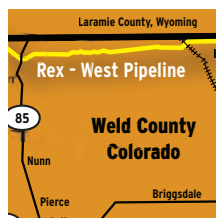


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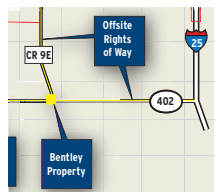
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Cricket comes to Fort Collins

Organizers bet on local market

Page 3A

NCLA sets priorities for 2008

Group supports more bills than usual this session

By Kristen Tatti
ktatti@ncbr.com

Although the current state legislative session is off to a relatively slow start, the Northern Colorado

Legislative Alliance is already focusing on several bills addressing the group's overall 2008 agenda.

"It's three weeks into the session, and it's been fairly quiet," said Sandra Hagen Solin, issues manager for NCLA. She amended that with "yet," saying that this could prove to be the calm before the storm. So far, though, Solin hasn't seen a number of the bills she expected to be playing defense on — issues involving labor relations and environmental

issues, namely.

"We've shifted our focus in the past three weeks," she said, explaining that NCLA spends much of its time working against bills it considers against the interests of the region. "We can really focus on the (proactive) things that will keep the economy



SOLIN

healthy."

The NCLA's priority agenda will focus on:

- Job creation, general business and work-force issues
- Transportation
- Work-force preparedness, K-12 and higher education
- Colorado's fiscal structure
- Health care
- Environmental policy on climate change.

See NCLA, 16A

Charter school raises hopes for wildlife center

Imagine Schools proposes link to raptor program

By Tom Hacker
thacker@ncbr.com

FORT COLLINS — A budding collaboration between a raptor rescue project, a nationwide chain of charter schools and a creative real estate developer holds the promise of jump-starting plans for a grand-scale nature interpretive center.

The Rocky Mountain Raptor Program three years ago teamed with developer Mickey Willis, owner of Paradigm Realty and Development Co., to acquire 26 acres of land on the north side of Vine Drive, just east of its intersection with Linden Street.

Using the Sonora Desert Museum in Tucson, Ariz., as a close model, the raptor program, Willis and the Fort Collins-based National Association for Interpretation hatched plans to build a wildlife and nature interpretive center that has the potential to become a major regional attraction for tourism and education.

Enter Imagine Schools, a highly successful network of charter schools, with an offer to build the \$6 million, kindergarten-through-eighth grade Imagine Environmental School on the site.



Tom Hacker, Northern Colorado Business Report

WISENED OWL — Lisa Winta, assistant director of the Rocky Mountain Raptor Program, holds a great horned owl rescued after suffering neurological damage after contracting West Nile disease. The raptor program is collaborating with the proposed Imagine Environmental School that would house 450 students in adjacent space.

"It's like having the missing piece fall into place for us," said Bob Francella, the raptor program's director of public support. "This gets things moving forward."

Board members of the proposed school submitted an application to

the Charter School Institute of Colorado, which will hold a final hearing March 18 to decide on granting the charter.

Fast track

Should the institute rule favor-

ably, the fast-moving Imagine developers will begin construction this year and open the 30,000-square-foot school on four acres of land adjacent to the raptor center at the beginning of the 2009-10 school

See CHARTER, 29A

Natural gas pipelines proliferating Western region

Gas leaving Rockies will raise local utility bills, producer profits

By Steve Porter
sporter@ncbr.com

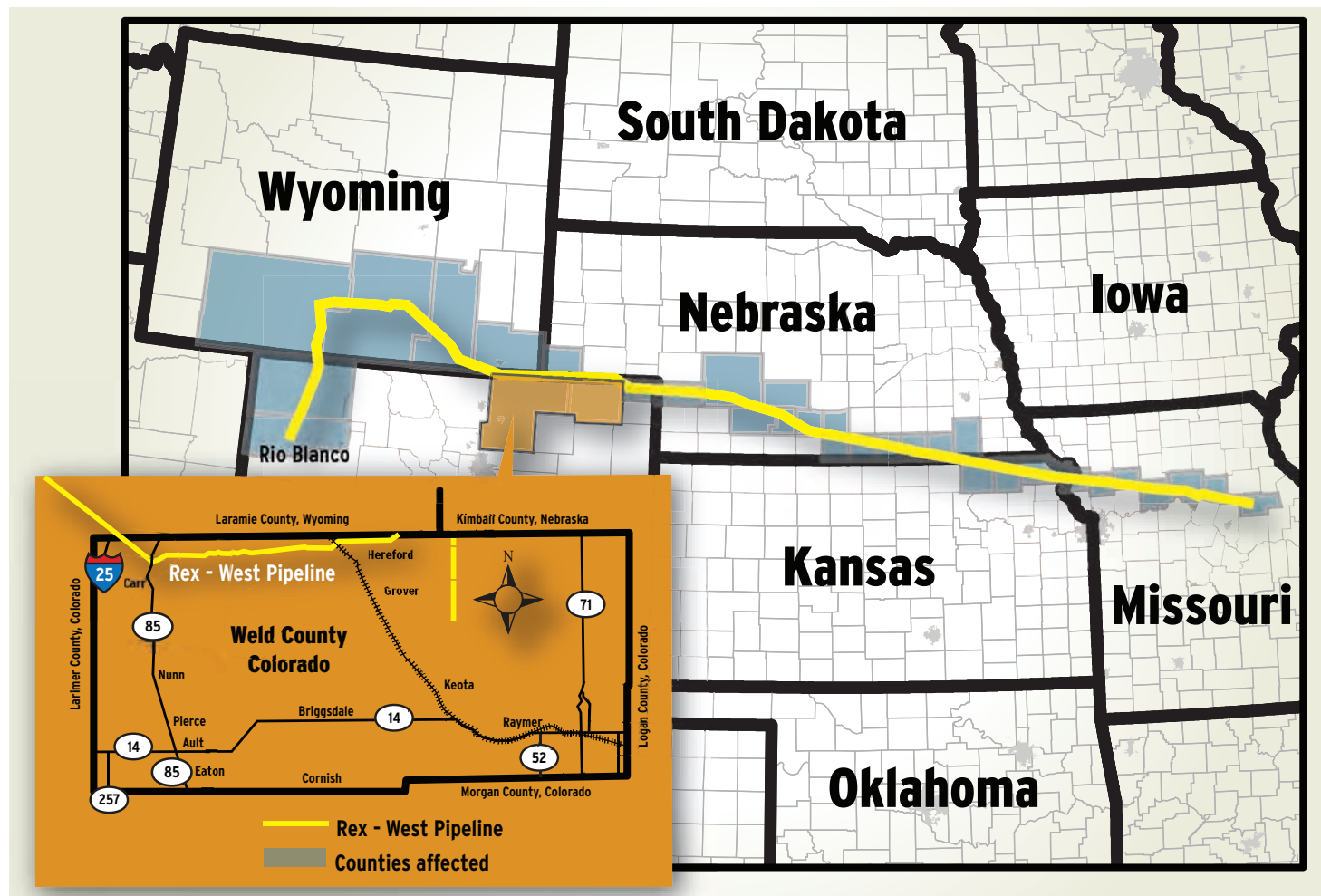
WELD COUNTY — The completion of the second section of a planned 1,679-mile natural gas pipeline that will eventually send natural gas from Colorado and the Rocky Mountain region as far east as eastern Ohio will result in higher gas prices for Colorado businesses and residents.

And those higher prices, caused by delivery of natural gas to more markets and more competition for it, are expected to climb even higher as other new pipelines planned for the next few years become operational.

The Rockies Express-West pipeline that sends gas pumped from Colorado and Wyoming fields to eastern Missouri — a 713-mile portion that will become fully operational early this month — will have an immediate effect on Colorado heating bills in February, according to Skip Arnold, director of Energy Outreach Colorado in Denver.

Arnold said changes in the market price for natural gas as a result of the availability of new gas in the Midwest will cause Colorado prices to rise by 6 percent in February over the same month a year ago, a month that would have seen a projected 12 percent decline in prices without the pipeline opening.

See GAS PIPELINE, 28A



Courtesy Rockies Express

LONG JOURNEY — When it is complete in June 2009, the Rockies Express pipeline will stretch nearly 1,700 miles and take natural gas from the Rocky Mountain region all the way to eastern Ohio. The two sections now open connect Wyoming and the Western Slope producers with Midwestern markets.



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THE EYE

Contestants lose at new Loveland TV reality show

At a lifetime high, weight-wise, the Eye might be first in line Feb. 23 at the Budweiser Events Center in Loveland when producers of a locally based "reality" TV show hold auditions.

"The Thinnest Winner" is the brainchild of **Ryan Ehmann**, a former Professional Rodeo Cowboy Association bareback rider, whose back injuries left him a couch potato for a couple of years. After resurrecting himself to the point where he was able to resume riding on the Fox Sports rodeo series, he set out on a mission.

His target: Overweight Northern Colorado residents ready to commit to his three-month regimen — in front of TV cameras.

Interested? Start with a visit to the Web site at www.thinnestwinner.com.

There, prospective contestants will have to answer 17 questions that delve into the personal. For example: "Please share the worst story, most embarrassing moment or uncomfortable feeling you have had because of your weight."

Where to begin?

During the 9 a.m. to 5 p.m. auditions, a panel of judges will interview applicants and settle on 140 who will plunge into the three months of learning to work out, shop, read labels, eat and fend off temptations.

"We're going to look for people who can look me in the eye and say they're 100 percent committed to making a change," Ehmann said. "We're not looking for certain personalities to make the show dynamic."

Ehmann and producers have reserved Comcast cable channels 3 in Loveland and 83 in Fort Collins for the show, perhaps beginning in April.

New name, new charter for Julesburg bank

First National will be Points West Community Bank by early April '08

By **Kristen Tatti**
ktatti@ncbr.com

First National Bank of Julesburg is off to a fresh start in 2008.

Freshly out of an agreement with its banking regulator, the bank recently converted from a national to a state charter and is changing its name.

The Julesburg bank is one of three institutions under the First National name in Northern Colorado. The bank operates four branches, including one in Wellington and one in Windsor.

The Office of the Comptroller of the Currency, which regulates nationally chartered banks, entered into a formal agreement with the bank in late 2006 as the result of a faulty currency transaction report. Currency transaction reports, required under the Bank Secrecy Act, must be filed by all banks for each deposit, withdrawal, exchange of currency or other transaction that involves more than \$10,000. This includes transactions that occur at different times in one day or at different branches of the same institution.

First National President Tom Olson said he knew it would not take long for the bank to rectify the issue, which stemmed from confusion over who would handle the reports when the employee previously doing it left the bank. The misstep, Olson said, was already solved by the time the regulators conducted their examination.

"The amount of time it took (to complete

the agreement) was only as long as it took them to get back in here," Olson said.

The agreement was officially completed on Nov. 5. Olson admits that the timing of the charter conversion might appear like an attempt to switch regulators — state-chartered banks are examined by the state banking board and the Federal Deposit Insurance Corp. rather than the OCC.

"We were actually planning to do this some time ago," he said. "We had decided to get away from the First National name because it was confusing for our customers."

The Olson family operates banks in Nebraska and Wyoming as well as Colorado, all under the First National name. Olson said that despite how common the name is, they had no markets where another similarly named bank operated

See **POINTS WEST**, 24A

F O C U S



Courtesy Brooks LaTouche

STICKY WICKET — Trinidad's opening batsman, William Perkins, scoops one past Guyana wicketkeeper Tyrell Tull in action last year at the Stanford 20/20 Cricket tournament in Antigua, a Caribbean nation. Games from this year's tournament are being televised in Fort Collins, the only U.S. test market for the sport.

The cricket buzz

Caribbean tournament organizers bet \$3.5M on Fort Collins market

By **Tom Hacker**
thacker@ncbr.com

FORT COLLINS — Rolling out a \$3.5 million promotional campaign and hiring a small army of "brand ambassadors," organizers of a Caribbean cricket tournament have set sights on Fort Collins as the ideal U.S. community in which to market the sport.

Stanford 20/20 Cricket, a fast-paced and colorful adaptation of the traditional game, will take to the airwaves with matches played in the Caribbean nation Antigua televised on the Fort Collins Comcast cable channel 97, available to all levels of Comcast subscribers.

The campaign to bring 20/20 Cricket to American viewers hatched in Fort Collins because of its demographic makeup, said Allen Stanford, billionaire founder of Stanford Financial Group and of the 20/20 Cricket tournament he hosts.

"We got down to about five cities in the U.S.," Stanford said in a phone interview from Antigua. "We were looking for a college town, where they had the sports thing going, an all-American city, willing to accept something new. The experts told me Fort Collins was the place."

Other cities on the short list for Stanford's consideration included Lincoln, Neb., and Ann Arbor, Mich.

Stanford said the \$3.5 million committed so far will be spent in the next month on everything from bus benches to TV commercials to lavish parties and giveaways. He said the Fort Collins campaign for the month-long 20/20 Cricket tournament would continue during

See **CRICKET**, 29A

Water bank may tip scale for Greeley

\$10 million incentive could be key factor in Leprino site decision

By **Steve Porter**
sporter@ncbr.com

GREELEY — The city of Greeley's ace in the hole for enticing Leprino Foods Co. to choose it as the site of a new mozzarella cheese factory just might be its industrial water bank.

Without the water offered through the bank, a deal might not happen.

"I can tell you that the ability to work with the city of Greeley through their water bank is an important aspect of our decision whether to locate in Greeley," said Mike Reidy, Leprino vice president.

Greeley is actively courting the Denver-based cheese company to help it redevelop a depressed section of its downtown area — the former Great Western Sugar Cooperative plant — and bring an estimated 400 high-paying jobs to the city.

On Jan. 8, Greeley's city council agreed to create a special taxing district for the Great Western site and to offer the company the water it will need at a rate of about one-third the going rate for Colorado-Big Thompson water shares.

By purchasing water rights from the city instead of through the Northern Colorado Water Conservancy District, Leprino would pay \$4,500 per acre-foot rather than \$12,700 per acre-foot.

"It's about a \$10 million benefit, between buying it from us and if they had to bring it into the city," said Jon Monson, Greeley's water department director.

Monson said the city council created Greeley's industrial water bank in 1999.

"The idea was to capitalize on Greeley's water assets to encourage industrial devel-

See **WATER**, 28A

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The Ultimate Driving Machine

Professionals get LinkedIn to business, social contacts

Facebook, MySpace and Classmates.com. If the thought of using these social networking Web sites makes you cringe, you're not alone, and you're not without options either.

It didn't take long for social networking to sweep the masses of young Net junkies, and business was not far behind, since networking has long been a cornerstone of corporate interaction. Rather than dumping hours into creating the perfect MySpace page, however, business people are finding an online haven at LinkedIn.com.

The site, which now boasts more than 17 million users, is being touted as not only a great way of reconnecting with former friends and colleagues, but also as a tool for job searching and talent recruiting. Its simple format, uncluttered layout and search tools have made it the go-to site for professionals.

A user profile resembles an online resume. After you create a profile, LinkedIn will automatically cross-reference your data against other users' to create a list of possible connections. Users are encouraged to connect with friends, colleagues, business partners and others.

Connections are tracked on three levels. The first level is your direct contacts; the second level is their connections; and the third is made up of the connections of level two. For example, on my relatively new account my direct connections number a meager 12, but I have more than 1,500 connections at level two and more than 365,000 at the third level. The idea that it's not what you know, but who you know is really put to the test.

At the Jan. 21 NoCoNet meeting in Fort Collins, Lee Devlin offered members of the job placement networking group tips on how to get the most out of LinkedIn. A number of NoCoNet members have found new careers using their online connections. Devlin, an HP early retiree, joined NoCoNet last summer and soon found

himself chairing the LinkedIn committee. The committee's mission is to add as many members and past members to the NoCoNet LinkedIn group as possible. Devlin said that the idea is for current members to be able to query alums about openings and corporate culture at their new jobs.

"It's like being the member of some fraternity or sorority," he explained.

People who tapped NoCoNet while unemployed are often more than happy to give back to the organization by giving advice or alerting members to open positions.

Devlin said that when using LinkedIn as a job-searching tool, it is very important to make a specific and complete profile. If there are certain skill sets or certifications that you are hoping to use in a new career, mention them more than once. As LinkedIn is becoming a useful tool for job searchers it is likewise a tool for talent searchers.

Employers can open business accounts to post jobs — a single post costs \$195, but packages are available. Even more than employers, headhunters and recruiters are using the site to build expansive networks of potential employees. Dan Samenus, managing principal of Denver-based Remy Corp., has been using LinkedIn for two years.

"For my line of work, it's about connecting with as many people as possible," Samenus said. His company focuses on placing IT and executive talent, and his LinkedIn network is now about to hit 1,000 direct connections.

Samenus said that other business networking sites — Spoke and Jigsaw — seem to do the job, too. But he has stuck with LinkedIn because its tools have met all of his needs.

More tools are likely on the way. In December, LinkedIn decided to open its application program interfaces — or API in geek-speak — to outside developers. The move will encourage new program development aimed at increasing interactivity on the site.

