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\$1
March 28 - April 10, 2008
Vol. 13, No. 14
www.ncbr.com



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John Green's
quarterly report

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AVA Solar stakes out region

Longmont, Fort Collins will enjoy equal shares in company's growth

By Tom Hacker
thacker@ncbr.com

FORT COLLINS — Having leased the former Applied Films headquarters and manufacturing plant near Longmont, AVA Solar officials have outlined a strategy that will keep its highest-paying jobs in Fort Collins as the company heads to market.

In telephone and e-mail interviews following AVA's surprise March 6 announcement it would not build a Fort Collins manufacturing plant as planned, company executives said market conditions led to their decision to occupy what they called a "perfect fit" in the long-vacant Applied Films headquarters. The building fronts the east side of Interstate 25 a mile

See AVA, 29



PERFECT FIT — The building occupied by Applied Films Inc. until the company was absorbed by a competitor in 2004 is ideally suited for immediate occupancy by Fort Collins-based AVA Solar Inc., which will begin large-scale production there next year.

Kristen Tatti, Northern Colorado Business Report

Progressive 15's voice heard on local issues

Northeastern Colorado group seeks to speak for counties in region

By Steve Porter
sporter@ncbr.com

FORT MORGAN — A survey of Northeastern Colorado businesses, governments and residents has resulted in a recently released report that lays out a "vision" for the region over the next 20 years.

The Northeast Colorado Regional Vision Report places a heavy emphasis on preserving the region's mostly agricultural roots but also calls for cooperation between the rural and urban spheres of Progressive 15, which was founded in 2001 to provide a unified voice for its 15-county membership area.

Cathy Shull, former director of

the Fort Morgan Area Chamber of Commerce who has been executive director of Progressive 15 for the last three years, said the organization was created along the lines of Club 20, a Western Slope group that speaks for 20 counties in that region.

"We realized we couldn't all go it alone like the Lone Ranger," Shull said. "Anytime you can sit down and talk together about the issues you have a better chance of getting them solved instead of battling against each other."

Shull acknowledges that the organization was slow to get rolling but that's changed in recent years. "We've been involved in a lot of things and we're getting much more involved," she said. As an example,

Progressive vision

Progressive 15's Northeast Colorado Regional Vision Report includes a 20-year plan that focuses on four key areas:

- Preserving the region's agricultural roots through cooperative rural-urban efforts to maintain an adequate water supply, developing renewable energy, diversification of crops and making sure everything produced can be put to use
- Emphasizing regional and internal cooperation for development of a common economy, cooperative land use planning and local governments partnering to share services, equipment and costs
- Blending the region's heritage with its future in ways that ensure the rural characteristics of the region are preserved while focusing on the needs of young families and retirees
- Building a sustainable economy through access to communications technology, creating a diverse economic base, expanding tourism, creating affordable housing and recruiting businesses that are compatible with the region's resources

the group participated last year in Gov. Bill Ritter's water task force studying the 2006 South Platte River well shutdown.

"Since I've been involved we've started to formalize things," Shull said. "And it's not just been because of me. We have an extremely strong

and diverse board."

David Foy, a Washington County commissioner, is chairman of that board. Foy said Progressive 15's inclusion of more populated counties in recent years is giving it more credibility.

See PROGRESSIVE, 31

Wind farm raises environmental impact concerns

Cedar Creek designers both praised, criticized for wildlife efforts

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

GROVER — A giant wind farm in northeast Weld County may be a groundbreaking model of how to generate clean, renewable energy while protecting wildlife occupying the same space.

But it's also been on the receiving end of some environmental criticism.

Since January, 274 wind turbines spread across 31,000 acres within the Pawnee National Grasslands have been producing electricity for Public Service Co. of Colorado, a subsidiary of Xcel Energy Inc., providing enough power for 95,000 homes.

The \$400 million Cedar Creek wind farm, owned by Babcock and Brown of Sydney, Australia, and operated by BP Alternative Energy North America, a subsidiary of what was formerly British Petroleum, is the third-largest wind farm in America in number of turbines.

So what's it doing in the middle of a national recreation area known for its migratory and short-grass prairie nesting bird populations?

Wind.

