow the system, Berens said.

William Slamkowski, an attorney with Hensley Kim & Holzer LLC in Denver, agreed that following a document retention system is vital, but so is having control over the system.

"You have to be able to put a litigation hold on any and all documents that you might reasonably assume might be requested as soon as you know you might be involved in a suit," he said. "You have a duty to preserve documents that can be triggered by something like a demand letter. At that point, you have to be able to flip a switch to stop all data destruction at

all levels regarding that claim."

You don't actually have to be sued for these obligations to kick in, Slamkowski said. "Even if you are a third party that someone thinks may have information relevant to a suit, you have to be able to produce it if you do, or prove that you don't."

Should you be faced with a situation involving e-discovery, Slamkowski said combing through your records by hand — or hiring an IT specialist trained in chain-of-custody procedures — can be expensive as well as time-consuming, not to mention the productivity lost to the hunt for data. All the more reason for any company to explore archiving and retrieval solutions.

Privacy Networks offers a range of products that can be installed on site at a

company or provide a hosted, Web-based service for businesses of any size. Its PrivacyVault works by treating each e-mail as a transaction and creating a searchable index of all the transactions. Then it is a simple matter of applying the rules of your retention policy to the index for automatic deletion or archiving.

Organizing your ESI can have benefits beyond the realm of e-discovery. Abiding by a valid retention policy can keep down clutter on your server, and having easy access to e-mail can help with business and tax planning, to resolve pricing disputes or to establish ownership of ideas.

"At our company, we consider e-mail intellectual property," Berens said. "We have important ideas develop as we collaborate with clients via e-mail, so our policy is that we never delete e-mail."

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The Northern Colorado Business Report | 23