Kristen Tatti covers technology for the Business Report. She can be reached at 970-221-5400, ext. 219 or ktatti@ncbr.com.

C O R R E C T I O N S

In a story in the Jan. 4 issue of the *Business Report*, Larimer County Commissioner Randy Eubanks was incorrectly identified as representing Weld County. *The Business Report* regrets the error.

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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Longer waits coming for health clinic patients?

CU research study finds overbooking can be good thing

Just about everyone has a horror story about how long they once had to wait to see a doctor. Those boring waits with nothing to do but read old issues of Reader's Digest and hope you don't contract anything from those sickies sharing the same waiting room can seem endless.

But experiences like that may become a little more the norm and less the exception as the result of a recent study by the University of Colorado at Boulder Leeds School of Business, which found that overbooking health-care clinics "could increase patient access and improve clinic productivity, resulting in reduced costs and greater patient satisfaction."

Yes, you read that right — greater patient satisfaction!

The authors of the study found that overbooking clinics would address patient no-shows and enable practitioners to see more patients, with fewer patients turned away in any given day because the clinic

was already booked up.

The downside, of course, would be "increased patient waiting" and the likelihood of increased clinic overtime to see everyone who did show up.

The study's authors claim it is groundbreaking.

"Nobody has studied overbooking in a clinic setting," said Steve Lawrence, an associate professor of operations management at the Leeds School. "The benefit of overbooking can far outweigh the costs."

Lawrence and fellow researcher Linda LaGanga, who is director of quality systems for the Mental Health Center of Denver, developed a computer simulation tool that can be used by health-care administrators to weigh the benefits of seeing more patients and making health-care workers' time more efficient against the potential need for staff overtime and the negative fallout of longer patient waits.

LaGanga, who watches the daily ebb-and-flow of no-shows versus those who would like to get an appointment but are turned away because of seemingly full appointment schedules, says the main point of the study was to show clinic administrators that overbooking could be a good thing.

"The real purpose of the study was not to say overbook, but if you do it realize the benefits and the costs," she said. "We (at MHCD) have to turn away about twice as many people as we can serve, so for us that would be a benefit."

LaGanga said her research revealed that people don't show up for clinic appoint-

ments for many reasons, including simply forgetting, lack of transportation or child care and — ironically — not wanting to face a long wait to see a doctor or clinician.

LaGanga says overbooking likely would work better in a bigger clinic setting, usually a community-type facility with many public assistance recipients. She acknowledges that it probably wouldn't work as well or be as needed as in a small, private-insurance-based clinic where everyone makes an appointment and expects to be seen within an average wait time.

And just what is considered an "average wait time"? LaGanga says it depends on the situation and what's being checked out. But she says longer than 30 minutes past the appointed time is "probably the point where people start to get nervous."

Some might say angry, but maybe that's just semantics.

Still, LaGanga stands by her study's assertion that overbooking — essentially, fitting a few more patients into the schedule each day based on usual no-show rates — is a good thing for everyone, including the patient.

"I believe there are more people who would be OK with overbooking as long as they know they'll be seen that day, even if there's a longer wait," she said.

LaGanga is careful to draw a distinction between overbooking — working more patients into an hour's worth of clinic time — and double-booking, which is scheduling two appointments with the same doctor for the same time. That's a big no-no,

she says.

"That's bad for customer satisfaction if you hear someone is checking in for the same doctor at the same time," she said.

The study looked at a broad range of clinic sizes and no-show rates, which can be as low as 3 percent and as high as 80 percent. Typically, the study found, overbooking was most beneficial to clinics that serve a large number of patients, have high no-show rates and have appointments that do not vary greatly in length.

The study recently received the 2007 Best Paper Award from Decision Sciences, an operations management and decision sciences academic journal.

The authors claim their overbooking model can be used in any setting affected by no-shows, including law offices, government offices, admissions offices, counseling centers and salons.

LaGanga said the study has not yet been into practice at Mental Health Center of Denver, which has about 475 staff serving more than 7,000 low-income patients in the Denver area, but she believes it would work well.

"We're in a situation where we just don't have the funding to see all we would like, and by overbooking it could help us serve more people and I think that can increase satisfaction for people who otherwise might not be seen," she said.

Steve Porter covers health care for the Northern Colorado Business Report. He can be reached at sporter@ncbr.com or 970-221-5400, ext. 225.



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TIME OUT

Snapshots of life outside the office

Page 12A

COLUMNS



Geek news

Personal impatience maintains pace as technology gets faster
Page 9A



Adventures in management

Changing company work habits requires more than posters
Page 18A

ETC.

On The Job

Mai Tran, founder of ITX, the subject of December cover story
Page 13A

Briefcase

Sprig Toys selects Vancouver firm to supply materials
Page 14A

Calendar

Fort Collins chamber annual dinner, Feb. 7, 5:30 p.m., Hilton
Page 15A

LISTS

Region's largest

Private-sector employers

Page 10A-11A

Public-sector employers

Page 30A

Online recruiting filled with pitfalls

Hackers, scammers, phishing plague both employers, applicants

By Kate Hawthorne
khawthorne@ncbr.com

Just as Internet technology is allowing employers to find and quickly screen qualified candidates online, it is becoming riskier to use those tools.

In August, No. 1 online recruiter Monster.com reported that 1.3 million resumes containing personal contact information had been diverted by hackers to a server in the Ukraine.

The mega job board followed up in November with news that a second attack targeted the portion of the site that contained profiles of some of its biggest employer clients — Best Buy, Eddie Bauer and Toyota Financial Services — and redirected visitors to try to trick them into revealing personal identification information.

"Unfortunately, your name, home address, telephone number, even your detailed work history can have value to identity thieves and fraudsters," according to Pam Dixon, executive director of the San Diego-based World Privacy

See RECRUITING, 29A

Following digital footprints

Here in the 21st century, we are all accumulating an online presence, personal information spread across the Web like trails of breadcrumbs leading back to our identity. A passive digital footprint consists of data available online through no intervention of our own — membership in organizations that post rosters on their Web sites, public records of home sales and the like. An active digital footprint is the information we deliberately make available, through posting blogs or comments, completing user profiles or uploading resumes to job search sites.

While more of us are becoming aware of our digital footprint, few of us do much to manage it. According to a recent study by the Pew Internet & American Life Project, 47 percent of us have searched for information about ourselves online. Of that number, 60 percent actually found information about themselves, and 87 percent said that information was mostly accurate. But only 3 percent say they check on the information on a regular basis. We are much more likely to search for long-lost friends — 36 percent — check up on co-workers or business contacts — 19 percent — or research a potential client or new hire — 11 percent.

The study also reported that 18 percent of working college graduates are required to have some sort of online self-marketing for work. And 20 percent of all working Americans say their employer has a special policy for how employees present themselves online, including what can be shared and posted on blogs and other Web sites.

SOURCE: "DIGITAL FOOTPRINTS: ONLINE IDENTITY MANAGEMENT AND SEARCH IN THE AGE OF TRANSPARENCY," DEC. 2007, PEW INTERNET & AMERICAN LIFE PROJECT

Companies with 'NIH' miss vital opportunities



GETTING STARTED

Brooks Mitchell

Not-invented-here attitude squelches inventions, ideas

It was too good to believe it could be true.

I reported in the last column about my enthusiasm and excitement for Nicholas Negroponte and his One Laptop per Child program. OLPC is a nonprofit effort to put a \$100 laptop in the hands of every child in the world. The point of this effort is to teach children to learn how to learn.

I believe that only good things can come from this. If people learn, they create; if they create, they foster entrepreneurs and they build economies. And, equally important, people who are busy making a living usually don't fight with each other. I honestly see OLPC as a root solution to many of the problems faced by the world today.

Negroponte and the OLPC program initially met with strong resistance from Intel, the giant in the computer chip business, which has a competing, for-profit, computer called the Class-Mate that appeared to be threatened by the OLPC project. Negroponte accused Intel of trying to sell their computers at a loss in order to undercut the effort of OLPC.

However, Intel finally "saw the light" and joined the OLPC board of directors and is cooperating in this worthwhile effort.

Unfortunately, the spirit of peace and harmony didn't last very long and Intel has now pulled its money and bailed from the OLPC board of directors. Intel cites philosophical differences for leaving the OLPC effort. They think that their venture with ClassMate will better serve the needs of the world's children.

I don't doubt there are deep philosophical differences between Intel and OLPC. However, I think there is a deeper issue. This situation smells a lot like "not invented here" (NIH).

See GETTING STARTED, 17A

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1	WAL-MART DISTRIBUTION CENTER 7500 E. Crossroads Blvd. Loveland, CO 80538 970-679-4700/970-663-2862	1,225 1,225	N/A \$2,722,067,255	Retail-distribution center.	N/A www.walmart.com	Dan Speed, General manager 1962
2	MCKEE MEDICAL CENTER 2000 N. Boise Ave. Loveland, CO 80538 970-635-4031/970-593-6055	946 950	N/A N/A	Health-care services, hospital, rehabilitation therapy, wellness, diagnostics and home-health-care.	sara.quale@bannerhealth.com www.BannerHealth.com Keyword: McKee	Sara Quale, Senior public relations specialist 1995
3	FIVE RIVERS CATTLE FEEDING CO. 3855 Precision Drive Loveland, CO 80538 303-516-1150/303-516-5938	600 600	N/A N/A	Operates ten feed yards, including four in Colorado located near Gilcrest, Kersey, Yuma and Lamar, with a combined feeding capacity of 800,000 cattle at a time.	luke.lind@fiveriverscattle.com www.fiveriverscattle.com	Mike Thoren, CEO 2005
4	AGILENT TECHNOLOGIES INC. 900 S. Taft Ave. Loveland, CO 80537 970-679-5000/N/A	550 550	N/A N/A	Technologies and solutions for communications, electronics, life sciences and chemical analysis.	Contact_Us@agilent.com www.agilent.com	William P. Sullivan 1999
5	HACH CO. 5600 Lindbergh Drive Loveland, CO 80539 970-669-3050/970-669-2932	550 550	N/A N/A	Water-analysis systems and hydro lab instruments.	orders@hach.com www.hach.com	N/A 1947
6	LPR CONSTRUCTION CO. 1171 Des Moines Ave. Loveland, CO 80537 970-663-2233/970-663-2595	385 385	\$74,000,000 \$42,000,000	Specialize in structural steel, architectural steel, joists and deck construction.	dehasz@lprconst.com www.lprconstruction.com	C. Rockwell Turner, President 1979
7	KROLL FACTUAL DATA INC. 5200 Hahns Peak Drive Loveland, CO 80538 970-663-5700/970-663-7533	375 375	N/A \$140,000,000	Information services provider to mortgage and consumer lending industries, employers and landlords.	N/A www.krollfactualdata.com	James N. Donnan, President 1985
8	GROUP PUBLISHING 1515 Cascade Ave. Loveland, CO 80538 970-669-3836/970-292-4305	330 318	N/A N/A	Religious books, magazines, video and audio products and religious curriculum.	info@group.com www.group.com	Thom Schultz, President 1974
9	CHAMPION HOME BUILDERS CO. 2221 Clayton Lane Berthoud, CO 80513 970-532-2632/970-532-4352	277 277	N/A N/A	Off-site home builder.	DStuart@championhomes.net www.summitcresthomes.com	Karl Tarango, General manager 1969
10	PORTER INDUSTRIES INC. 5202 Granite St. Loveland, CO 80538-1622 970-667-5239/970-635-2566	240 210	\$6,000,000 \$6,312,891	Cleaning services for businesses and homes, with an emphasis on safe and healthy cleaning.	steveh@porterindustries.com www.porterindustries.com , www.maid-clean.com	Steve Hendrickson, CEO and President 1967
11	BIG THOMPSON MEDICAL GROUP PC 1627 E. 18th St. Loveland, CO 80538 970-613-4796/N/A	225 (1) 223	N/A N/A	Health care and medical.	marilyn.morris@bannerhealth.com www.bigthompsonmedical.com	Edward Allen Norman, Board president and John Weiss, CEA, CEO 1995
12	QUEBECOR WORLD LOVELAND INC. 380 W. 37th St. Loveland, CO 80538 970-962-5100/970-962-5216	225 235	N/A N/A	Large-volume commercial printing and telephone-directory printing.	N/A www.quebecorworld.com	Terry Gren 1954
13	YANCEY'S FOOD SERVICE CO. INC. 5820 Piper Drive Loveland, CO 80538 970-613-4333/970-613-4334	220 215	\$130,000,000 \$120,000,000	Wholesale-food service distributor.	gyancey@yanceys.com www.yanceys.com	Greg Yancey, President and Chris Boyd, Executive vice president 1940

N/A-Not Available
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(1) Business Report estimate

Based upon responses to Business Report survey researched by Kathleen Chabala
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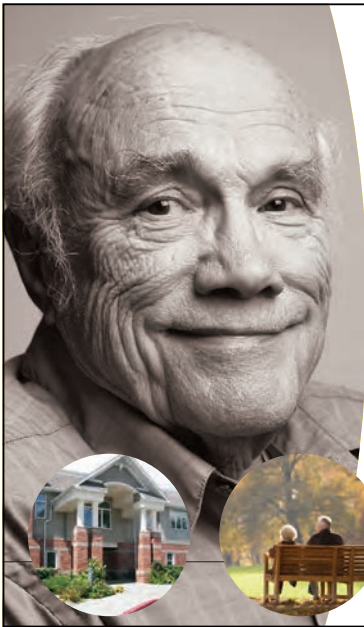




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Technology impatience strikes online mapping

Programmers should hurry to smooth out irritating rough edges

Progress is a funny thing. Technology available to us today is quite incredible, but sometimes it's just not enough.

As new technology appears, we go through a couple of phases.

Step 1: We're amazed. "Wow, I can talk to someone on the other side of the world while I'm strolling down the street!"

"Cool, this little box tells me exactly how to get to Grandma's — it actually talks to me!" "Online maps are just fantastic — I can actually see photographs of the streets!"

Step 2: We start to get impatient. Yes, cell phones are great, but how often do you hear people screaming at them because the signal keeps dropping? GPS devices are very cool, it's true, but critics often whine that they sometimes take us the wrong way. As for online maps, they are truly fantastic, but — Well, I'll get to that in a moment.

I'm as guilty as anyone of the impatience factor, but hearing people curse their cell phones when the signal drops is amusing. When I was a kid a lot of my friends didn't have phones in their homes, let alone in their pockets, and now you can make calls from almost anywhere, yet it's not enough. We don't just want this amazing ability, we want it to work every time we try it! Not just 90 percent of the time, not 95 percent, but all the time.

"Technology impatience" is clearest with new computers. Your new computer's speed is like new-car smell, something that says to your unconscious, "This is brand-new, isn't it nice?" Your brand-new computer is fast, everything seems to work more quickly than the old one, it just flashes along at a rapid clip.

Six months later, though, you're tapping the table in impatience, waiting for the stupid thing to hurry up and get things done. This is a technology rule: No matter how much time a new technology saves you, if you are removed from a task, forced to wait for the machine to do its work, it's never quick enough.

Right now I'm in two minds about online mapping. It's a wonderful thing, but with a few unnecessary irritations. Take, for instance, trying to find a restaurant on a map, close to your current location. It should be a simple task, but until very recently the major mapping sites made a real mess of it.

Yahoo! (maps.yahoo.com) was best until a few months ago. Display your location on the map, type "restaurant" in the Find a Business box, and Yahoo! shows a bunch of little orange "flags" close to your location, each indicating an eatery. Click on a flag and a little box opens up showing information about the business.

This used to work quite well until recently. Now, at least in the Firefox browser, the box that pops up has an irritating tendency to open "under" other objects and to disappear when you try to move it.

Still, let's assume you can get the box to

open properly. Click the More Info link in the box, and what happens? Another browser tab opens at that point.

But it took Yahoo!'s programmers a year or more to figure that out; until a few weeks ago clicking the link would close the box, and load information about the restaurant in the same window as the map. Every time you want to view details and then return to the map, the entire stupid thing had to reload, such a basic usability bug that you'd think it would be fixed quicker than the year (or two?) it took.

Why did they fix it? Perhaps because MSN's programmers got it right first. At live.maps.com this whole restaurant thing

works very smoothly. It has a much better categorization system, so you can browse down to, say, Caribbean Restaurants, the boxes stay open properly, and clicking the link opens another window, leaving the map in place ready for you to check another business.

In recent weeks much of my irritation related to finding businesses on maps has been relieved, as the programming improves. But I've been using driving direction tools a lot, and there's much room for improvement!

Google has problems printing routes on maps, and makes it hard to match direction instructions with the location on the

map (I'm hoping Google programmers look at MSN's maps, which use reference numbers so you can find each described turn on the map).

MSN also has printing problems: size the map on the screen, print it out, and the north and south parts of the route are truncated.

Online mapping is truly amazing. Now, if they can just knock off the rough edges, I can stop complaining and start enjoying.

Peter Kent is an e-commerce consultant in Denver. He can be reached at www.PeterKentConsulting.com or GeekNews@PeterKentConsulting.com.