Lots of wind that almost never stops blowing. That's why the original developer

See WIND, 28



Steve Porter, Northern Colorado Business Report

TOWERS AND WILDLIFE — These wind turbines looming high above an escarpment in the Pawnee National Grasslands in northeast Weld County are part of the 31,000-acre Cedar Creek wind farm that became operational in January. Despite criticism over the placement of the towers in an environmentally sensitive area, it could result in what may be a model for future wind farm projects.

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THE EYE

Logo flap déjà vu: Back to the future



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Fort Collins City Manager **Darin Atteberry** never met **Robert Brunton**, one of his predecessors in the job who served in the middle 1970s.

But they have plenty in common.

Atteberry, as the Eye has noted, is embroiled in an inexplicable flap over a new logo for the city, one designed by Nashville, Tenn.-based branding consultant **Northstar Destination Strategies**. Gone are the flight of Canadian geese against a stylized Horsetooth Mountain, replaced by

See THE EYE, 26

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Boulder startup targets disease detection

Hiberna's research focused on unusual animal metabolism

By **Heather McWilliams**
news@ncbr.com

BOULDER — Body temperatures below freezing, but no bodily damage. A heart doubled in size in a few days without harm. Rapid fluctuations in hormones, massive enough to kill a human, but harmless to some creatures.

Sounds like science fiction, but these natural adaptations, which occur in a few species, captured biologist Tom Marr's attention.

Marr founded Hiberna, a Boulder-based biotechnology company, more than a year ago,

in the hopes of discovering how these processes work and using that information to help humans.

"Hiberna is focused on taking advantage of novel evolutionary processes," said Marr, the company's CEO and chief scientific officer.

Funded by venture capital group Boulder Ventures, the research could lead to the creation of early detection tests for cardiovascular disease or for metabolic disorders, such as diabetes.

This isn't Marr's first shot at starting a biotech company. He founded Genomica in 1996 with capital from Boulder Ventures. Genomica sold to California-based Exelixis in 2002.

Kyle Lefkoff, a general partner at Boulder Ventures, said the research is onto something, but it's too early to predict what will come out of Hiberna.

"It's going to be another year or so until we know if there is a marketable product there," Lefkoff said, but he adds that Marr has hit the mark before.

"This is an interesting local startup, headed by a serial entrepreneur who's been successful in the past."

Snake blood study

Hiberna's research, currently in the early stages, is focused on two unlikely creatures: the Burmese python and the Arctic ground squirrel.

Examination of these animals could yield big results, said Leslie Leinwand, Hiberna researcher and University of Colorado professor of molecular, cellular and developmental biology.

See **STARTUP**, 25

F O C U S



Kristen Tatti, Northern Colorado Business Report

BIO-SERVICE — Cristin Keohan, lab director for Advanced Regenerative Therapies, shows co-founder John Kisiday a stem cell sample at the company's new office space at the Rocky Mountain Innovation Initiative incubator. Advanced Regenerative Therapies is one of three companies residing at the newest space for the organization.

Incubator program grows into new name, new space

RMII's most recent startups ready to move into offices

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

Advanced Regenerative Therapies, the newest company to join the Rocky Mountain Innovation Initiative's incubator program, is not horsing around.

Company founders John Kisiday and David Frisbie began researching the potential impact of stem-cell therapy on damaged soft tissues in horses more than three years ago.

Their work focused on a simpler method of regeneration. Rather than attempting to control the delivery of stem cells to damaged tissues, they focused on merely injecting them

into the damaged joint.

"We were encouraged by the simplicity," Kisiday said. He and Frisbie began injecting stem cells into horses exhibiting signs of joint damage, specifically arthritis. The cells were grown from the marrow of the intended recipient to reduce any potential tissue-rejection complications that can arise when using donors. Kisiday said the therapy was only tried in cases where other, more traditional therapies had not worked.

The results have been encouraging. In a followup of 15 horses that received the therapy, 10 had returned to normal activity.

While horse owners and veterinarians were happy with those results, they were not scientifically measurable. Short of dissection of the treated animals, gathering scientifically significant data would be virtually impossible and extremely expensive.

For that reason, Kisiday and Frisbie — both

See **INCUBATOR**, 27

JBS' buy of rivals creates uncertainty

\$1.7 billion proposed deal faces anti-trust review by Justice Dept.

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

GREELEY — Meat industry observers say they're uncertain what recent purchases by Brazil-based JBS — which, if approved by government regulators, would make the company the largest beef producer in the world — may mean for the industry in Colorado and the United States.