ECONOMIC INDICATORS



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Larimer County	271,990	561,372 296,519	640,359 330,879	726,575 366,240	924,719 439,217	8/06
Weld County	228,729	264,853	309,480	360,335	485,502	8/06
•						
General	Latest month	Prev. listing	Change prev. mo.	Last year	Change prev. year	Last updat
Employment	287,074	289,931	-0.99%	280,481	2.35%	11/07
Unemployment	11,008	9,525	15.57%	12,455	-11.62%	11/07
Colo. Unemp. Rate	3.90%	3.40%	N/A	3.90%	N/A	11/07
Lmr. Unemp. Rate Weld Unemp. Rate	3.40% 4.10%	2.90% 3.60%	N/A N/A	3.40% 3.80%	N/A N/A	11/07 11/07
,			.,		.,	, 2.
Jet fuel (gallons dis.) F.CLoveland Airport	86,526	100,778	-14.14%	116,406	-25.67%	11/07
Motor vehicle reg.	44,133	59,004	-25.20%	58,664	-24.77%	11/07
Vectra Small Business						
Colorado index	94.7	95	-0.32%	100.5	-5.77%	11/07
U.S. index	90.9	91.3	-0.44%	87	4.48%	11/07
Bankruptcies						
Larimer County	(7	00	-24720/	A1/A	N1 /A	11 /07
Chapter 7 Chapter 13	67 5	89 9	-24.72% -44.44%	N/A N/A	N/A N/A	11/07 11/07
Weld County	5	7	44.44%	N/A	IN/A	11/07
Chapter 7	68	78	-12.82%	N/A	N/A	11/07
Chapter 13	11	13	-15.38%	N/A	N/A	11/07
Foreclosures (000s)						
Larimer County	183	220	-16.82%	N/A	N/A	11/07
Value	\$44,392	\$52,260	-15.06%	N/A	N/A	11/07
Weld County	360	299	20.40%	N/A	N/A	11/07
/alue	\$62,661	\$61,397	2.06%	N/A	N/A	11/07
Patents						
Larimer County	32	46	-30.43%	48	-33.33%	11/07
Weld County	13	10	30.00%	9	44.44%	11/07
New businesses						
Larimer County	213	362	-41.16%	164	29.88%	11/07
Weld County	144	252	-42.86%	90	60.00%	11/07
Consumer Price (Color	ado, Wyoming, Mor	ntana and Utah)				
Index (1982-84 = 100)	040.0	O44 7	0.0407	000	5.0504	44 /07
Food & beverages	212.2	211.7	0.24%	202	5.05%	11/07
Housing Transportation	222.5	222.84	-0.15% 2.74%	215.6	3.20%	11/07
Transportation Medical Care	192.13 360.05	187 358.3	0.49%	177.6 340.7	8.18% 5.68%	11/07 11/07
REAL ESTATE						
Total construction (00)						
Larimer County	\$74,192	\$38,222	94.11%	\$25,353	192.64%	11/07
Weld County	\$42,209	\$26,144	61.45%	\$81,522	-48.22%	11/07
Building permits	150	171	-12.28%	280	-46.43%	11/07
Apartment vacancies	F.000/	04004	N/4	0.1007	N/A	0/07
F.CLoveland Greeley	5.00% 8.10%	9.10% 8.30%	N/A N/A	8.10% 7.30%	N/A N/A	9/07 9/07
Apartment rent	0.1070	0.0070	- IIII		1971	7/01
F.CLoveland	\$757	\$801	-5.46%	\$766	-1.17%	9/07
Greeley	\$623	\$595	4.60%	\$634	-1.87%	9/07
Office vacancy rates	44 0004			10.000		c !==
Fort Collins	11.89%	11.79%	N/A	10.30%	N/A N/A	9/07
Loveland Greeley	8.77% 15.72%	7.98% 17.07%	N/A N/A	6.90% 20.20%	N/A N/A	9/07 9/07
Retail vacancy rates	13.1 £ /0	11.0170	II/A	LU.LU /0	N/A	7/01
Fort Collins	7.66%	7.24%	N/A	5.70%	N/A	9/07
oveland	5.30%	7.05%	N/A	3.56%	N/A	9/07
Greeley Industrial vacancy rate	9.59%	4.45%	N/A	5.51%	N/A	9/07
Fort Collins	4.26%	4.45%	N/A	4.27%	N/A	9/07
Loveland	4.60%	4.27%	N/A	5.06%	N/A	9/07
Greeley	6.65%	8.13%	N/A	8.76%	N/A	9/07
SALES						
Restaurant retail (000:		6101 4 40	2.0107	¢100.001	F 000/	c 107
Larimer County Weld County	\$98,386 \$53,000	\$101,440 \$50,563	-3.01% 4.82%	\$103,806 \$48,089	-5.22% 10.21%	6/07 6/07
Gross sales (000s)						
Larimer County	\$799,264	\$664,596	20.26%	\$771,518	3.60%	6/07
Weld County	\$809,715	\$661,252	22.45%	\$712,860	13.59%	6/07

 $\label{thm:continuous} \textbf{Note: Unless otherwise indicated, all statistics are for Larimer and Weld counties combined.}$

New tax accounts

Sources: Colorado Division of Local Government (Population stats); Larimer County Workforces Center (Employment stats); Fort Collins-Love-land Municipal Airport; Larimer, Weld County Depts. of Motor Vehicles (Motor vehicle registrations); Vectra Bank Colorado (Colorado & U.S. Small Business Indices); F.W. Dodge Data (Construction statistics); SKLD Information Services LLC (Bankruptcy, foreclosure); LexisNexis (Patents); The Home Builders Association of Northern Colorado (Building permits); Colorado Division of Housing (Apartment vacancies & rates); Realtec Commercial Real Estate Services Inc. (Office, retail, industrialvacancy rates); Colorado Deptment of Revenue (Restaurant sales, gross sales figures, new sales tax accounts); U.S. Depts, of Labor, Bureau of Labor Statistics (Consumer Price Index).

-23.27%

6/07

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