GEEK NEWS

Peter Kent



A message from Southwest Airlines® CEO Gary Kelly:

Recently there's been a lot of speculation over whether Southwest Airlines gives businesspeople an unfair advantage by making them more productive. There have even been claims of "productivity enhancement." We would just like to say—what's wrong with being more productive? What's wrong with getting more done? Thanks to our ontime arrivals and more frequent nonstop flights, Southwest Airlines gives businesspeople something more valuable than money. We give them time. Our new, better way to board eliminates the need to wait in line, so you are free to work, relax, or do whatever. Our new Business Select service guarantees you're one of the first to board and get extra Rapid Rewards® credit toward your next free trip. And most important, our dedicated Employees help you be more productive by providing excellent Customer Service. And finally, while flying Southwest Airlines does in fact help businesspeople be more productive, it is 100% natural, completely legal, and available to anyone who wants to use it.

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1	BANNER HEALTH WESTERN REGION - NORTHERN COLORADO 1801 16th St. Greeley, CO 80631 970-352-4121/970-203-2512	4,250 (1) 4,531	N/A \$488,263,502	Health-care services including McKee Medical Center, North Colorado Medical Center, home-health care and physicians' clinics.	N/A www.bannerhealth.com	Jim Ferando President 1995
2	POUDRE VALLEY HEALTH SYSTEM 2809 E. Harmony Road, Suite 200 Fort Collins, CO 80528 970-297-6702/970-297-6751	4,142 3,975	N/A \$365,000,000	Health care, including Poudre Valley Hospital, Mountain Crest Hospital and Medical Center of the Rockies.	pvhs@pvhs.org www.pvhs.org	Rulon F. Stacey President/CEO 1925
3	JBS SWIFT & CO. 1770 Promontory Circle Greeley, CO 80634 970-506-8000/	3,653 2,350	N/A \$9,350,027,000	Fresh, value-added and further-processed beef, pork and lamb.	emailus@swiftbrands.com www.swiftbrands.com	Wesley Batista CEO 1855
4	HENSEL PHELPS CONSTRUCTION CO. 420 Sixth Ave., P.O. Box 0 Greeley, CO 80631 970-352-6565/970-352-9311	2,571 2,289	N/A \$2,130,580,000	General contracting and construction.	mreitz@henselphelps.com www.henselphelps.com	Jeffrey Wenaas and Jerry Morgensen President and CEO 1937
5	STATE FARM INSURANCE CO. 1555 Promontory Circle Greeley, CO 80638 970-395-5000/970-395-5424	2,119 2,061	N/A N/A	Auto, home, life, health, business insurance and banking. Agents available throughout Larimer and Weld counties.	N/A www.statefarm.com	Dave Gonzales Sr. Senior vice president 1922
6	HEWLETT-PACKARD CO. 3404 E. Harmony Road Fort Collins, CO 80525 970-898-3800/970-898-6725	2,000 (2) 2,000 (2)	N/A \$91,658,000,000 (3)	Provides technology solutions to consumers, businesses and institutions globally. IT infrastructure, global services, business and home computing, imaging and printing.	N/A www.hp.com	Mark Hurd CEO and President 1939
7	SAFEWAY INC. - NORTHERN COLORADO 5918 Stoneridge Mall Road Pleasanton, CA 94588 925-467-3000/925-467-3321	1,335 1,335	N/A N/A	One of the largest food and drug chains in North America	N/A www.safeway.com	Steven A. Burd Chairman, President and CEO 1927
8	COLUMBINE HEALTH SYSTEMS 947 Worthington Circle Fort Collins, CO 80526 970-482-0198/970-482-9148	1,238 1,150	N/A N/A	Nursing home, assisted-living, independent living, therapy, medical equipment, restaurant, health club, home health-care and pharmacy services, at 16 sites.	yvonnemyers@columbinehealth.com www.columbinehealth.com	Yvonne Diana Myers Health systems coordinator 1971
9	WAL-MART DISTRIBUTION CENTER 7500 E. Crossroads Blvd. Loveland, CO 80538 970-679-4700/970-663-2862	1,225 1,225	N/A \$2,722,067,255	Retail-distribution center.	N/A www.walmart.com	Dan Speed General manager 1962
10	STARTEK INC. 1250 H St. Greeley, CO 80631 970-352-6800/970-308-0994	906 920	N/A \$237,612,000	Call center that provides customer care for large corporations.	N/A www.startek.com	Steven Butler N/A 1987
11	CARESTREAM HEALTH COLORADO 2000 Howard Smith Ave. W. Windsor, CO 80550 970-686-4102/970-686-4447	800 850	N/A N/A	Medical X-ray films.	lucille.mantelli@carestreamhealth.com www.carestreamhealth.com	Chris Schmachtenberger Site manager 2007
12	KODAK COLORADO DIVISION 9952 Eastman Park Drive Windsor, CO 80550 970-686-7611/	750 N/A	N/A \$2,500,000,000	Consumer and commercial imaging products.	N/A www.kodak.com	Rob Gray Site manager 2007
13	ANHEUSER-BUSCH FORT COLLINS BREWERY 2351 Busch Drive Fort Collins, CO 80524 970-490-4502/970-490-4506	700 700	N/A N/A	Brewing. Also has interests in the entertainment, packaging and agricultural industries.	N/A www.anheuser-busch.com	Glenn Wilson and Brian Schroeder Plant manager and Human resources manager 1988
14	CENTER PARTNERS 4401 Innovation Drive Fort Collins, CO 80525 970-206-9000/970-282-9225	700 653	N/A N/A	Customer lifecycle management outsourcing.	info@centerpartners.com www.centerpartners.com	David Geiger CEO 1997

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Contact: Dan Eckles, FC Downtown Office or Nate Heckel, Fort Collins Office

FOR SALE OR LEASE



8223 20th St, Suite 101, Greeley
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Lease Rate: \$12.50/sf NNN (est. \$4.75/sf)
Contact: Jerry Chilson, Greeley Office

FOR LEASE



3711 JFK Pkwy, Fort Collins
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Lease Rate: \$19 - \$21/sf NNN
Contact: Aki Palmer, Fort Collins Office

FOR LEASE



1711 61st Ave, Greeley
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Lease Rate: \$16.00/sf NNN (est. \$5.50/sf)
Contact: Mark Bradley or Bernie Blach, Greeley Office

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Contact: Larry Stroud, Fort Collins Office

FOR LEASE



2950 E Harmony Rd, Fort Collins
Available: 1,300 - 34,000 sf
Lease Rate: \$17.50/sf NNN
Contact: Peter Kast, Fort Collins Office

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3702 Automation Way, Fort Collins
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Lease Rate: \$16.50 NNN (\$4.31/sf)
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(1) Banner Health System estimate
(2) Business Report estimate
(3) Revenues are company wide
(4) From FDIC data

Based upon responses to Business Report survey researched by Kathleen Chaballa
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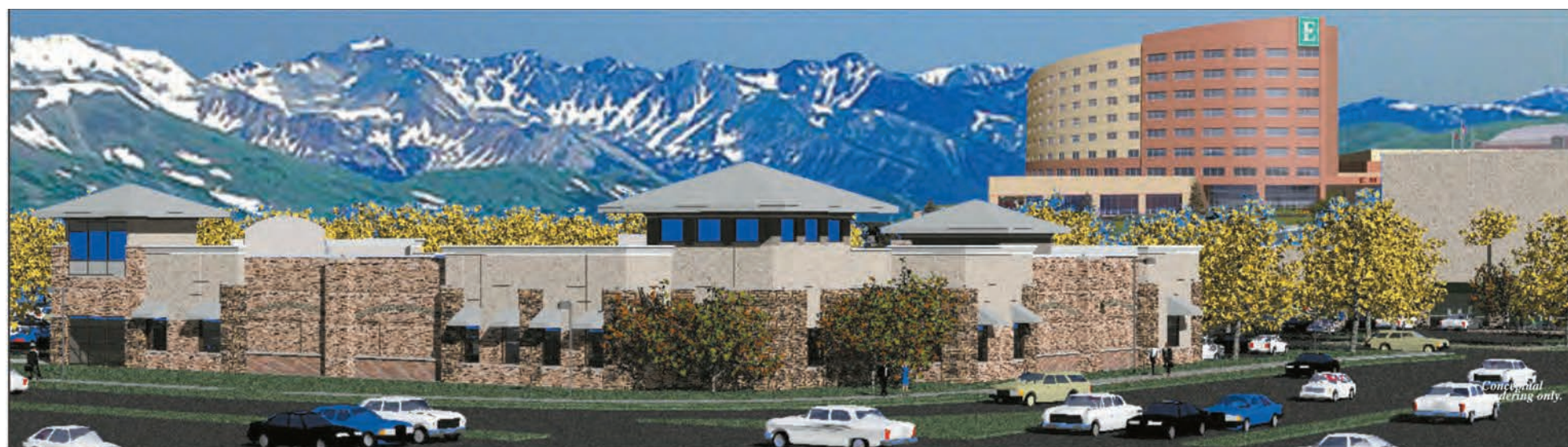
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TIME OUT



PESSIMISTIC PREDICTIONS – 1. Tucker Hart Adams, principal of Denver-based The Adams Group, gives her take on the upcoming economic conditions at the *NCBR Economic Forecast 2008* on Jan. 15 at Island Grove Event Center in Greeley. 2. Steve Stansfield, Patty Spencer and Mark Bradley of Realtec Commercial Real Estate Services prepare to hear the prognostications at the 2008 Economic Forecast event. 3. Steve Scohy, owner of The Perfect Cup, and Joanne Wheeler Smith, owner of Granny Smith's Colorado enjoy the food and company at the Carbon Valley Chamber of Commerce After Hours event on Jan. 10, co-hosted by Soft Solutions and the Frederick Home Builders Association. 4. Loveland Chamber of Commerce President Gaye Stockman; Perry Buck, vice president of business development with Cache Bank and Trust; and Carol Salter, the administrative office coordinator for McKee Medical Center; grab a moment with Rep. Kevin Lundberg, R-Dist. 49, before the Northern Colorado Legislative Alliance Legislative Preview on Jan. 3. at McKee Medical Center.

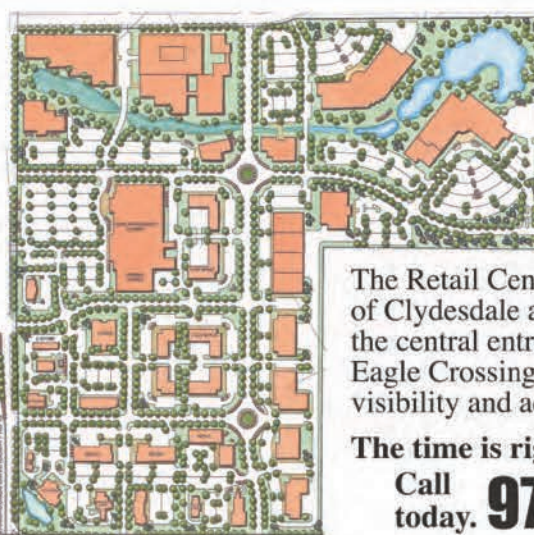
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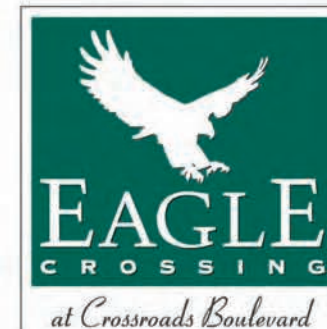
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ON THE JOB

NONPROFIT

Barb Etherton, a real estate agent with Prudential Rocky Mountain Realty, received a Prudential CARES Volunteer Grants Award of \$250 for the Larimer County Child Advocacy Center. Etherton dedicated 420 hours in 2006, recruited 30 volunteers, and raised more than \$32,000 for the organization.

FINANCE

Kirsten Johnson has joined Excel Financial Group in Fort Collins. Johnson will advertise the firm's name and reputation to all industries seeking lending options in the real estate market. She returned to Fort Collins after six years in Seattle.

ACCOUNTING

Rickards Long & Rulon LLP has named two new partners in its Fort Collins office. **Carla Pollock** joined RLR 18 months ago after running her own accounting practice in Loveland for 10 years. **Rob Dickerson** has 15 years' public accounting experience with national and large local accounting firms in Wyoming.

Leasa K. Magnuson, a CPA and tax manager with Sample & Bailey in Fort Collins, has completed a specialized educational program in professional divorce planning and is now a certified divorce financial analyst. The designation is designed to work as a resource for attorneys; it does not take the place of an attorney. **Tracy White** has joined the Sample & Bailey accounting staff in Fort Collins. White has over six years of accounting and financial management experience with various Front Range firms including R.R. Donnelley Norwest Inc. in Greeley.



MAGNUSON



WHITE

ACADEMICS

Mimi Wahlfeldt, former director of CollegeAmerica, has joined Griggs Achievement as public relations liaison. Wahlfeldt will assist in staying in touch with current and prospective clients and promoting the Mastery Academy to individuals and organizations in Northern Colorado.

Naranchimeg Mijid, a Ph.D. student at Colorado State University, has been named a 2008 recipient of the Kauffman Dissertation Fellowship awards. Mijid received a fellowship in the amount of \$20,000 for his study, "Gender, Race and Credit Rationing of Small Businesses."

ENGINEERING

Robert Van Uffelen, an engineering manager in Nolte Associates Inc.'s office in Fort Collins, has been

appointed an associate. Van Uffelen's experience includes site, street, water, sanitary sewer, grading and drainage and storm sewer design for commercial, industrial, residential and municipal sites.

MEDIA/MARKETING

Marketing agency Mark345 in Fort Collins has appointed **Shelby Morrison** as an account representative. Morrison's experience includes public relations, event planning and fundraising. With her addition the agency plans to open its doors to the public to offer the location for seminars, training and events within the next year.

Christine Volz with Re/Max Alliance-downtown in Fort Collins has been awarded the Accredited Buyers Representative designation by the Real Estate Buyers Agent Council Inc.

REAL ESTATE

The Northern Colorado Market Center of Keller Williams Realty has added **Kathy Javernick**, **Mary Ann Michels**, and **Jenni Stewart** to its Harmony Road office in Fort Collins; **Anthony Mendoza** and **Barbara Saust** to its Loveland office; and **Mike Watson** to the Greeley office.

Realtec Commercial Real Estate Services Inc. has added **Jeff Doran** as a partner/owner in the Fort Collins office. Doran has over 20 years' experience in strategic planning, marketing and sales. **Patty Spencer** has joined the downtown Fort Collins office as a partner. Spencer has over 20 years' experience in business management, marketing and sales. Both have begun their CCIM certifications.

CONSTRUCTION

Sue McFaddin, developer of the Seven Generations Office Park and LEED accredited professional, has been elected to the Board of Directors of the Colorado Chapter of the U.S. Green Building Council. The USGBC is the nation's primary nonprofit green building advocacy coalition, which provides educational resources, community outreach and collaborative support of green building initiatives.

Loveland resident **Ron Harlan** has joined Advanced Roofing Technologies as a project manager/estimator. Harlan has over 13 years' experience in the roofing industry.



VAN UFFELIN



DORAN



SPENCER



HARLAN

TECHNOLOGY

Information Technology Experts Inc. founder **Mai Tran** was the subject of the December issue cover story in Doanh Nhan, a national Vietnamese business magazine based in Houston.



MIGCHELBRINK

GOVERNMENT

Helen Migchelbrink has joined the city of Fort Collins as a new city engineer. Migchelbrink will be involved in the development of the Mason Corridor, the AVA Solar manufacturing plant, Harmony Road improvements, new development, and other road improvement projects. She began her role in December.

MISCELLANEOUS

Robin Steele has joined 2Talents Venture Management in Fort Collins as a partner and managing director. Steele brings over 20 years of business and leadership experience in both Fortune 500 companies and small company incubation and growth. 2Talents provides capital acquisition and growth management expertise.