On March 5, JBS announced its intention to acquire National Beef Packing Co., the Smithfield Beef Group — including its subsidiary, Five Rivers Cattle Feeding based in Loveland — and the Tasman Group, an Australian meat producer.

The proposed acquisitions of the American companies still must win approval from the U.S. Justice Department, which will look at possible anti-trust and monopolistic aspects of the deal. If approved, JBS would control an estimated 33 percent of U.S. slaughter capacity.

JBS is the parent company of JBS Swift & Co., which operates the Greeley packing plant and maintains an administrative headquarters in the Promontory business park in west Greeley.

"We've had an opportunity to talk to both JBS and Five Rivers and with a fair amount of our membership and what we've come to understand is we don't know if a merger like this is the right thing to do, but that a review by the Justice Department must be very transparent, and we have a viable and productive industry coming out if it goes through," said Terry Fankhauser, executive vice president for the Colorado Cattlemen's Association.

JBS Swift officials declined to comment for this story, but a press release from the compa-

See **JBS**, 24



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Integris replaces Doering, van den Heever, Eastwood

New name reflects added expertise, Denver-based HQ

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

A name in Northern Colorado investment banking just got easier to pronounce, and added some new partners, a new headquarters and additional expertise to boot. Doering, van den Heever and Eastwood Ltd. has evolved into Integris Partners, to be headquartered in Denver. Collectively, the new team has facilitated more than \$3 billion in acquisition transactions.

The firm, originally founded in 1992 by George Doering and Bill Eastwood, has added three former Headwaters MB employees to head up the Denver office: Robert Heilbronner, Patrick Seese and Ethan Furteck. Stephen van den Heever, Nic Klein and Eastwood will continue to operate offices in Fort Collins and Greeley.

Doering is no longer an owner in the firm, but will continue to be involved in the business. Van den Heever explained that he will still offer his vast expertise to work on deals but will not perform day-to-day work functions.

"He's still part of the family," van den Heever assured.

Having the headquarters in Denver won't change any part of the firm's focus, according to van den Heever. Even before its evolution into Integris, about half of the company's deals involved out-of-state clients. And of those in Colorado, only half were from Northern Colorado.

"Northern Colorado will remain a very important market for us," Heilbronner said, adding that the Denver presence will give potential acquirers at the national and international level a better frame of reference. Heilbronner has a history with very large banking firms including UBS and Deutsche Bank, but is looking forward to the very different focus of Integris.

"We all started thinking about what our

vision for investment banking is," he said.

Heilbronner met van den Heever about five years ago, when he assisted Doering, van den Heever and Eastwood find a suitable buyer for one of the firm's local client companies.



**VAN DEN
HEEVER**

For Heilbronner, the attraction of Integris is its focus on the low-middle market and the important role investment banking can play. He was looking to be involved with a relationship-based firm, not a "number-shop."

"These deals don't get done by themselves," he explained.

In the large cap market, clients do not necessarily depend as heavily on the services an investment banking firm can provide. On the other hand, companies priced in the \$10 million to \$100 million range rely more on a strong partnership. For Integris, it's the difference between Main Street and Wall Street.

"We have all the technical expertise of any of the big New York firms or Chicago firms, but this is our home market," Heilbronner said.

He hopes his experience dealing with larger merger and acquisition deals will help level the playing field for low-middle market companies with large market buyers.

The firm will continue to focus on the niche markets that it has for the past 15 years — agribusiness, industrials and business services — and will seek to expand its presence in the gas and energy services market. As a member of the International Network of M&A Partners — also known as IMAP — van den Heever helped to found the gas and energy services group focus.

Overall, he feels that while the expertise has been expanded, the firm's feel will be the same.

"We believe we bring significant value to our clients," he said. "Now we'll be doing more of the same."

C O R R E C T I O N S

Kennedy & Coe LLC's description in the Portfolio section of the March 14-27 issue was incomplete. They specialize in family-business consulting, accounting, taxation, auditing, consulting, contractors, manufacturing, employee benefits, estate/financial planning.

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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The Northern Colorado Business Report (ISSN 1094-8198) is published biweekly, with an extra issue in December, by The Northern Colorado Business Report Inc., a Colorado corporation, 141 S. College Ave., Fort Collins, CO 80524. Periodical postage paid at Longmont and additional offices. Subscriptions are \$49.97. International subscriptions are \$175.00.