STEELE

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

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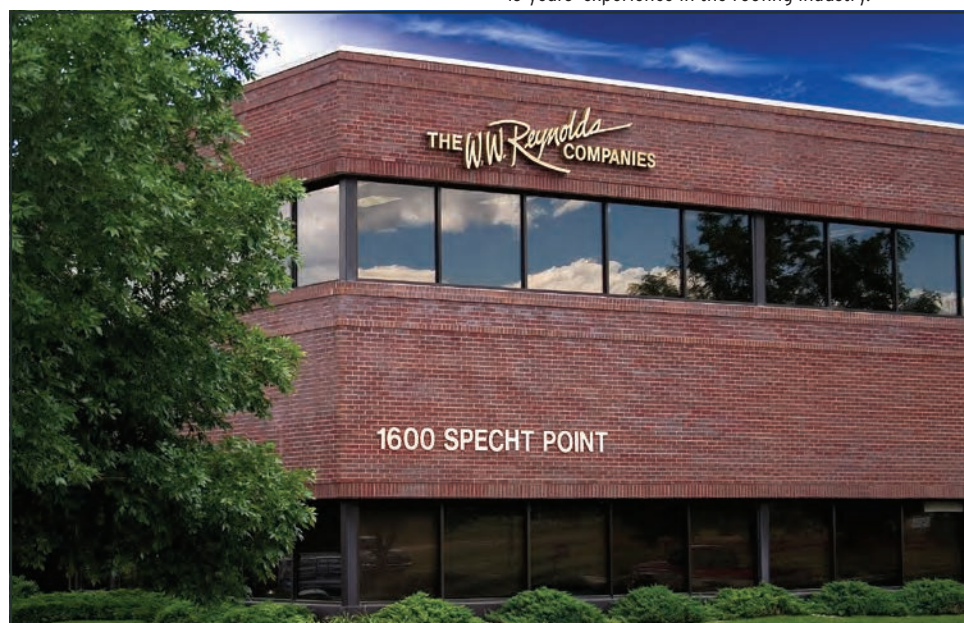
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BRIEFCASE

KUDOS

Linden, a marketing and printing company in Fort Collins, recently received three awards for their work with **Poudre Valley Health System**. The Association for Healthcare Accreditation Professionals awarded Linden a silver award for Best Campaign Marketing to Physicians and a bronze award for Best Direct-to-Consumer Campaign. Linden also received a 2007 Davey Award for their work on the Wow What a View campaign leading up to the opening of **Medical Center of the Rockies**.

NEW PRODUCTS AND SERVICES

Aspire Media in Loveland announced the launch of “Knitting Daily TV” on many public television stations around the country beginning in July. The magazine-format TV series is a makeover of “Needle Arts Studio,” which Aspire Media acquired last year.

NEW LOCATION

Infinite Group Realty in Fort Collins has opened an office in Guanacaste, Costa Rica, to take advantage of rapid growth in the Latin American country. Infinite Group, which started in 2006 with two partners and has grown to 25 agents, has plans to open a second office in Costa Rica by the end of this year.

SAFEbuilt Inc. in Windsor has expanded into Georgia and Washington. The company now has eight offices and 60 employees to provide full-service building department programs, building code plan reviews, complete project support and building code inspections for cities, towns, counties and state agencies. In 2007, SAFEbuilt supported over \$1.2 billion in residential and commercial building valuations, performed 4,100 plan reviews and approximately 68,000 inspections.

DEALS

Mineral-based cosmetics and fragrance producer **Bare Escentuals**, based in San Francisco, has selected **Center Partners Inc.** as its inbound customer care and loyalty outsourcing partner. Center Partners plans to locate the work in its Fort Collins site and expects the contract to result in more than 100 new positions at that location.

Adams County has added the administrative package from Fort Collins-based **Colorado CustomWare Inc.** to its assessment software to streamline the system's database.

Sprig Toys of Fort Collins has selected Vancouver-based **JER Envirotech International Corp.** as the exclusive supplier of thermoplastic biocomposite compounds for use in the toys. Spring will roll out its Sprig Adventures Series of environmentally friendly, kid-powered toys at the American International Toy Fair in New York in February.

Comcast of Northern Colorado will contribute \$37,000 in cash and in-kind services to the **Fort Collins Recreation and Cultural Services departments**. The contribution will be used to purchase computers for the **Northside Aztlan Community Center** computer lab, support the Recreation Department's youth programs, and to purchase advertising in the ice arena at **Edora Pool Ice Center**. The contribution marks the single largest ever offered by a corporation to the Recreation Department.

DEADLINES

Nominations for the 2008 Best Companies to Work for in Colorado will be accepted by **The SHRM Colorado State Council** through Feb. 29. For information on eligibility requirements, fees and entry procedures call 877-455-2159 or visit www.coshrm.org.

Nonprofit notes

Legacy Land Trust in Fort Collins has completed the conservation of 6,971 acres of land in Larimer, Weld and Jackson counties for 2007. This brings LLT's protected total of wildlife habitat, scenic areas and agricultural lands to over 32,700 acres. LLT works with landowners who wish to keep their land permanently in agriculture or other conservation status.

In 2007, **Funding Partners**, a community development institution in Fort Collins, issued 161 down payment assistance loans, nine project loans, and 15 residential assistance loans for total loan volume of \$5,538,931. This is a 51 percent increase over the previous production record of \$3,678,299 set in 2005.

The **Bohemian Foundation** has awarded the Fort Collins **Shambhala Meditation Center** \$8,115 for five events in 2008 which promote the cultivation of compassion and reduction of aggression and warfare in our society. Visit www.fortcollins.shambhala.org for more information on upcoming events.

In the third quarter of 2007, a total of \$181,062 was disbursed by the **Crime Victim Compensation Fund** in Larimer County. The fund helps victims of crime pay for such things as medical counseling or funeral

expenses associated with the crime. Money in the fund is collected from fees assessed to individuals convicted of felonies, misdemeanor crimes and some traffic offenses.

The **StEPP Foundation** recently awarded a grant of \$70,000 to Fort Collins-based sustainability consultants **The Brendle Group** to implement the second phase of the Northeast Metro Pollution Prevention Alliance Energy Efficiency Program. The second phase, called FREE+, is expanded to include water and energy conservation measures over the next two years.

Volunteers of America, through a grant from The Colorado Trust, is offering relief to caregivers in Larimer County with its Caring Companions program. A volunteer will come to visit homebound patients for two hours once a week to provide non-medical companionship and allow the caregivers to take a break. If interested in having a volunteer visit or becoming a volunteer call Volunteers of America at 970-472-9630.

Macdonald Financial Services in Loveland has launched the **Macdonald Family Charity** to raise funds to provide financial and logistical support to fulfill the dreams of deserving children. The charity grants dreams to children who are terminally ill, chronically ill, injured, in a foster care environment or a low-income family. Visit www.macdonaldfamilycharity.org for more information.

MISCELLANEOUS

AAMCO Transmission Inc. in Greeley has passed the Eco-Green certification process. In order to receive certification, the center switched to environmentally friendly solvents and invested in new technologies to recycle solvents and eliminate

waste. The certification also required the center to manage and contain wastewater runoff, install energy-efficient lighting and heating, use water-based cleaning chemicals, and recycle used filters and components.

– Compiled by Noah Guillaume



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CALENDAR

Feb. 4 – NoCoNet presents Cover Letters, from 8 to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. Margaret McDonald of McDonald Word-smith Communications will present. NoCoNet is a networking and skill-building group for professionals looking to find new opportunities with top local companies. The group meets weekly. Cost: Free. Contact: NoCoNet at noconetinfo@yahoo.com.

Feb. 5 – NCHRA presents Rules of Engagement, from 11:15 a.m. to 1 p.m., Aims Community College, 5590 W. 11th St. in Greeley. Carrie Pinsky will present. Program offers recertification credit. Visit www.nchra.com to register.

Feb. 5 – Front Range PC Users Group Meeting, from 7 to 9 p.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. Special guest Erin Varao will present on transferring data and your favorite music to CDs or your favorite videos, movies or photos to DVDs.

Feb. 5 – eWomenNetwork presents Accelerated Networking, from 8 to 10 a.m., Front Range Business Center, 1635 Foxtail Drive in Loveland. Chris Berger will present The Psychology of Success: Developing the Millionaire Mindset. Cost: \$25/members, \$45/non-members. Contact: EWN at 970-232-3089 or maureenradice@ewomennetwork.com.

Feb. 5 – Networking Event & Poster Session, from 5 to 6:30 p.m., Hilton Fort Collins, 425 W. Prospect Road in Fort Collins. February is Innovation Month at CSU. Please join us for our kick-off event and poster session, a unique opportunity to showcase technology and innovation to members of our community. CSU faculty, staff and students will present posters on their research, up and coming technologies, and startups that have recently culminated or have become successful. Cost: Free. Contact: Tara Marostica at 970-482-2916 or tara.marostica@csurf.colostate.edu.

Feb. 5 - 6 – 20th Anniversary High Plains No-Till Conference, Island Grove Regional Park, 501 N. 14th Ave. in Greeley. The focus is on conserving farming methods and trends, current agriculture crop, water, soil and energy issues. John Phippe of the U.S. Farm Report will keynote. There will also be a breakout session "Wind Energy - From a Farmer's Perspective." You do not have to be a member to attend. Student rate available. Visit www.highplainsnotill.com to register. Cost: \$80/producers, \$100/at the door.

Feb. 6 – Financial Fitness Part 2, from noon to 1 p.m., Loveland. In part 2, we will cover the wise use of credit, obtaining credit reports, avoiding identity theft and predatory lending precautions. Cost: \$5. Contact: Kathy Cox at 970-494-3307 or general@cccsnc.org.

Feb. 6 - 8 – Colorado Preservation's Annual Saving Places Conference 2008, Sherman Street Event Complex, 1770 Sherman St. in Denver. More than 50 workshops, educational sessions, general sessions and offsite tours will be offered. The conference will encourage focus on the importance of promoting and sharing our state and regional heritage and how to best collaborate to achieve preservation goals. Cost: \$140. Registration Deadline: Early registration Dec. 21. Contact: Ann Pritzlaff at 303-839-4260 or apritzlaff@coloradopreservation.org.

Feb. 6 – Envision: Young Professionals, from 5:30 to 7 p.m. Cost: \$15, \$20 after Feb. 1. Contact: Erin Collins at 970-482-374 or ecollins@fcchamber.org.

Feb. 6 – CREW Monthly Meeting Power of Vision, from 11:30 a.m. to 1 p.m., Ptarmigan Country Club, 5416 Vardon Way in Fort Collins. "Power of Vision" presented by Larry Kendall. Cost: \$25/members, \$35 nonmembers. Registration Deadline: Feb. 1. Contact: Jennifer Wagner at 970-282-9621 or jwagner@fnbfc.com.

Feb. 7 – Fort Collins Area Chamber of Commerce 103rd Annual Dinner, starting at 5:30 p.m., Hilton Fort Collins, 425 W. Prospect Road in Fort Collins. Attendees of the dinner will feel more like contestants from the evening's game-show theme as members "Come on Down" - also the title for the event - to be recognized. Cost: \$69/person, \$675/table of 10. Registration Deadline: Prices go up after Jan. 25. Contact: FCCC at 970-482-3751 or ecollins@fcchamber.org.

Feb. 7 – Business Planning for Success, from 8:30 a.m. to noon, Key Bank Tower, 125 S. Howes St., Suite 150 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 pre-paid, \$45 the day of the event. Contact: SBDC at 970-498-9295 or sbdc@frie.com.

Feb. 7 – Loveland Chamber of Commerce Business After Hours, starting at 5:30 p.m., Mirasol Senior Living Community. Cost: \$12 if pre-registered, \$15 at the door. Contact: LCC at 970-667-6311.

Feb. 7 – Intellectual Property Seminar, from 8 a.m. to 3 p.m., Colorado State University, North Ballroom, Lory Student Center, in Fort Collins. CSU Ventures is hosting a seminar to help entrepreneurs understand how to protect their IP assets. If you are interested in learning more about patents, trademarks and copyrights. Cost: Free. Contact: Tara Marostica at 970-482-2916 or tara.marostica@csurf.colostate.edu.

Feb. 8 – ACT! Become a Power User, from 8:30 a.m. to 12:30 p.m., Boulder. Have you wanted to learn to use your ACT! database better? Join us for this informative class. We provide the computer, manual and a lot to learn. Cost: \$209. Contact: Allison Yacht at 303-774-8202 or allison@shift7consulting.com.

Feb. 8 – Johnstown-Milliken Chamber Member's Banquet, starting at 6 p.m., The Wayside Inn, 505 Mountain Ave. in Berthoud. The evening will include a silent auction and an awards ceremony. Contact: JMCC at 970-587-7042 or info@johnstownmillikenchamber.com.

Feb. 9 – Women's Fund of Weld County Dessert Event, from 2:30 to 4:30 p.m., University of Northern Colorado Panorama Room, 10th Avenue and 20th Street in Greeley. Sample decadent desserts, view culinary demonstrations and participate in the silent auction/bake sale all to help women and girls in the Weld community. Cost: \$35. Contact: Women's Fund of Weld County at 970-304-9970.

Feb. 9 – The Evans Area Chamber of Commerce Inaugural Dinner, starting at 6 p.m., Tri-Pointe Events Center, 3001 Eighth Ave. in Evans. The Evans Area Chamber of Commerce Board of Directors cordially invites all Knights and their Ladies to attend the annual inaugural feast "A Knight to Remember." Please RSVP by Feb. 1. Led by Bryan Wilson, director of the CSU Clean Energy Supercluster & professor of Mechanical Engineering at CSU. Cost: \$30/person. Contact: EACC at 970-330-4204.

Feb. 11 – NoCoNet presents Balanced Mastery: Take Control of Your Life and Your Job Search, from 8 to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. Rick Griggs of Mastery Academy 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@yahoo.com.

Feb. 12 – NCHRA presents Coaching Managers to Coach their Employees is Good Business, from 11:15 a.m. to 1 p.m., Cottonwood Club, 6813 S. College Ave. in Fort Collins. Joan King will present. Program offers recertification credit. Visit www.nchra.com to register.

Feb. 14 – Colorado Department of Revenue Sales/Use Tax, starting at 2 p.m., 1121 W. Prospect Road, Bldg. D in Fort Collins. Training materials are provided. The class includes the following topics: opening a business, what is sales/use tax, how to collect sales/use tax, filing sales/use tax, and available electronic services. Cost: Free.

Feb. 14 – Business Plus Speakers Series - Collective Wisdom for Profound Innovation and Change, from 5:30 to 8:30 p.m., University of Northern Colorado's University Center, 10th Avenue and 20th Street in Greeley. Peter Senge, senior lecturer, Massachusetts Institute of Technology, will present. Register online at www.uncofoundation.org. Cost: Free. Contact: Meghan Dougherty at 303-331-6887.

Feb. 14 – Catholic Charities Northern's Valentine's Dance, from 6 to 10 p.m., St. Elizabeth Ann Seton Parish, Seton Hall, 5450 S. Lemay in Fort Collins. Come celebrate St. Valentine's Day with dinner and dancing to Kenny Cordova and The Olde Rock Band! Fun music, door prizes and great food including a chocolate fountain! Proceeds benefit the programs of Catholic Charities Northern. Cost: \$40/person. Registration Deadline: Feb. 11. Contact: Laine at 970-484-5010 or lvick@ccdenver.org.

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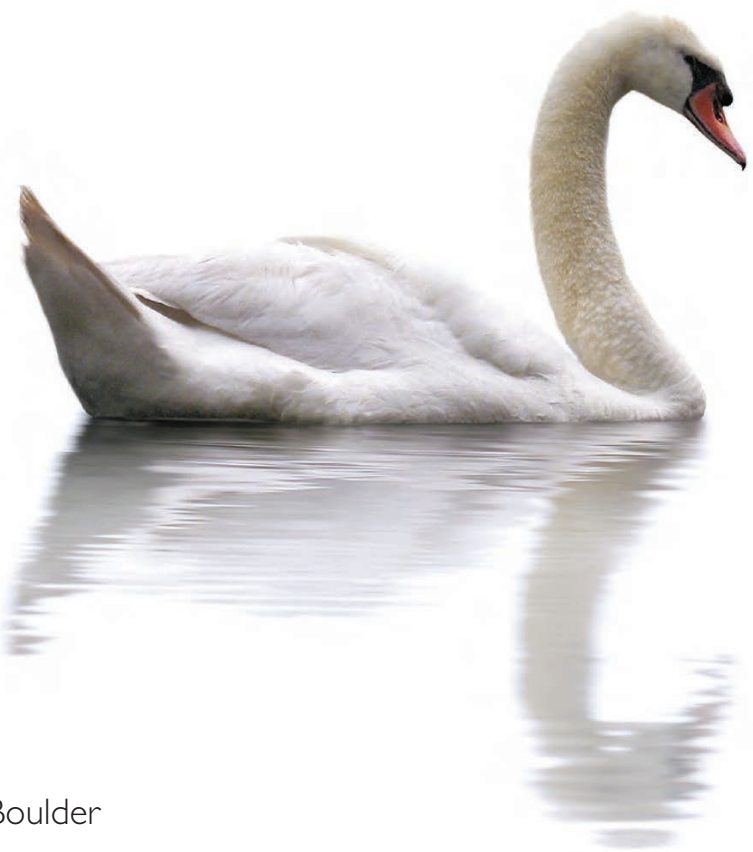
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Pacemaster Pro-Plus	\$1,500	\$799	\$701
Proform 525SE	\$450	\$199	\$251
Johnson TRM 100	\$350	\$149	\$201

Model	New	Our Price	Save
Proform Crosstrainer Space Saver	\$400	\$199	\$201
Proform Crosswalk GTX	\$450	\$249	\$201
Proform 366s	\$500	\$329	\$171
Proform Crosswalk365S	\$500	\$349	\$151
Lifestyler Expanse 800	\$400	\$249	\$151

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A favorable session

Despite what has been called a slow start to the Colorado Legislative session in terms of economic and business interests, The Northern Colorado Legislative Alliance is already focusing in on several bills. Sandra Hagen Solin, NCLA issues manager, said the group is focusing on the following bills, so far:

Favor:
HB1001 – Sponsored by Rep. Jim Riesberg, D-District 50, and Sen. Bob Bacon, D-District 14, the bill is aimed at bolstering research and early-stage development in bioscience by earmarking limited gaming fund dollars for a matching grant program. It provides that at least 30 percent of the pool be made available to early-stage bioscience companies, with the remainder available to technology transfer offices at research institutions.
HB1002 – Sponsored by Sen. Bacon, the bill would allow the Colorado State University Board of Governors exclusive control and direction of all funds and appropriations at the institution. It would require the board to form an investment advisory committee and a written investment policy if the board decides to invest the assets of the Colorado state university system.
HB1092 – Sponsored by Rep. Glenn Vaad, R-District 48, and Sen. Steve Johnson, R-District 15, the bill would allow residents to petition for a vote on authorization of the formation of a regional transportation authority. It would require any necessary tax or debt item related to the RTA formation also be an item on the same ballot.

HB1183 – The bill would extend the amount of time an employer has to create jobs in order to be eligible for job creation incentives through the Colorado Economic Development Commission. The commission would also be authorized to select applicants for the incentive on its discretion rather than on the order in which it was filed, until the amount appropriated is expended.
HB1189 – Sponsored by Rep. Riesberg, the bill would prohibit state employees from striking. It is an answer to Gov. Bill Ritter's executive order allowing state employees to enter into partnership agreements.
SB89 – The bill would provide the framework for school districts to use a portion of "Exceptional Children's Educational Act" funding to offer early intervening services to K-12 students who have not been identified as children with disabilities but who need additional academic and behavioral supports to succeed in a general education environment.

Oppose:
HB1118 – Sponsored by Rep. John Kefalas, D-District 52, the bill would require all transportation projects to utilize certain processes aimed at coming to a context-sensitive solution. A context-sensitive solution is one that takes into account not only takes into account the need and purpose of the project, but also safety, mobility as well as preservation of scenic, aesthetic, historic, environmental and community values.
HB1020 – The bill would restrict plaintiffs' cost recovery if the plaintiff rejects a settlement offer that turns out to be more than the actual award amount. In such a case, the plaintiff could only recover costs up to the date the settlement was offered.

NCLA, from 1A

The overarching topics on which the NCLA focuses for any given session don't change much from year to year, Solin explained, but the specifics under each topic do. Already, several bills have been introduced that fall under the priorities umbrella.

Another change for the organization this year is in its membership. Late last year, Upstate Colorado Economic Development decided not to renew its membership. Upstate, which concentrates its efforts in Weld County, joined the NCLA in early 2006, at the same time as its Larimer County counterpart, the Northern Colorado Economic Development Corp. The NCLA was founded in 1992 by the Fort Collins, Greeley and Loveland chambers of commerce.

Larry Burkhardt, president and CEO of Upstate Colorado, said that the board decided to focus its financial and staff resources directly on economic development pursuits rather than on lobbying. The biggest challenge, he said, was the amount of staff time that lobbying efforts consumed.

Solin said that the loss of one of its members will not in any way impact the agenda for the NCLA. The philosophy behind the organization is that the Northern Colorado economy, as a whole, has specific legislative needs.

"It's why we came together," Solin said. "We take a broader, regional view, rather than a parochial, local one."

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GETTING STARTED, from 7A

This is a very common attitude of corporations as they begin to grow and become successful. They assume an air of superiority and hubris. They think, "How can anybody possibly take us on? We are the best in our business and we know what we are doing. All others are simply wannabes."

While this type of corporate pride is not all bad, it does create an inward focus that blinds companies to other points of view and opportunities. This in turn results in a short-term profit focus which frequently occurs at the expense of longer-term and more enriching outcomes. For example, can you imagine the long-term benefits for Intel if billions of people begin to use computers, create business ventures, and develop an appetite for even more computers?

This corporate NIH hubris presents barriers to entrepreneurs who think they can invent something and then sell it to large corporations. This almost never happens. When the entrepreneur takes the invention or idea to a corporation — assuming he or she can ever get in to see the right people — he will very quickly run into the NIH barrier. The corporation will display an attitude that basically implies, "If it were worth doing, we would have figured out how to do it here."

In reality, this disdain is a product of fragile egos and career protection. "How can some hayseed from Colorado or Wyoming invent something of value that we at the mighty XYZ Corp. have not?"

Classic NIH examples

Speaking of hayseeds, I always think of Philo Farnsworth, an Idaho potato farmer who was listed by Time Magazine as one of the 100 greatest scientists of the 20th cen-

tury. Philo invented the television tube, took it to RCA and asked for a royalty. He was ridiculed and soundly rejected.

"We collect royalties, we don't pay them," said RCA with all NIH! Eventually, RCA accepted the concept of television and tried to steal the invention from the stupid potato farmer. Fortunately, Philo prevailed in court.

Then there is Edwin Land, the inventor of the instant camera. He took this invention to Kodak, a large corporation filled with myopia and hubris that rejected the idea because the instant photograph was a low-quality product. They were correct, but failed to understand one of the most important buying psychologies: instant gratification!

Another NIH example is Rod Canion, my friend and colleague at Texas Instruments. While working there, he approached management with the idea of a portable computer. He was rejected because computers were meant to be desktop fixtures. Rod left and founded Compaq.

While NIH presents barriers and discouragement for many people, real entrepreneurs find opportunities in the blindspots of corporations. Where others see darkness, they see an opening to exploit. They know their nimbleness can leave the giant unable to react in a timely fashion. Such was the case with Rod Canion, Philo Farnsworth and Edwin Land.

I don't know if all of this applies to Intel and OLPC, but honestly, I am very suspicious. It sounds like NIH to me.

If I were a betting man, my money would be on Negroponte. A man with a vision and a passion can and will put a square peg in a round hole.

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



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A foreign uranium company is proposing "in situ" leach mining and is currently drilling exploratory holes into the aquifer within a few miles of hundreds of thousands of Larimer and Weld County residents. The proposed mine would pump chemical-laden water into the Fox Hills Aquifer at the northern part of the Denver Basin to leach out submerged uranium ores. The in situ mining process can use **millions of gallons of water a month!** There is also the possibility of **open pit uranium mining just six miles from Ft. Collins.**

- In situ uranium mines regularly contaminate nearby ground water supplies and leave behind elevated radioactivity and toxic heavy metal levels in the aquifer.
- Open pit mining could spread radioactive dust wherever the wind blows
- The negative environmental, health and economic impacts of uranium mining contamination could be huge.

A bipartisan group of state lawmakers are proposing new legislation to protect domestic, livestock and irrigation ground water supplies. They are also seeking to protect nearby land owners and to ensure local government authority to protect against irresponsible or inappropriate mining.

Contact the Governor of Colorado and your members of the Colorado State Legislature and let them know you support protecting Colorado's ground water from uranium mining contamination.

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Achieving change requires more than just posters

John was complaining that his employees weren't doing what he thought they should be doing on a daily basis to achieve the company's goals. His three goals for the year were to reduce the amount of rework by 25 percent, develop an inventory control system and increase the average dollar sale per customer by 15 percent. We developed themes around these goals and had them posted where all employees would see them daily.

So why weren't they moving closer to those goals every week?

Come to find out, John hadn't shared with his team the part they played in

achieving the goals. Each employee thought John was supposed to do all the extra work necessary. They just kept on doing what they had always done. After all, they had a job to do.

Everyone felt more like a part of the company since the goals were posted, they just didn't see it as their place to make these goals happen. Not a single person changed what he or she did on a daily basis.

John had a 90-day action plan so he knew exactly what needed to happen but he hadn't shared it. He also hadn't expected anyone else in his company to develop a 90-day action plan — they were supposed

to know what to do.

To remedy this we had a team planning meeting. John gave everyone a copy of his 90-day plan and asked what they thought needed to happen in order to achieve his goals.

The meeting was scheduled for two hours and it took all day. What we discovered took them all by surprise. These poor people didn't really know what their jobs were, much less what they should do to help with the main three objectives for the year. John's business established job descriptions 10 years ago when he first opened and hasn't touched them since. The result of the meeting was a plan to

make sure each position had a description.

The first change was that of verbiage. We stopped calling them job descriptions. Position descriptions is a much more accurate term and got the employees thinking about what they should be doing in their particular position rather than what they were doing in their job. The redundancies and organizational gaps they discovered were overwhelming at first.



ADVENTURES IN MANAGEMENT

Donna Beaman

Be clear about objectives

It's extremely important to tell team members what they are supposed to be doing. Spell it out in clear, unambiguous terms. Having position descriptions saves the agony of sorting out emotionally charged disputes that arise through misunderstandings. No more whining, "That's not my job," or "Why can't Susie do it?"

They developed strategies that laid out how results are to be achieved and why certain things are done the way they are. I could see people getting excited as they started talking about what they planned to do about achieving the goals. They developed systems and wrote down what they were going to do and by when.

John helped them through some of the details but mostly they came up with some outstanding, unique approaches to some long-standing issues. I just love it when a group of people come together as a team!

When the descriptions were finally finished, we found that more things got done in less time and with less effort. The team's stress level went way down and productivity soared.

Knowing that things don't always go as planned, we had built in some cushion, a margin for error, if you will. Then we weren't stymied when an unexpected problem arose that needed to be dealt with. When things did get done as expected we were pleasantly surprised and ahead of schedule.

At the end of 90 days, rework was down 7 percent and the average dollar sale was at an all-time high — so they were well on their way to achieving the year's goal.

You'll notice I didn't mention the inventory control system. With all the extra effort put into the position descriptions, starting the inventory goal got put on the next 90-day plan. That's OK. Writing the descriptions was an unexpected project and took priority.

Now it would be much easier to tackle the inventory issue, all because the leader told the team what his 90-day plan was and expected them to develop their own in support of his.

It's impossible to do everything yourself, so enlist your team to help. They are willing but they need an action plan just like you do. Your action plan is the roadmap of your business and allows you to reach your goals in an effective and efficient manner. Your goals are the "What" and your action plan is the "How."

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@ActionCOACH.com.

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Howard Wigert
VP Business Banking

If that sounds better than an old-fashioned car dealership, you'll love the new **Motorplex** on I-25 in Loveland. Rex King, Joe Gebhardt and Ryan Ferrero (pictured left to right) have built a new home for the King, Davidson, and Ferrero dealerships in Loveland — in the largest auto mall in Colorado.

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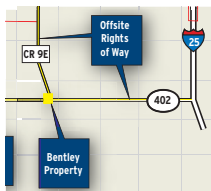
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FEATURES



Loveland, Johnstown fight over flagpoles
Annexations along Colorado 402 stir up landowner disputes
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Costs to build in various cities can be difficult to figure
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Trend of five-year price doubling forecast to slow
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Big sales show market strength
Blockbuster deals during 2007 show up in most sectors
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LISTS
Region's largest

Public-sector employers
Page 30A

Industrial space draws users' interest

Low vacancies, reasonable rents bring new users

By Tom Hacker
thacker@ncbr.com

The outlook for industrial space in Northern Colorado during 2008 points toward continued interest, especially as metro Denver's supply becomes scarcer, sending prospects northward, brokers in the region say.

Lease rates for warehouse space will hover in the \$5- to \$6-per-square-foot range, said Joe Palieri, whose investment in the abandoned Water Pik

building in Loveland 18 months ago is continuing to bear fruit.

"As far as Water Pik goes, we seem to be doing very well, with Technology Driven Products in there now," said Palieri, a broker with Chrisland Inc. in Loveland. "We're working with another tenant for a 40,000-square-foot piece, and should have something to announce there in a few weeks."

Palieri said he was also encouraged by the new contract to buy the space vacated by Agilent Technologies, a gaping hole in Loveland's industrial portfolio.

"For that building to be under contract says something," Palieri said. "Those people aren't stupid. They must see something there."

Lease rates have moderated even as the vacancies in most parts of the region shrink. Greeley

See INDUSTRIAL, 23A



What's ahead for real estate

Editor Tom Hacker takes a look at what the experts are saying about various sectors of the real estate market in Northern Colorado. Inside, find out what the people in the market expect from 2008 – the good, the bad, the not-so-hot – in office, retail, industrial and land, as well as a recap of the largest sales from 2007.

Office absorption could take decade

Some projects fill, others will wait for market to grow

By Tom Hacker
thacker@ncbr.com

Here's an astonishing number: More than 3 million square feet of new office space is either planned or permitted in Northern Colorado markets.

And with vacancy rates in a range between 8 percent and 12 percent, depending on the market, something's got to give, a survey of office property brokers shows.

"I'm choking on the amount of space that's

See OFFICE, 23A



LEASING UP – Harmony One, a five-story office building nearing completion on East Harmony Road in Fort Collins, is 80 percent leased two months prior to occupancy.

Brett Wagner, Northern Colorado Business Report

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REAL ESTATE & DEVELOPMENT

Loveland, Johnstown jousting with flagpoles

Annexations along Colo. 402 stir up landowner disputes

By Luanne Kadlub
news@ncbr.com

All Mark Bentley wanted was a place to park his trucks when he wasn't on the road. The 2.5 acres for sale near a gravel pit a couple miles west of Interstate 25 on the northwest corner of Colorado Highway 402 and Larimer County Road 9E looked like as good a place as any.

But almost as soon as Bentley, who owns Darco Transportation LLC, bought the property about five years ago, Larimer County officials informed him parking his trucks there was a noncompliant use and he would have to remove the vehicles.

Bentley was flabbergasted.

"There's been semis or an excavating business run out of that corner for 30 years," he said. "I didn't think the county would give me any grief over it and they did. I figured it was grandfathered in."

It wasn't, but the county suggested he approach Loveland about annexation as a means to continue keeping his trucks there.

Bentley took the county's advice and Loveland offered to allow him — and only him —

to park his rigs on the property in return for annexing the land into the city. He filed a petition for annexation in August 2006.

Little did he know that when Loveland prepared for the flagpole annexation to reach his property he would get caught up in a media firestorm with neighbors, many blaming him for taking away their choice to annex instead with Johnstown.

Strategic move

Municipalities use flagpole annexations to reach noncontiguous properties via a thin strip of land along the right-of-way of a street or road. The annexation resembles a flagpole, in which the connecting right-of-way is the "pole" and the annexed territory is the "flag."

Although Bentley's flag property is only 2.5 acres, the entire annexation will total about 45 acres with the pole.

Bentley's land is the linchpin Loveland needs to access the 97 acres at Highway 402 and I-25 the city purchased from Paul Ehrlich for \$6.5 million late last year. Without the Bentley flagpole annexation, Loveland wouldn't have access to the Ehrlich tract.

"It was a strategic move by Loveland to annex all of that (Highway 402) right-of-way so Johnstown could not use it as part of a flagpole," said Greg George, director of development services for the city of Loveland. "It also increases the city's ability to

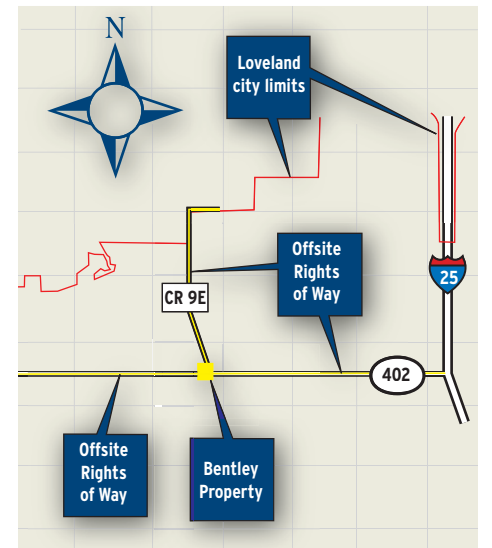
annex our property at the southwest corner of 402 and I-25."

"I don't know why everybody is upset about it with me," Bentley said from his vacation home in Nicaragua. "I was backed into a corner and did what I had to do. I never talked to Johnstown, and they never talked to me. The other property owners have never talked to me. It was very logical (because of the property location) to go to Loveland."

Johnstown Town Planner John Franklin said Johnstown's position toward annexation is to wait until a request is made by property owners, so that is why they did not contact Bentley.

The only landowners along Highway 402 to approach Johnstown, however, were Arlo Johnston, whose 140-acre Mountain View Ranch at the northwest corner of I-25 and Highway 402 is being annexed into the small agriculture community. Sandy Olson of Olson Land Trust also had contacted Johnstown, according to Franklin.

As Bentley reflects on the process, he wonders why adjacent property owners upset with his decision to annex with Loveland didn't approach him in person rather than air their opinions everywhere else, including objecting during public hearings before the Loveland Planning Commission. "My name is on the trailers. They could have called me any time. I don't know why they didn't," he said.



Map courtesy Loveland Department of Development Services

RUNNING IT UP THE FLAGPOLE — Loveland City Council is set to approve the Bentley Annexation at a special session on Feb. 6. The 2.5 acres at the intersection of Larimer County Road 9E and Colorado Highway 402 will be connected to the city limits by rights-of-way to be annexed simultaneously, which will also provide the city access to a 97-acre parcel at Colo. 402 and I-25.