POSTMASTER: Send change-of-address notices to:
The Northern Colorado Business Report,
 Post Office Box 1399, Fort Collins, CO 80522.
 970-221-5400 • 800-440-3506 • Fax: 970-221-5432
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Long-dormant Greeley business park re-awakens

New name, new users give owners of Highpointe hope

GREELEY — It seems such a promising location, the southeast quadrant of Colorado Highway 257 and the U.S. Highway 34 Bypass in west Greeley.

Yet an industrial development formerly known as the West Greeley Tech Center has lain mostly dormant since the owners and the city inked a development agreement in December 2003. The sole resident on the 132-acre tract is the Pepsi Distribution Center that opened in late 2004.

But all that will change with commitments to build at least two spec industrial buildings by July 4, and two new users having closed on lots where they plan to relocate their businesses. A new name, Highpointe Business Park, and a new site plan will invite others to join them.

Ancon Construction Co. Inc., an under-the-radar, family-owned Greeley builder, sees enough promise in the market for industrial space that it will stake between \$5.5 million and \$6 million on two build-

ings, each about 46,000 square feet, to house new employers.

"This is not something we just threw together," said Ancon founder John Anderson, whose son Matt Anderson is managing the project. "We've been working on this for more than a year. We put a lot of thought into it."

The Andersons have enlisted Carl Cross and his Greeley-based DesignOne architecture firm to give the industrial project a distinctly non-industrial look. Staggered rooflines, vivid colors and other details will set their offerings apart from the hodgepodge of metal-sided, featureless cubes that dominate most of the market.

Speaking of the market, the Andersons' faith in its soundness was underscored earlier this month when Realtec Commercial Real Estate Services Inc., Northern Colorado's largest commercial brokerage, presented its annual market update.



REAL ESTATE
Tom Hacker

Industrial shortage

Those who attended the Fort Collins Marriott event, after hearing about the looming glut of retail and office space, also learned that one of the tightest supply crunches in the market is for high-ceiling industrial space in chunks greater than 20,000 square feet.

"We have a lot of confidence in this niche," said Ron Kohl, who is brokering the 20 lots at Highpointe for Re/Max Optimum Group LLC in Greeley on behalf of project owners that include Roche Constructors CEO Tom Roche and long-time Greeley businessman Seth Ward. "We



Courtesy DesignOne

THE UN-WAREHOUSE — Greeley architect Carl Cross of DesignOne Consultants Inc. has come up with a design for new spec industrial space at the Highpointe Business Park in west Greeley that project owners hope will set it well apart from other industrial offerings.

see the market for this kind of product out there."

Evans-based BDR Fire and Water Restoration Inc., in the business of helping businesses cope with the aftermath of floods, fires and other disasters, will relocate and expand into a new Highpointe office and warehouse headquarters. Another unnamed industrial user has also purchased a Highpointe lot for its expansion.

The park's location within Greeley's enterprise zone means that tax credits and a fast-track development review process, between 90 and 120 days, could lure solid employers, Kohl said.

"Our main go is to go vertical, get two buildings up by the Fourth of July, raise

the flag and get some employers in there," Kohl said, adding that in addition to the four lot sales he holds letters of intent on two others.

Anderson said his 92,000-plus square feet of spec space in two buildings would allow the kind of flexibility that would attract employers of any size.

"We'll be set up where someone could take 9,200 square feet," he said. "On the other hand, they could take the whole building."

Editor Tom Hacker covers real estate for the Northern Colorado Business Report. He can be reached at 970-221-5400, ext. 223 or at thacker@ncbr.com.



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Triad Systems moving up, out of incubator space

New platform launch could take company way beyond startup

Cue the “Pomp and Circumstance.” It’s time to flip the tassel. Triad Systems Engineering has graduated.

The engineering firm officially completed the Fort Collins Technology Incubator program — without pomp or circumstance — by moving out of the incubator space at the end of the year. The company, which expressed interest in finding additional space more than two years ago, is still in the downtown area and still counts the city of Fort Collins as its landlord. Home base is now at 214 N. Howes St., the former office of the city’s recreation department.

“The city’s been great,” said Ryan Speir, Triad’s vice president of marketing.

In September, city council approved a five-year lease to Triad for the facility, as well as an extension of its soon-to-expire lease at the incubator on Mountain Avenue. The extension was needed to bridge the time between when that lease expired and the recreation department

would vacate their offices. The city will rent the 5,813-square-foot space to Triad for \$10.50 per square foot.

Triad’s new digs are about three times larger than the space it occupied at the incubator. The additional room will allow the firm to more effectively balance manufacturing workflow with a new, soon-to-be-launched in-house venture.

The move to larger quarters will not immediately equate to additional employment. Triad’s staffing level has not changed much in the past few years. After rapid growth from its 2001 founding to about 20 employees in 2006, the firm still hovers just under 20 employees.

Lean and mean

“We stay lean and mean,” Speir explained, adding that the company also taps into a cadre of consultants for various customer projects. Triad works with firms of various sizes — from startups to industry giants such as Agilent Technologies — providing services that range from product development to prototype manufacturing.

Triad’s new product, the Trailhead Ultra Mobile Product Platform, is a customizable computing platform now entering beta testing for several clients. Triad decided to engineer it as an in-house product after numerous clients expressed interest in different variations of the system.

“Everyone has asked us for this in a different way and we’re just putting it together,” said Triad CEO Fred Nittmann.

Clients can request just about any customization, from size and color to software



Kristen Tatti, Northern Colorado Business Report

TURNKEY TECHNOLOGY — Perry Pierce, senior mechanical engineer for Triad Systems Engineering, puts the finishing touches on a customized Trailhead Ultra Mobile Product Platform. Triad’s customizable device is entering the beta-testing phase with a number of clients.

platform and applications.

“We’re getting a whole lot of uptake on it across many industries,” Nittmann added.

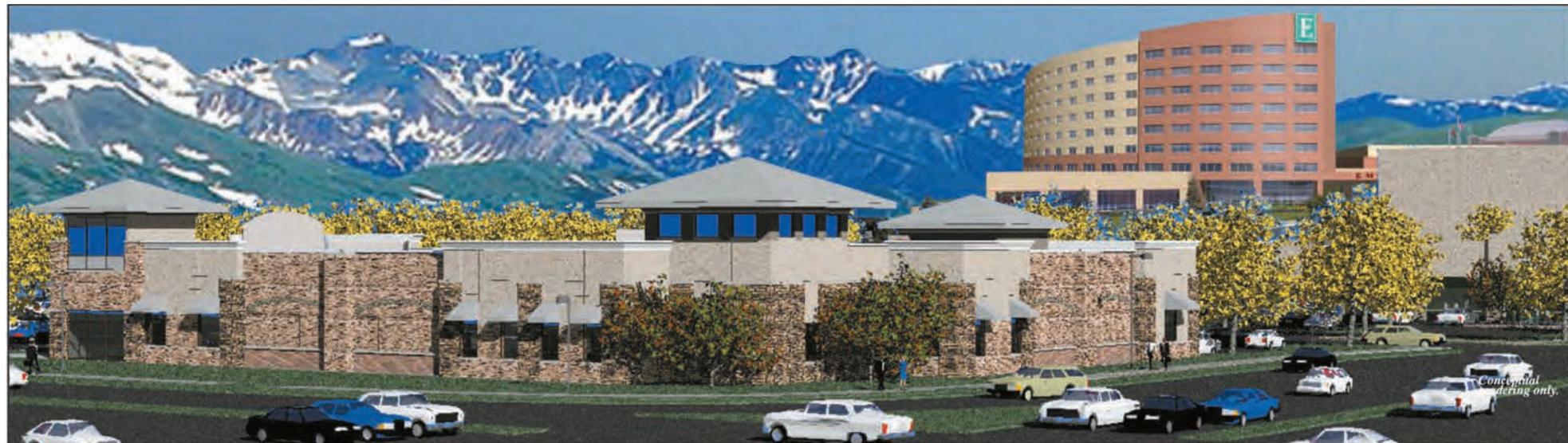
The applications for the product are virtually endless, he explained, offering point-of-sales transactions, portable gaming and in-field asset management as a few examples.

The customer base for the product is as diverse as the applications. Speir explained that it is a good solution for smaller com-

panies because of the scalability of the standard product, but that larger companies have expressed interest as well. Triad held discussions recently with one of the top 20 privately held companies in the country.