Other agreements

George said the Highway 402 corridor annexations have been the most complicated process he's had to deal with during his 12 years on the job. The contentiousness is not typical, he said, adding that because of the location — an area desired by both Johnstown and Loveland — it also is understandable.

To ensure most — if not all — of that corridor west of I-25 remains in Loveland, as described in the city's master development plan, Loveland has offered a handsome incentive package to the Olson Land Trust, which had initially contacted Loveland about annexation but later began talks with Johnstown. The Olsons have 160 acres directly west of the city's newly acquired parcel on the south side of 402, along with an additional 95 acres slightly more to the west but on the north side of 402.

Loveland has presented the Olsons a pre-annexation agreement that will allow them to develop 70 percent of the southern parcel with residential and retail and commercial on the remaining 30 percent fronting Highway 402. Loveland also agreed to foot the bill for construction of a wastewater line to the eastern edge of the property, which will allow the Olsons to market the property as "sewer services provided," George said. The city is also purchasing the Olsons' water rights.

End in sight?

An end to much of the squabbling appears to be close.

George said he expects that the pre-annexation agreement with the Olson Land Trust will get the green light at a special meeting of the Loveland City Council on Feb. 6, and that he is "positive" that the Bentley annexation, approved by the Loveland Planning Commission, will get final approval at the same meeting. Annexation of the city's parcel at the southwest corner of Highway 402 and I-25 should be finalized soon as well, he said.

This leaves "a lot of properties that haven't annexed into the city yet," George said. "We plan to work with those property owners and see if we can't get them to annex."

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REAL ESTATE & DEVELOPMENT

Comparing cities' development fees challenging

Costs to build in various cities can be difficult to figure

By Paige Ingram
news@ncbr.com

Impact fees and permits are a part of the developer's decision-making process – a big part. While jurisdictions all tend to charge for similar items — street fees, plan reviews and utilities — doing the math to find the most affordable location for a new building can be a challenge.

“There’s so much that goes into a permit, and each jurisdiction calls things (by different names),” said Delynn Coldiron, administrative services coordinator for Fort Collins. “It’s hard to get an apples-to-apples comparison.”

That doesn’t mean local cities haven’t tried. In an attempt to get a handle on its competitive standing with developers, the city of Greeley compared its fee structure to those of its neighbors in a study completed in December 2006. According to Tim Nash, Greeley’s director of finance, “As a result of this study, staff recommended adopting new fees. Right when we started, our market when south.”

See FEES, 24A

Impact Fees in Northern Colorado

The city of Longmont compared impact fees for 13 cities along the Front Range – including Arvada, Aurora, Broomfield, Louisville, Thornton and Westminster, not shown here but included in the average and median figures – in October. Ranked left to right, lowest to highest.

RESIDENTIAL – Calculations were based on a two-story single family house, 2,400 sq. ft. on a 6,600-sq.-ft. lot, valued at \$250,000 with a 3/4" water tap in a 100-unit development with 95.3 percent occupancy; 252 people, 70 of which are children. Using \$28,000 fair market value for parks, \$40,000 fair market value for schools, Other Public Improvement & Gov't Fees include fees for various public improvements such as electric, mechanical, public safety, cultural, recreation & open space, education, etc.

	Greeley	Ft. Collins	Longmont	Loveland	Boulder	Erie	Frederick	Average	Median
Building Permit	1,645	1,091	2,507	1,834	2,116	1,834	1,834	1,842	1,834
Plan Check	411	525	1,254	1,192	1,375	1,192	1,192	1,153	1,192
Use Tax %	3.46	3.80	3.93	3.80	4.21	3.50	2.50	3.45	4.00
Use Tax amount	4,325	4,750	4,906	4,750	6,315	4,375	3,171	4,471	4,687
Water	9,848	7,834	7,036	6,308	10,451	14,451	27,450	14,837	14,451
Sewer	4,090	2,276	3,000	2,630	2,261	4,000	5,060*	3,645	3,221
Storm Drainage	279	292	650	415	2,002	1,300	250	662	390
Traffic Impact/Transportation	1,512	2,581	782	3,059	1,978	1,678	1,456	1,529	1,512
Park	2,887	4,060	4,825	2,454	1,794	2,165	1,000	2,513	2,310
School cash in lieu of land	n/a	1,200	700	1,382	n/a	645	654	914	788
Electric	n/a	1,200	415	1,498	479	82	327	1,019	447
Other Public	695	1,322	2,009	5,395	5,243	3,192	1,737	2,767	2,009
Improvement & Gov't Fees									
Total	25,692	26,687	28,084	30,917	34,024	34,914	44,131	33,316	34,024

NON-RESIDENTIAL – Calculations were based on an 80,000 sq. ft. building with a 1 1/2" water tap on a six-acre lot valued at \$4 million. Public Improvement & Gov't Fees include fees for electric investment, general government services, public safety, cultural & recreation, open space, mechanical, plumbing, electric, excise taxes, etc. Traffic impact and/or transportation fees vary greatly between municipalities and are generally based on specific project conditions.

	Frederick	Greeley	Erie	Longmont	Ft. Collins	Boulder	Loveland	Average	Median
Building Permit	16,559	13,205	15,058	19,049	13,747	19,083	16,559	16,257	16,550
Plan Check	10,763	3,301	9,788	12,382	6,619	12,404	10,763	10,388	10,763
Use Tax %	2.50	3.46	3.50	3.93	3.80	4.21	3.80	3.69	4.00
Use Tax amount	50,000	69,200	70,000	78,600	76,000	84,200	76,000	73,738	76,000
Water Associated Fees	136,450	31,600	33,400	33,400	78,663	56,221	33,354	69,174	71,747
Sewer Associated Fees	25,120*	13,000	16,000	14,200	22,623	10,965	23,650	27,255	23,881
Storm Drainage	10,000	22,000	32,640	19,279	19,752	165,038	29,857	39,208	20,876
Electric	69,883	30	4,200	90,813	28,861	n/a	2,674	28,496	4,200
Other Public	3,407	62,960	198,080	28,000	45,360	80,821	86,383	65,768	54,160
Improvement & Gov't Fees									
Traffic Impact/Transportation	625	148,880	n/a	159,128	246,960	138,880	336,350	161,660	148,880
Total with Transportation	322,807	364,176	379,166	454,851	538,585	567,611	615,590	491,944	360,243



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REAL ESTATE & DEVELOPMENT

Retailers proliferate in market, for now

Big projects on deck, but future remains clouded

By Tom Hacker
thacker@ncbr.com

An unprecedented retail construction boom throughout Northern Colorado during the past two years can mean only one thing: It has to slow down.

Retail property brokers will see stability in the market even as new projects, notably the 900,000-square-foot Front Range Village on east Harmony Road in Fort Collins, cause upward ticks in vacancy rates.

Such a bubble occurred when the Promenade Shops outdoor lifestyle center opened at Centerra in Loveland in 2005. But the most recent vacancy survey by Sperry Van Ness/The Group Commercial LLC shows that that spike is long gone, with Loveland retail property owners enjoying a vacancy rate of 1 percent.

One of the biggest unanswered questions in the Northern Colorado market is when, and whether, Foothills Mall owner General Growth Properties Inc. will launch a plan to redevelop the aging Fort Collins

shopping center, one that has lost two anchor tenants, J.C. Penney and Mervyn's department stores, in the past 18 months.

Downtown Fort Collins continued during the past year to fill vacancies, and a proliferation of new restaurants and other retailers marks the continued success of Old Town as the region's most vibrant downtown retail economy.

Lease rates compiled by Sperry Van Ness/The Group Commercial LLC for January show broad ranges in most markets. Loveland, for example, features leases for \$7 per foot in some downtown locations, while prime properties along the I-25 corridor are moving closer to the \$30 level. Average lease rates in Loveland were \$11.61 a year. Average triple-net rates in Fort Collins and Greeley were \$12.40 and \$10.90, respectively.

Vacancy rates in Fort Collins hovered just under 7 percent, while Greeley's fell to 5 percent, far less than the 14 percent vacancy bubble the city saw in the third quarter of 2006.



Land prices climb less steeply than past years

Trend of 5-year price doubling forecast to slow

By Tom Hacker
thacker@ncbr.com

Longtime Loveland commercial real estate broker Dan Stroh usually has an interesting take on the fluctuations of land prices in Northern Colorado.

In his years with Stroh Realty, he has been in on countless deals for everything from dryland farm ground to developable lots.

This year, he says an artificial inflation in land prices, partly driven by broker-to-broker land transactions, will begin to abate.

"We beg, borrow and steal amongst ourselves," Stroh said. "We'll sell two cats for a dog. Now, we're not doing that. For the first time in a few years, we're looking at users."

That trend began in 2006 and 2007 when, Stroh said, "there started to appear a little more reality in the market."

During the roaring '90s, and through the first half of this year, investors could depend on an average five-year doubling in land prices, a phenomenon that made pos-

sible development of viable projects like Water Valley in Windsor.

But speculation was also rampant, Stroh said. "We've reached a point now where some of these people are going to be willing to take a little less," he said. He spoke of farm land in Mead that sold years ago for \$15,000 to \$20,000 per acre, and an owner who now might consider offers of \$10,000 to \$14,000.

"We, in this business, inflated these values artificially," Stroh said.

Land sale statistics from Realtec Commercial Real Estate Services Inc. show prices have spiked in some hot spots. For instance, a 110-acre parcel on east Harmony Road, the Harmony Technology Park, sold to a Michigan developer for \$14 million, or \$3 per square foot. Some brokers said at the time it was a hefty price for raw land.

On the other end of the scale, a 20-acre raw land parcel in Greeley, part of the Swift holdings on the city's northern edge, sold for \$667,000, equaling 74 cents per square foot.



REAL ESTATE & DEVELOPMENT

Top sales show market strength

Blockbuster deals during 2007 show up in most sectors

Sales of office, retail and industrial properties in Northern Colorado were brisk through the first three quarters of 2007. Here's a look at some of the top sales for the year, by category and location. Fourth quarter sales not available.

SOURCE: REALTEC COMMERCIAL REAL ESTATE SERVICES INC.

Location	Square feet	Price	Price/s.f.
OFFICE			
2850 McClelland Drive, Fort Collins	36,562	\$2.98 M	\$81
2020 Lowe St., Fort Collins	7,812	\$1.64 M	\$210
1629 Blue Spruce Drive, Fort Collins	32,000	\$1.5 M	\$47
201 Linden St., Fort Collins	6,900	\$1.3 M	\$188
RETAIL			
1550 Main St., Windsor	29,370	\$11 M	\$375
3700 S. College Ave., Fort Collins	31,043	\$8.2 M	\$264
110 N. College Ave., Fort Collins	25,000	\$3.9 M	\$157
1215 Main St., Windsor	20,250	\$2.97 M	\$147
INDUSTRIAL			
999 N. Van Buren Ave., Loveland	58,200	\$1.82 M	\$31
5836 Wright Drive, Loveland	16,875	\$1.55 M	\$92
5836 Wright Drive, Loveland	16,875	\$1.43 M	\$85
103 12th St., Loveland	12,500	\$1.28 M	\$102

Eric Newman, Northern Colorado Business Report

SAFeway SALE – One of the biggest commercial sales of 2007 was the Safeway block in downtown Fort Collins, going for \$8.5 million to a Chicago-based private equity firm. The sale was not included in the above chart since it occurred in the fourth quarter of the year.

INDUSTRIAL, from 19A

offers the best deals on the market, with warehouse space available for \$2.75 per foot, according to numbers compiled last month by Sperry Van Ness/The Group Commercial LLC. Vacancy rates in Greeley have tumbled from a high of 19 percent during the second quarter of 2006 to 12.5 percent last month, the report shows.

Loveland's vacancy rates have also shrunk, from a high of 8.5 percent at this time last year to just over 5 percent today, and lease rates for warehouse space averaging \$7 a foot.

Fort Collins' vacancy rate took a similar turn, the report shows, falling from 9 percent in mid-2006 to under 5 percent today. Lease rates fall into the broad span between

"Those people aren't stupid. They must see something there."

Joe Palieri, broker
Chrisland Inc.

\$3 per square foot to \$20, with an average rent of \$6.75.

The same report shows Windsor's industrial vacancy rate also below 5 percent. Lease rates were not calculated."

OFFICE, from 19A

planned," said Larry Stroud, a partner at Realtec Commercial Real Estate Services and one of the busiest office specialists in the region. "If all that were built — and I can't believe it will be — it would take 10 years to absorb.

Stroud, who engineered the sale of the 110-acre Harmony Technology Park to Ann Arbor, Mich.-based MAV Development Inc. last year, is working with the company on permitting an 80,000-square-foot office building.

"We're still going to plan, because we're going after some high-tech, large-scale user," Stroud said. "This wouldn't work with a multi-user plan. And nobody in their right mind would build a big spec office project right now."

New office construction, Stroud said,

has to be built to scale, with market-driven amenities and a specific target audience.


A solid market indicator came last fall when Windsor developer Martin Lind and partner Stu MacMillan, president of Everitt MacMillan Development Inc., shelved their plans for twin office towers totaling 140,000 square feet at the junction of Interstate 25 and Crossroads Boulevard in Loveland. The two will wait for the market to catch up before dusting off the plan, Lind said.

They might not have to wait forever.

"In the long term, and in the big picture, there are so many good things coming out of CSU and the technology sector that we're poised for some good quality growth," Stroud said.

Average office lease rates, according to Sperry Van Ness/The Group Commercial LLC, range from \$16.90 in Greeley to \$19.90 in Fort Collins to \$24.40 in Loveland.


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FEES, from 21A

So, the new fees have yet to be adopted. For the purposes of the study, Greeley looked at four different scenarios: a \$1.4 million, 7,700-square-foot commercial office building; an \$895,000, 19,000-square-foot industrial warehouse; a \$550,000, 6,100-square-foot commercial retail site; and a \$3 million, 38,000-square-foot mixed-use building, including commercial and residential space.

The study showed many trends within cities, regardless of the type of building. For example, Fort Collins and Loveland have higher capital expansion and sales and use taxes than Greeley. However, developers will find lower street fees in Fort Collins, and lower permit fees in Loveland.

Loveland also has consistently lower utility fees, sometimes thousands of dollars less than surrounding areas.

"Charges for electricity are the second lowest in the country," said Greg George, director of development services in Loveland. "Over time (the) electric bill is sort of a compensator. That's always a selling point when we negotiate with companies coming in, especially companies that use a lot of electricity."

George also argued that the quality of life in Loveland helps bring in builders.

However, according to Greeley's figures, Loveland's fees are the highest overall, except for in commercial retail, where they fall in the middle of the NoCo pack.

Other cities, other studies

Similar studies by the cities of Fort Collins — done in June 2007 — and Longmont — compiled for city council in October — also show comparatively high fees in

Loveland. The most recent Longmont study placed Loveland non-residential impact fees as the highest of the 13 Front Range cities compared, and more than \$123,000 above the average of \$491,944 for an 80,000-square-foot building.

Somewhat surprisingly, Fort Collins, which has long held a reputation for high development costs, often offered some of the lowest impact fees in these studies. Fort Collins' fees for permits and plan reviews especially were lower than Longmont, Loveland, Windsor or Greeley for single-family residential units and industrial products. Its total for non-residential impact fees was about \$77,000 less than Loveland but about \$175,000 above Greeley in the Longmont study.

When Denver metro cities are added to the mix, studies show that Westminster, Broomfield and Thornton all had lower capital expansion fees than cities in Larimer and Weld counties, but when it came to permit and plan review fees they were much higher. Utility fees were also high in Westminster, with Broomfield not far behind, particularly in mixed-use and industrial projects. The Longmont study put Broomfield in the top position for residential impact fees at \$44,189.

While each city in Northern Colorado offers its own price points, Mark Bradley with Realtec Commercial Real Estate Services in Greeley stressed that cities need to keep in mind companies are not necessarily committed to staying in the Front Range.

"At some point a city can price themselves out of a market," he said. "They forget the fact that a very mobile company looks at what Phoenix is charging as well. We have to be competitive nationally, as well as within our market."

POINTS WEST, from 3A

until 2003. Less than a year after the Julesburg-based bank opened its Wellington site, Fort Collins-based First National Bank purchased the region's Vectra Bank branches, including one in Wellington.

"It wasn't on the front burner," Olson said of a new moniker, but it was simmering for several years. Olson said the bank firmly decided on the change more than a year ago. By early April, First National's four branches will be called Points West Community Bank.

Charter of peers

Olson said since the bank was changing its name, it seemed like an appropriate time to also consider changing its charter. The main reason for the switch, he explained, is to be on a more similar system to his peer banks.

"It's really about who I'm rubbing shoulders with out here, and they're state banks," he said.

In general, state-chartered banks tend to be smaller, community banks. As of Sept. 30, there were 2,414 federally chartered banks in the United States and 6,146 state-chartered banks. The federally chartered banks held \$9.1 trillion in assets while the state chartered held \$3.6 trillion. That works out to an average of \$3.8 billion per every federal charter and \$585.7 million for every state charter.