The Trailhead could soon account much of Triad’s business. Speir estimated that if interest in the product continues as it has, the Trailhead could account for half of the company’s revenues within 12 to 18 months.

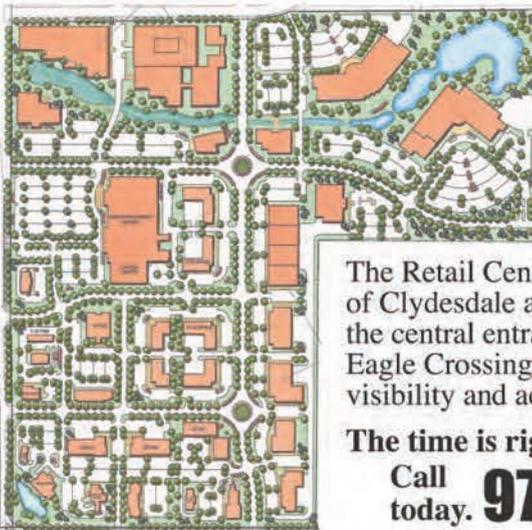
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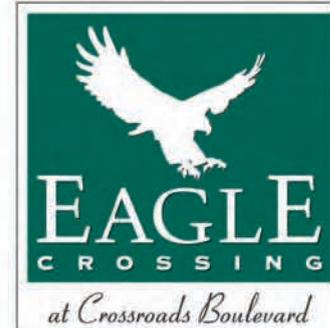
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1	1	HALL-IRWIN CORP. & AFFILIATES 301 Centennial Drive Milliken, CO 80543 970-587-7200/970-352-6284	550 540	\$139,000,000 \$148,000,000	Construction development, services, aggregate, sports fields, landscape, vertical construction, design and build.	ghall@hall-irwin.com www.hall-irwin.com	George W. Hall, President 1963
2	4	NORTHERN COLORADO REHABILITATION HOSPITAL 4401 Union St. Johnstown, CO 80534 970-619-3400/970-278-9343	220 100	N/A N/A	Stroke rehab, amputation therapy, hip-replacement therapy, aquatic therapy, neurological and brain disorders and other debilitating illnesses or injuries.	N/A www.ncrh.ernesthealth.com	Dennis Shelby 2004
3	2	ALL AMERICAN HOMES COLORADO LLC 3333 E. Center Drive Milliken, CO 80543 970-587-0544/970-587-0545	196 181	N/A N/A	Manufacturer of custom homes and commercial buildings.	N/A www.allamericanhomes.com	Dell Herr, President 1994
4	3	JOHNSON'S CORNER 2842 S.E. Frontage Road Loveland, CO 80537 970-667-2069/970-667-8669	170 160	N/A N/A	Restaurant and truck stop.	Jcorner@juno.com www.johnsonscorner.com	Chauncey Taylor and Christy Taylor, Owners 1952
5	5	HAYS MARKET 201 Johnstown Center Drive Johnstown, CO 80534 970-587-4658/970-587-2095	65 65	N/A N/A	Full-service, home-town grocery store. Johnstown & Berthoud.	contact@haysmarket.com www.haysmarket.com	Hays Family 1929
6	6	US CABLE 266 Basher Drive Johnstown, CO 80534 970-587-2243/970-587-4208	40 40	N/A N/A	Cable television. Residential and commercial high-speed internet. Fiber optic connectivity to and between businesses.	request@co.uscable.com www.uscable.com	Dave Kavanagh, State manager 1975
7	8	MASTEC 4 Industrial Park Court Johnstown, CO 80534 970-587-4250/970-587-4252	30 30	N/A N/A	Energy, intelligent transportation systems, network services, switching & access, telecommunications, wireless.	bdye@mastec.com www.mastec.com	Austin Shanfelter, CEO and President 1929
8	NR	IMS HEATING & AIR INC. 5213 Longs Peak Road Johnstown, CO 80513 970-532-0123/970-532-5044	25 35	N/A N/A	Maintenance, indoor-air quality, retrofit, new construction, commercial.	amber@imsheatingandair.com www.imsheatingandair.com	Bill Irons; Daren Shawver; Jeff Mayer and Dwayne Shawver, Owners 2000
9	10	MOUNTAIN STATES PLASTICS 3 Industrial Parkway Johnstown, CO 80534 970-587-2746/970-587-0985	24 24	N/A N/A	Plastic bags, sheets and tubing.	N/A N/A	Scott Gagnon, President 1976
10	11	FIRST NATIONAL BANK (1) 100 Johnstown Center Drive Johnstown, CO 80534 970-587-4661/970-587-4533	15 10	N/A N/A	Full-service banking.	N/A www.1stnationalbank.com	Mark Driscoll, President 1881
11	NR	GOOD DAY PHARMACY - JOHNSTOWN 201 Johnstown Center Drive Johnstown, CO 80534 970-587-4611/970-587-1139	9 6	N/A N/A	Full-service pharmacy and medical supplies located inside Hays Market grocery store. Over-the-counter items, home delivery, insurance billing.	kprice@gooddaypharmacy.com www.gooddaypharmacy.com	Melinda O'Brien, R.Ph. and Steve Ramsey, PharmD 2000
12	12	UNISCOPE INC. 310 S. First St. Johnstown, CO 80534 970-587-4614/970-587-4372	4 10	N/A N/A	Animal feed & additives research and development.	rmommer@uniscope-inc.com www.uniscope-inc.com	R.P. Mommer, Jr., General manager 1976