Additionally, the numbers show that the number of federal charters is declining faster than state charters. Due to industry consolidation, the total number of banks has been on a steady decline for decades. However, in the past five years federally chartered banks decreased at a rate of 15 percent compared to a 4 percent decline in the number of state charters.

Olson said that the transition will be seamless for customers. The bank could actually make the change sooner, as the Colorado Banking Commission approved the charter and name on Jan. 17. He wants to be sure that customers are well informed about the change, so that they will not assume that this is a case of another bank buyout.

Not the only one

First National of Julesburg is joining a growing list of local banks that are swapping monikers. In a move that might clear up some more confusion, Centennial Bank of the West will unveil new signs on its buildings after President's Day, Feb. 18. The bank is already legally operating as Guaranty Bank and Trust. The banks' holding company, Centennial Bank Holdings Inc., decided this past summer to merge its two subsidiaries into one under the Guaranty name.

Centennial CFO Paul Taylor explained that the decision was less about cost savings, since the banks already shared many of the same backroom operations, and more about building a single, strong brand. There was an additional element of confusion with the Centennial name.

President's Day weekend will also see another local bank name change. Union Colony Bank has long kept its autonomy from its sister banks in Colorado — Fort Collins-based First National Bank and Boulder-based First National Bank of Colorado. However, the holding company has decided to consolidate the three under one charter.

The change is just another reason for First National of Julesburg to make a name change. Union Colony — soon to be First National — operates a branch in Windsor, a few blocks from First National — soon to be Points West.



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EDITORIAL & COMMENTARY

EDITORIAL

Partnership for *Coloradoan*, *Collegian* flunks

The Fort Collins *Coloradoan* has made overtures to Colorado State University President Larry Penley about a “strategic partnership” with the campus newspaper, the *Rocky Mountain Collegian*. Penley has asked Publisher Christine Chin to submit a proposal for what such a partnership would bring to the university.

One possible benefit: student jobs after graduation. However, check the current bylines in the *Coloradoan* — that pipeline is already flowing. Would students working at the campus paper still have the option of interning at other, competing, publications, like this one, where some of our best hires have been CSU interns?

The Gannett-owned *Coloradoan* is in the midst of both layoffs and an increasingly competitive readership war with the *Greeley Tribune*. Is management looking for a source of low-cost talent already equipped with multimedia skills? Or a ready-made demographic they haven’t been able to tap with their existing products?

As a corporation, Gannett is notoriously concerned for its bottom line, so it’s not a stretch to imagine the first order of business would be to reduce staff redundancies. But would the *Coloradoan* be willing to assign experienced editor/educators to work with the students in a way that allows them to learn from their mistakes, both small and spectacular?

Speaking of spectacular mistakes, let’s not let one stunningly wrong-headed decision to taser the *Collegian*’s editorial page into national prominence become a fig-leaf for a short-sighted cash infusion to the university. Yes, *Collegian* ad revenue dropped as a result of the whole eff-ing fiasco, but times are tough all over. The paper still generates about \$800,000 in revenue each year, with about \$100,000 in reserves, which would look mighty swell on the *Coloradoan*’s bottom line.

We also suspect that Chin & Co. haven’t completely thought through the baroque structure of CSU’s Student Media operation, of which the *Collegian* is one part. Will their proposal address the quarterly student-run magazine College Ave., the 24/7 KCSU-FM radio station and Campus TV’s news and sports operations? What happens to the Colorado High School Press Association, its internship programs and competitions for 1,300 even-younger journalists once the revenue-generating newspaper is cherry-picked?

Coloradoan Editor Bob Moore has suggested that somehow the partnership would increase “community involvement” for both papers. But when asked the obvious follow-up question by a *Collegian* reporter, Moore admitted he hadn’t read enough of the CSU paper to know how well it was doing in that area. Would his non-strategic answer have made it through a Gannett-style copy desk?

We give the entire idea a solid F.



Preparedness, not denial, best tactic in a recession

“I was asked what I thought about the recession. I thought about it and decided not to participate.” — Sam Walton, founder of Wal-Mart

A number of Northern Colorado business executives seem to be emulating Sam Walton — or are they? After the *Northern Colorado Business Report*’s recent Economic Forecast 2008 event at the Island Grove Events Center last month, several individuals complained to me about the negative nature of the predictions, as if it’s my responsibility to ensure that economists see only positive signs in the data they analyze.

It’s as if merely mentioning the “R” word will bring one about. The messenger(s) will be blamed, first and foremost.

For the record, the “R” word is recession. The three economists that we featured each believed that Northern Colorado — and perhaps the nation — is already in a recession, or that one will certainly occur in 2008.

It should be noted that many economists nationwide hold similar views; they question only the severity of an economic downturn, not its certainty.

The three individuals who commented to me about excessive negativism in our forecast hailed from different industries: automotive, construction and banking. Each of them is a polished professional who refuses to let talk of an economic downturn affect their financial goals for the year.

Fair enough. But there’s a better approach than outright denial.

This past weekend, I attended the Alliance of Area Business Publications’ winter publishers conference in Key Largo, Fla. A recurring question at the event was, “What’s the economy like in your market?”

In fact, an entire panel discussion was held to provide ideas on how to sell in a recession.

That approach is a bit different than refusing to acknowledge that a recession is likely, or that one has already begun. Sam Walton didn’t deny that a recession was happening when he made that famous quote in the 1980s. Instead, he developed a mindset that his company would grow and prosper no matter what happened in the broader economy.

Acknowledging that a downturn is coming should help businesses prepare for that slowdown. They can devise new products, new sales techniques, new services. They can watch expenses — not slashing, but investing wisely. If the slowdown fails to materialize, the business would be that much better prepared for faster growth than anticipated.

For our part, we’ll continue to report the facts, the latest statistics, and, yes, economists’ best predictions, good or bad.

Like those individuals who contacted me, I don’t want to see a recession. I hope that John Green, Martin Shields, Tucker Hart Adams and every other economist who predicts a downturn is wrong. (I’m sure that deep down they hope they’re wrong, too.)

But what if they’re not? Wouldn’t you rather get a heads-up now rather than be caught unawares this summer, when it likely will be too late?

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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of 300,000 people, and through the water table and aquifer these people depend on for their drinking water and livelihoods.

During the past three months, I have attended two presentations by Powertech. Powertech has yet to provide any guarantees or assurances, whatsoever, that the radioactive materials or poisonous metals unearthed by the mining will not contaminate our water, land and air.

The people of Northern Colorado must not be forced to bear all the risks of uranium mining so close to our homes, so that a mining corporation can make huge profits. If there is less than a 1 percent chance of contamination, that is far, far too great a risk for us to endure.

We must ask all our representatives and officials now to turn back Powertech and the other uranium mining companies that threaten our lives.

John S. Dixon
Fort Collins

Right on!!! Politicians are really working hard to keep Northern Colorado's drinking water safe for all of us.

George W. Vaillancourt
Fort Collins

George:

Yes, but please support the politicians' efforts by writing them and most importantly by writing letters to the editor.

archivist

New legislation seeks to tighten easement rules

(NCBR, Jan. 18-31, 2008)

In addition to Colorado and Virginia, South Carolina also offers its citizens a tax credit for easement donations that is transferable to third parties.

Ben Kurtzman
American Farmland Trust
Northampton, Mass.

Support for uranium bills

State Reps. Randy Fischer and John Kefalas and State Sens. Bob Bacon and Steve Johnson deserve our utmost praise and gratitude. On Jan. 16, they introduced two bills in the State House which, if passed, will protect our waters and local communities from toxic and radioactive pollution resulting from uranium mining. We must fully support passage of these two bills which are crucial to protecting our lives and the lives of our children.

The people of Northern Colorado are gravely endangered by the plans of Powertech Uranium Corp. to mine uranium in Weld and Larimer counties, within 15 miles

Editor's note: We also receive numerous comments on articles in our print edition and our daily e-news items through the Web site at www.ncbr.com.

Lawmakers propose uranium mining bills

(Business Report Daily, Jan. 17, 2008)

If Powertech is so certain that their operation is safe and already well-regulated, they will embrace this new legislation aimed at ensuring that our water will be kept safe.

Robin Davis
Wellington

POLL COMMENTS

Editor's note: Let us know what you really think by leaving additional comments as well as voting in our online poll at www.ncbr.com.

If you were to go back to school, what would it be for?

I would go back to school, and actually have in this last year, for a better job move. I work for two companies now and I'm very glad I did. I'll be 50 in two years.

Terry Brueggemann
Fort Collins

NCBR poll watch

If you were to go back to school, what would it be for?

Keeping up credentials

35%

Starting a new career

37%

Just for fun

28%

These results reflect responses to the online poll at www.ncbr.com Jan. 14 through Jan. 28.

Next question:

Are you part of an online networking site?

Answer now at www.ncbr.com. Responses will be accepted through Feb. 11.

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Friday, July 4

Kenny Rogers

Saturday, July 5

Poison



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WATER, from 3A

opment, but at the same time we didn't want it to be a giveaway by the citizens," he said.

Monson said water for the bank came from an \$11 million purchase of rights in the early 1990s when water was cheaper and more plentiful. The water bank has only been used a couple of times, he said, when both State Farm and ConAgra — now JBS Swift — were considering leaving the city. Both were enticed to relocate their headquarters to the Promontory business park in west Greeley as a result of those deals, he said.

Monson said the water bank is set up to be an economic incentive tool while at the same time not injuring the citizens who paid for the original supply.

"The way it works is citizens have reached into their pockets and bought water ahead of time at a fairly low rate," he said. "We took the purchase price and inflated it by about 4 percent, which is our cost of the money. Four percent isn't a lot, but it makes us whole."

"If Leprino comes here they will be repaying the citizens with interest," he added.

Far from empty

Monson said the city is not adding to its water bank because of high water prices these days and won't reveal how much is left in it. But he acknowledges it's far from running dry.

"There's quite a bit in there at the moment," he said. "The more Leprinos (we can use it for), the better."

Monson said the bank is used on a case-by-case basis and the amount of water offered at the discount rate is based on the number of jobs, wages and other benefits

that would be realized by the city.

Leprino officials have said they are favoring a Greeley location because of a strong local dairy community but won't make a final decision for several more weeks.

"I'd like to think it will be no more than one to two months at most," Reidy said on Jan. 23.

Reidy said Leprino's mozzarella cheese plants "use a significant amount of water in the cleaning and sanitation processes" but he declined to reveal exactly how much water such an operation would require.

Colorado water law basically requires that the increasingly precious resource be used in a "beneficial" manner. Using city water supplies as an economic development tool is a fairly common practice, according to Michael Shimmin, an attorney with the Boulder-based firm of Vranesh and Raisch LLP, which specializes in water law.

"Cities are authorized by Colorado water law to acquire water for future growth, and it does not limit how they can do that," he said.

Shimmin said the use of such water banks varies from city to city but added that "cities do it all the time," pointing to Thornton and Aurora as regional cities that have aggressive water acquisition and economic incentive programs.

Two notable exceptions are the city of Boulder — known for its slow-growth policies — and Fort Collins. Dennis Bode, Fort Collins' water resources manager, said the city has never used its water supplies as an economic incentive tool, even when Anheuser Busch — the city's largest water customer — chose to locate in Fort Collins 20 years ago.

"I don't think there were any special deals made, just that they would have a reliable supply of water," Bode said.

GAS PIPELINE, from 2A

"I think that's strictly driven by the Rockies Express differential and market that's coming, and that's going to get more as time goes on," Arnold said. "It just means more gas is going to be leaving this region."

Arnold, whose organization helps low-income people pay their energy bills, said Colorado businesses and residents had long enjoyed lower gas bills than much of the rest of the nation because Rocky Mountain gas production fields have been relatively "landlocked" with little of the product piped out of the region.

Arnold said electricity prices are also bound to go up because about half of the electricity in the state is produced by generators burning natural gas.

Mark Stutz, a spokesman for Xcel Energy, said the company has no financial interest in the Rockies Express pipeline and acknowledges that it will move gas prices higher. He said the discounted rate Xcel had been paying for its natural gas to deliver to its customers is going up now that other utilities outside of Colorado will be bidding on the same resource.

And that bump will be passed onto customers, Stutz said. "It's not a right or wrong situation," he said. "We understand the producers are going to maximize their profit."

One of the largest

Allen Fore, a Rockies Express spokesman, said the \$4.4 billion pipeline is "one of the largest pipeline projects of this kind in the last 25 years."

When complete, the 1,700-mile pipeline will be able to deliver 1.8 billion cubic feet of gas each day.

"It's clear there's a need for more natural gas supply in the Midwest and on to the east," he said.

Fore said the Rockies Express-West portion of the pipeline, which runs through Weld, Logan and Sedgwick counties before leaving the state on its way eastward, brought jobs and economic benefits to surrounding communities during its construction. He said the pipeline will continue to benefit local communities through property taxes and could be an asset when courting industries that need a reliable nearby gas supply.

Other companies are also planning to

More gas leaving region

In addition to the 1,700-mile Rockies Express, other projects are under way to increase the state's energy takeaway capacity:

- The Williams Cos.' 4,000-mile Northwest Pipeline is bringing 1.8 billion cubic feet of natural gas daily out of western and southwestern Colorado to markets on the West Coast and points between.
- Houston-based El Paso Corp. and PG&E Corp. are planning to build a 680-mile pipeline from Opal, Wyo., to Oregon that's expected to be in service by 2011.
- Houston-based Spectra Energy is also planning to construct a 650-mile pipeline from Wyoming to Oregon that will be complete in 2012.

SOURCE: MERCATOR ENERGY, INTERNET SITES

tap into the vast natural gas resources in the Rocky Mountain region, which holds some of the largest reserves in the nation. At least three companies intend to deliver Rocky Mountain natural gas to markets on the West Coast and points between.

"When you've got a Rocky Mountain region that says it has excess capacity, there's a big supply differential and producers and shippers are going to figure out ways to move that gas," Fore said.

Natural gas broker John Harpole, president of Mercator Energy in Denver, said the Rockies Express pipeline — which will be complete in June 2009 — will increase natural gas export capacity out of the Rocky Mountain region by 20 percent. With more markets to serve, the region's natural gas producers will soon see prices for gas that equal those in other parts of the nation.

And while Harpole acknowledged that will mean a tougher time for Colorado's poor to

pay their utility bills, it will help bring down bills elsewhere.

"What we have to remember is that there are low-income folks in other states who will benefit from this," he said.

Harpole said increasing the natural gas industry's ability to tap into Rocky Mountain reserves is a good thing for the nation. "We've got a plentiful resource here that I believe we need to share with the rest of the country," he said.

"We've got a plentiful resource here that I believe we need to share with the rest of the country."

John Harpole, president
Mercator Energy

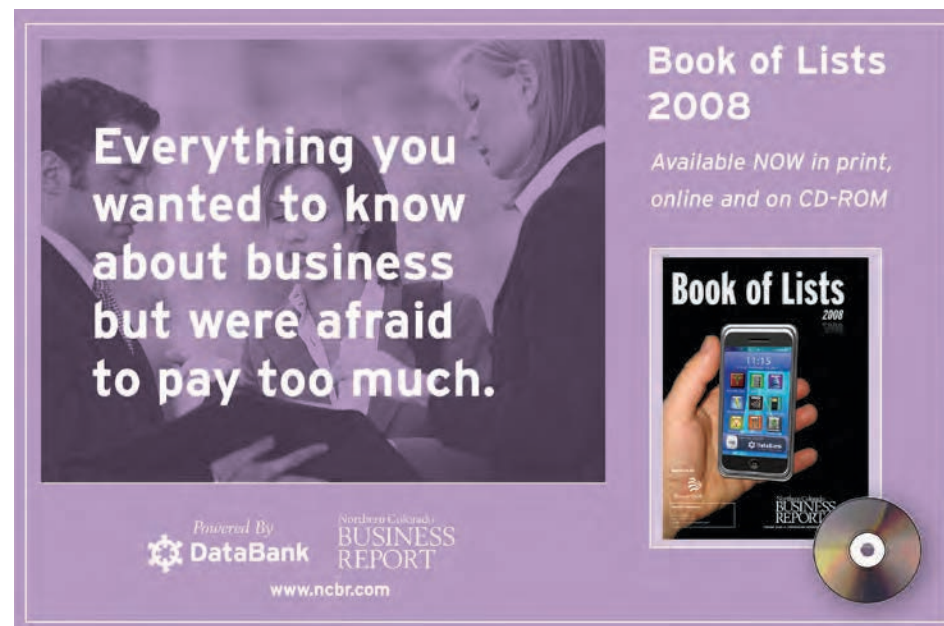


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RECRUITING, from 7A

Forum, who did initial research on the vulnerability of online job boards. "Job sites have no control over what happens to your resume once it is downloaded."

And that's not good. In 2007, the FBI had at least 1,500 open identity theft investigations, and the Identity Theft Resource Center claims more than 125 million records were reported compromised in this country just last year.

Be careful out there

To avoid becoming another statistic, job seekers are advised to follow some basic safety rules:

- Post privately. If a job site doesn't allow control over who sees complete personal information, think twice about using that site. Not everyone who downloads a resume has a real job to offer. Many online posters — and employers — now use "disposable" e-mail accounts and post office boxes dedicated to the search, to protect their real information in the case of a data breach. And never, ever include a Social Security number or contact information for references on an online resume. Ever.

For employers, this might seem like adding an extra step to contact a potential hire, but it also points to a savvy job seeker.

- Be aware of scam jobs. Once a resume has been posted, legitimate offers can get buried under fake jobs or solicitations to pay money for additional job searching services. Employers should make sure their e-mails to potential hires are clear, specific and not easily confused with those from scammers. (See the All About M.E. blog at www.ncbr.com for more information about a current job scam with tenuous Northern Colorado connections.)

- Be sure the resume can come down once the job search is over. In a year-long study by the World Privacy Forum, the best job offers usually came within the first month of the posting. After that, the quality of the responses dropped dramatically, and the Forum advises job seekers to take it down and start over after a while. Look in the job site's privacy policy for resume deletion instructions. And if there aren't any,

don't post there.

Both employers and employees should take the time to read the privacy policy of any site under consideration. Be sure to look for specific statements about resumes, registration information and how that information is used, stored and shared.

If the site does not have a privacy policy posted, that should be a signal to be especially cautious, because there is little if anything that can be done to fix any problems after the fact. In addition to checking out the privacy policy, double check the contact information provided and/or do a Whois domain search to find out who really owns the site.

Is it worth it?

Despite the risks, Internet job postings are here to stay. Job boards overall account for 12.3 percent of all hires, according to the most recent source-of-hire study by recruiting consulting firm CareerXroads, and the Big Three — Monster, CareerBuilder and Yahoo HotJobs — make up about half of the job-board hires.

While commercial job sites attract millions of active and passive job seekers each month, and have millions of resumes stored for employers to search through, research conducted for the U.S. Labor Department in 2002 found the average estimated cost per placement to the employer was \$1,907 at Monster and \$644 at HotJobs.

On the other hand, trying to get away cheap with an ad on craigslist.com can be the equivalent of hanging out the "Spam me" sign.

Soliciting applications through your own Web site requires significant time and capital to manage the process, but you will get some applicants interested specifically in your company.

Job aggregator sites collect jobs from many sources for job seekers to search in one place. Employers can specify exactly how and where applicants can contact the business, and those resumes are not available to any other employers.

So, do the dangers of online recruiting outweigh the benefits? Not if you, as an employer, perform some due diligence on any site you are considering before posting a job.

not only funds to us, but also stability and credibility."

Arlington, Va.-based Imagine Schools Inc. built and operates about 50 schools in 15 states and the District of Columbia. Founders Dennis and Eileen Bakke have invested a personal fortune in excess of \$1 billion, derived from his roles as founder, president and CEO of global power company AES Corp., to build the network.

Three Colorado schools, one in Firestone and two others in the Colorado Springs area, are under Pariso's oversight.

"Dennis Bakke made a considerable amount of money in the energy business, and they've chosen to give back through Imagine," Pariso said. "They are genuine in their beliefs. ... The feature that we like best is project-based, interdisciplinary learning, and this proposal offers tremendous opportunities for that."

CRICKET, from 3A

the next five years.

This year, the tournament's local promotion concludes the weekend of Feb. 23-24 with a two-day Caribbean festival in Old Town Square, featuring street entertainment, free food and giveaways and viewing parties for the championship games at surrounding bars and restaurants.

Imponderable game

Cricket, the second most popular sport in the world behind soccer, is perceived by many as an imponderable game, one that teams sometimes play for five days or more before a winner emerges.

But Stanford is trying to move cricket to the world stage with his colorful variant, a made-for-TV sport with games that last no more than three hours, the time slot allotted for NFL Football or Major League Baseball.

"It's fairly novel, with all modesty aside," Stanford said. "In a few short years, this will take the world by storm. You'll see allegiance to this sport like none other."

Stanford's cash infusion touches radio and television stations, outdoor advertising companies, restaurants and bars where viewing parties will be held, lucky citizens who win cash drawings, and even former Colorado State University football coach Sonny Lubick, whom Stanford hired as 20/20 Cricket's front man.

It also flows to a legion of \$17-per-hour 20/20 Cricket ambassadors, mostly students recruited by an Orlando, Fla.-based event-promotion company. The agency, in it postings, sought "friendly, outgoing, sporty and reliable individuals able to commit to a six-week promotion to ... engage and intercept pedestrians and nightclub patrons in order to educate them on the league and upcoming tournaments."

Stanford is almost evangelical in his enthusiasm for the Fort Collins promotion, and for the sport he has reinvented.

"We're doing something here that I know nobody else has ever done," he said. "I think Fort Collins is going to see something they've never seen before, and have it put on a plate and delivered to them. It's not the whining babies that we have in pro sports."

These players are not on steroids. They're just good kids that play their hearts out."

Viewing party

With Lubick and big-screen Cricket as the draws, the Jan. 26 viewing party at CB & Potts restaurant and brew pub in Fort Collins was a raucous affair, with patrons straining to sort through the intricacies of a game that is hardly ever viewed in the United States.

In mid-January, one of the sport's legends, Richie Richardson, put on a clinic for the young people who had so far been hired to walk the streets of downtown Fort Collins and local, high-traffic retail locations drumming up support.

A three-time World Cup finals player, Richardson is one of the globe's best-known cricket players. Though retired from his professional involvement with the sport, he works closely with Stanford to push the 20/20 variant ahead.

"Obviously, we think the American market is great," Richardson said. "The American people are crazy about sports. We want to extend this game to the United States, and we think the sky is the limit. We think the 20/20 game introduces more excitement."

In addition to the multi-million-dollar media buys, Stanford's largesse is being spread more directly in the form of cash giveaways. Some lucky Fort Collins resident will win \$20,020 in cash in an end-of-tournament drawing, and 10 others will receive awards of \$2,020.

On Jan. 28, as the *Business Report* headed to press, six people were also notified that Stanford would send them, and three friends of each, to Antigua for four nights and five days, every conceivable amenity included, to watch the games live. With the total cost of each trip estimated at \$12,000, it adds up to another \$72,000 in promotional expenses.

When the winners arrive, they'll find an atmosphere that Stanford says defines the new sport.

"It's Mardi Gras, the Super Bowl and a family reunion all rolled into one," he said. "The difference between this and traditional cricket is that 60 percent of the fans are women and kids. They come out and they have a great time. Sure, they bring their rum. But nothing gets out of hand. It's the most fun I've had since I was a teenager."

CHARTER, from 1A

year.

"If any application has a lot going for it, this one does," said Tony Pariso, regional director of Imagine Schools of Colorado. "The marriage of the school and the nature center is the key here."

The purchase of four acres of land by Imagine, and prospects for the purchase of another six to eight acres by Paradigm for a loft development, would go far toward the group's goal of raising somewhere between \$8 million and \$12 million to get the wildlife and environmental center under way.

"Money attracts money, and we have talked to funders who want to see that there are other sources of money available before they step forward," raptor program executive director Judy Scherpelz said. "It brings

Architect chosen

Imagine has engaged the Fort Collins firm RB+B Architects, which designed Fossil Ridge High School and Bacon Elementary School, to design the new Imagine school.

Pariso said key advantages in the proposed project are that the \$6 million budget is funded upfront, and that the company's experience makes for a fast-paced construction timetable.

Willis said the Imagine model insulates their schools from many of the pitfalls that other charter schools face.

"The success rate for charter schools is questionable," Willis said. "A lot of them don't make it. But here, we get a school that is designed for its purpose, rather than winding up in a strip mall somewhere, or in another location. And in this case, financing is not an issue."

The group had previously looked to the Poudre School District as a partner, and PSD officials even accompanied project organizers on a trip to Tucson for a first-hand look at the Sonora museum.

Willis and raptor center staff members pitched a link to the PSD-operated lab school, but timing and funding became roadblocks, Scherpelz said.

At a presentation before the PSD board by the Imagine/raptor center group, board members expressed both enthusiasm for the project along with a degree of dismay that PSD could not be involved.

"They told us they wanted to be kept in the loop, and they will be," Scherpelz said. "We will still work with PSD in a very close manner, and we will be producing programming and activities for all the schools in PSD, not just Imagine."



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1	1	COLORADO STATE UNIVERSITY 301 Administration Bldg. Fort Collins, CO 80523 970-491-7194/970-491-5541	7,530 N/A 7,240 6,600	\$701,048,484 \$655,204,756	29	University health plan is self-funded and uses Anthem Blue Cross Blue Shield as the third-party administrator	No	N/A www.colostate.edu	Larry Edward Penley President 1870
2	2	POUDRE SCHOOL DISTRICT-R1 2407 Laporte Ave. Fort Collins, CO 80521 970-490-3620/970-490-3005	3,287 N/A N/A N/A	\$170,361,342 \$194,000,000	varies	Self-insured	No	info@psdschools.org www.psdschools.org	Jerry Wilson, Ph.D. Superintendent 1960
3	3	THOMPSON SCHOOL DISTRICT-R2J 800 S. Taft Ave. Loveland, CO 80537 970-613-5000/970-613-5088	2,322 N/A 2,323 514	\$106,683,475 \$98,390,467	N/A	CEBT	No	adamsm@thompson.k12.co.us www.thompson.k12.co.us	Daniel P. Johnson and Robert Towles Superintendent and President, Board of Education N/A
4	4	WELD COUNTY SCHOOL DISTRICT 6 1025 Ninth Ave. Greeley, CO 80631 970-348-6000/970-348-6231	2,204 601 2,103 432	\$127,463,816 \$112,721,608	25 - 30	Anthem Blue Cross	No	N/A www.greeleyschools.org	Renae Dreier Superintendent of schools 1870
5	5	UNIVERSITY OF NORTHERN COLORADO 501 20th St. Greeley, CO 80639 970-351-2121/970-351-1110	1,600 568 1,600 568	\$164,800,000 \$158,500,000	10	Anthem/Great West	No	admissions.help@unco.edu www.unco.edu	P. Kay Norton President 1889
6	6	LARIMER COUNTY 200 W. Oak St. Fort Collins, CO 80525 970-498-7000/970-498-7006	1,593 115 1,520 N/A	\$321,727,257 \$258,732,845	26	Self-funding	No	bocc@larimer.org www.larimer.org	Frank Thomas Lancaster County manager 1861
7	8	WELD COUNTY GOVERNMENT 915 10th St. Greeley, CO 80631 970-352-4000/970-352-9019	1,202 236 1,136 275	N/A \$174,164,568	10	Great West Life	N/A	selton@co.weld.co.us www.co.weld.co.us	Susan Elton and Don Warden HR director and Finance/Admin. director 1861
8	7	CITY OF FORT COLLINS 300 Laporte Ave. Fort Collins, CO 80522 970-221-6505/970-224-6107	1,155 1,055 1,178 984	\$472,800,000 \$411,102,716	3	Self-insured	No	N/A www.fcgov.com	Doug Hutchinson and Darin A. Atteberry Mayor and City manager 1873
9	9	CITY OF GREELEY 1000 10th St. Greeley, CO 80631 970-350-9750/970-350-9583	760 63 865 48	\$228,783,354 \$186,165,232	10	Partially self insured - Great West is third party administrator	No	roy.otto@greeleygov.com www.greeleygov.com	Roy H. Otto and Ed Clark City manager and Mayor 1886
10	10	CITY OF LOVELAND 500 E. Third St., Suite 330 Loveland, CO 80537 970-962-2306/970-962-2900	665 55 814 151	\$116,366,280 \$105,632,800	48	CIGNA	No	lvld@ci.loveland.co.us www.cityofloveland.org	Don F. Williams and Gene Pielin City manager and Mayor 1877
11	11	FRONT RANGE COMMUNITY COLLEGE - LARIMER CAMPUS 4616 S. Shields St. Fort Collins, CO 80526 970-226-2500/970-204-8484	586 (1) N/A 723 530	\$13,736,535 \$13,538,599	varies	Anthem	No	N/A www.frontrange.edu	Karen Reinertson President 1968
12	12	AIMS COMMUNITY COLLEGE 5401 W. 20th St. Greeley, CO 80634 970-339-6211/970-330-5705	350 (2) N/A 316 N/A	\$38,816,218 \$33,716,527	7	Anthem Blue Cross and Blue Shield	No	N/A www.aims.edu	Marilynn (Marsi) Liddell President 1967

N/A - Not Available
(1) Decline of total employee number due to timing of information request before semester contracts available. Actual number, available in February 2008, will be higher.
(2) Business Report estimate

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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ECONOMIC INDICATORS



	2006	2010	2015	2020	2030	Last update
Population						
Colorado	4,753,377	4,831,554	5,049,493	5,278,867	5,792,357	1/08
Northern Colorado	515,110	566,072 *	645,190 *	731,510 *	929,828 *	1/08
Larimer County	276,253	299,040 *	333,381 *	368,694 *	441,537 *	1/08
Weld County	236,857	267,032 *	311,809 *	362,816 *	488,291 *	1/08

General	Latest month	Prev. listing	Change prev. mo.	Last year	Change prev. year	Last update
Employment	282,636	287,074	-1.55%	274,843	2.84%	12/07
Unemployment	12,178	11,008	10.63%	12,249	-0.58%	12/07
Colo. Unemp. Rate	4.30%	3.90%	N/A	3.90%	N/A	12/07
Lmr. Unemp. Rate	3.80%	3.40%	N/A	3.50%	N/A	12/07
Weld Unemp. Rate	4.60%	4.10%	N/A	4.20%	N/A	12/07

Jet fuel (gallons dis.) F.C.-Loveland Airport	77,494	86,526	-10.44%	86,909	-10.83%	12/07
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Motor vehicle reg.	44,133	59,004	-25.20%	58,664	-24.77%	11/07
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Vectra Small Business Colorado index	94.8	94.7	0.11%	99	-4.24%	12/07
U.S. index	91.6	90.9	0.77%	87.6	4.57%	12/07

Bankruptcies						
Larimer County						
Chapter 7	67	89	-24.72%	N/A	N/A	11/07
Chapter 13	5	9	-44.44%	N/A	N/A	11/07
Weld County						
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
Value	\$62,661	\$61,397	2.06%	N/A	N/A	11/07

Patents						
Larimer County	43	32	34.38%	52	-17.31%	12/07
Weld County	9	13	-30.77%	19	-52.63%	12/07

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 (Colorado, Wyoming, Montana and Utah)						
Index (1982-84 = 100)						
Food & beverages	212.38	212.2	0.08%	201.8	5.24%	12/07
Housing	222.66	222.5	0.07%	215.6	3.27%	12/07
Transportation	191.78	192.13	-0.18%	178.4	7.50%	12/07
Medical Care	360.69	360.05	0.18%	340.9	5.81%	12/07

REAL ESTATE

Total construction (000s)						
Larimer County	\$60,684	\$74,192	-18.21%	\$47,019	29.06%	12/07
Weld County	\$26,026	\$42,209	-38.34%	\$35,918	-27.54%	12/07

Building permits	114	150	-24.00%	217	-47.47%	12/07
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Apartment vacancies						
F.C.-Loveland	5.00%	9.10%	N/A	8.10%	N/A	9/07
Greeley	8.10%	8.30%	N/A	7.30%	N/A	9/07

Apartment rent						
F.C.-Loveland	\$757	\$801	-5.46%	\$766	-1.17%	9/07
Greeley	\$623	\$595	4.60%	\$634	-1.87%	9/07

Office vacancy rates						
Fort Collins	11.89%	11.79%	N/A	10.30%	N/A	9/07
Loveland	8.77%	7.98%	N/A	6.90%	N/A	9/07
Greeley	15.72%	17.07%	N/A	20.20%	N/A	9/07

Retail vacancy rates						
Fort Collins	7.66%	7.24%	N/A	5.70%	N/A	9/07
Loveland	5.30%	7.05%	N/A	3.56%	N/A	9/07
Greeley	9.59%	4.45%	N/A	5.51%	N/A	9/07

Industrial vacancy rates						
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 (000s)						
Larimer County	\$98,386	\$101,440	-3.01%	\$103,806	-5.22%	6/07
Weld County	\$53,000	\$50,563	4.82%	\$48,089	10.21%	6/07

Gross sales (000s)						
Larimer County	\$693,691	\$694,251	-0.08%	\$640,817	8.25%	8/07
Weld County	\$634,247	\$661,252	-4.08%	\$633,690	0.09%	8/07
New tax accounts	\$376	\$490	-23.27%	\$379	-0.79%	6/07

Note: Unless otherwise indicated, all statistics are for Larimer and Weld counties combined.

* Projected population numbers from the Colorado Division of Local Government; U.S. Census Bureau otherwise

Sources: U.S. Census Bureau; Colorado Division of Local Government (County population projections); Larimer County Workforces Center (Employment stats); Fort Collins-Loveland 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).



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