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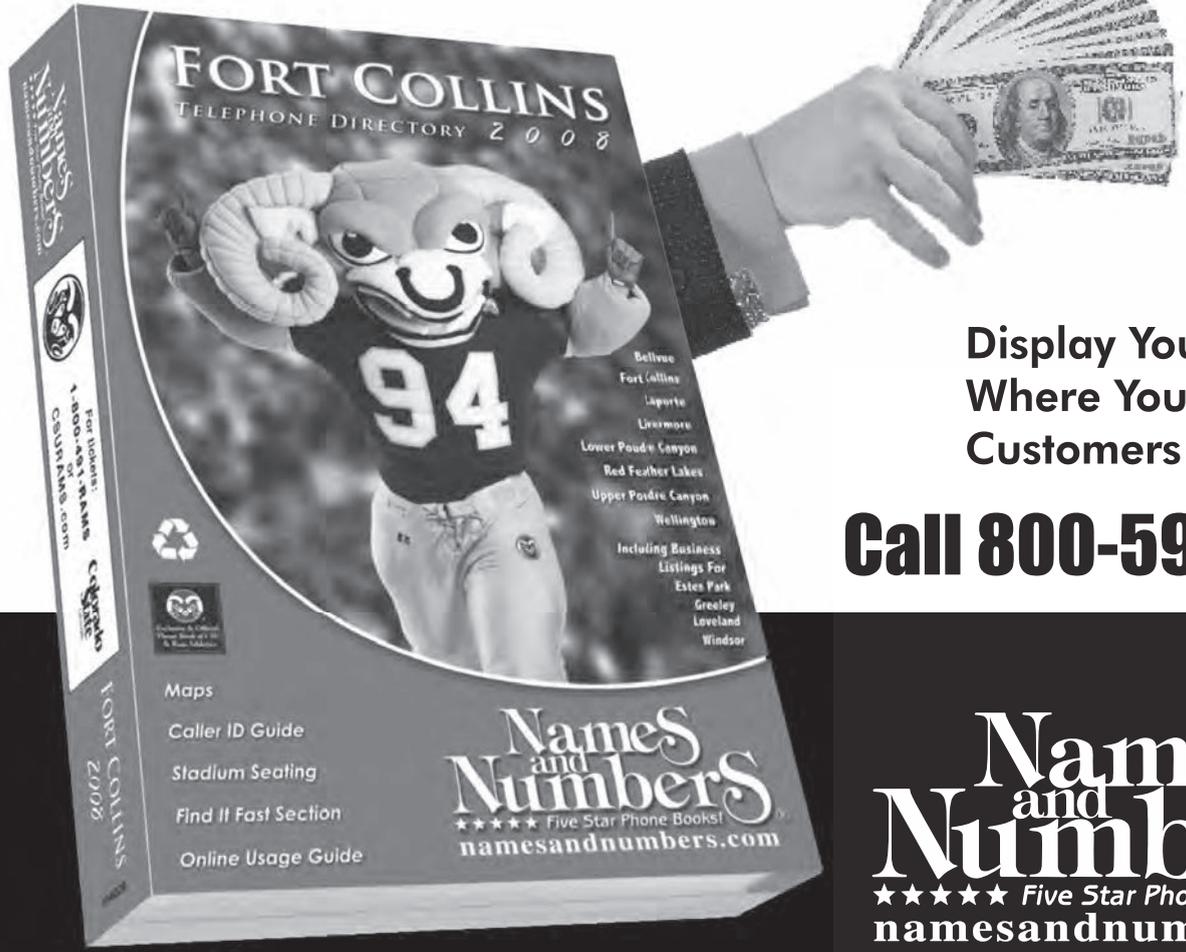
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Medicare, private sector won't pay for 'never events'

If a surgeon left a piece of medical equipment inside you during an operation and you had to be opened up again to get it out, would you expect to have to pay for that mistake?

I'm guessing you'd say no — perhaps rather emphatically — but more often than not the patient ends up paying for that boo-boo. Oh, usually not directly but the patient's insurer *does* pay for it, whether that's Medicare or private insurance.



HEALTH CARE
Steve Porter

But those days are coming to an end, at least for those insured by Medicare, on Oct. 1. That's when new rules adopted by the federal Centers for Medicare and Medicaid Services to deny payment for eight specific events that can happen within a hospital setting go into effect.

In addition to leaving an "object" inside the patient during surgery, the events include: causing an air embolism; giving the patient a transfusion of the wrong blood type; infections caused by urinary and vascular catheters; bed sores; surgery site infections after coronary artery bypass surgery; and injuries from falls.

Additional medical errors, including ventilator associated pneumonia, staphylococcus blood poisoning and deep vein thrombosis (blood coagulation), are being considered for addition to the "no pay" list in 2009.

The Medicare action is aimed at saving the program money — estimated at a minimum of \$20 million annually — and to encourage hospitals to improve patient care.

"The primary purpose of this provision is to give hospitals a financial incentive to adopt policies and practices that will avoid such errors in the future," said Ellen Griffith, a CMS spokeswoman.

Some private insurance companies are already taking the same approach as Medicare, and others are expected to follow in an effort to improve medical care and reduce health care costs. Aetna is one company taking a leading role, according to spokeswoman Rachelle Cunningham.

The 'never event'

Cunningham said Aetna was the first private insurance company to adopt the Leapfrog Never Events policy, a list of actions they will require hospitals to take whenever a "never event" — defined as one that should never happen to a patient — occurs.

"What Aetna has done is include language into all our new and renewed contracts that would require the hospital to report the event to the appropriate agency and include corrective action to prevent the error from occurring again, and to waive the charge related to that error and

"This new rule means others are more likely to follow."

Susan Pisano, vice president of communications
America's Health Insurance Plans

to apologize to the family," she said.

The Leapfrog Group is a health-care advocacy organization, founded in 2000 by the Business Roundtable, dedicated to improving health care and making it more affordable.

Cunningham said Aetna is embracing the never-events policy.

"Patient safety is something Aetna has always had a strong commitment to, so this fits into that philosophy," she said.

Susan Pisano, vice president of communications for America's Health Insurance Plans, said the organization representing 3,000 private health insurers generally endorses Medicare's rule changes.

"What Medicare has done with respect to never events is consistent with the overall direction in health care where incentives are becoming aligned, because you don't want to be paying as much for poor quality (health care) as good quality," she said.

Others follow suit

Pisano said AHIP is not taking a formal position on the change — leaving it up to individual companies' business decisions — but predicts many will follow suit.

"There was already some movement in the private sector toward it, and this new rule will mean others are likely to follow," she said.

John Bender, M.D., president of the Larimer County Medical Society and president-elect of the Colorado Academy of Family Physicians, said he believes the new rules are a good thing.

"I think this is something that physicians, in the long term, will be glad came out because it's going to help us with some of the malpractice reform and bring some quality control measures to medicine that are kind of hard to implement because of the historical culture," he said.

Bender said nurses and doctors have been generally loathe to say much about medical errors for legal and other reasons, but — with some tort reform on the state level that would focus on transparency and hold blameless those who spoke up — much progress could be made in creating better systems to avoid medical errors.

"The days should be gone when nurses and doctors are afraid to talk about medical errors," he said. "The public is demanding transparency but (medical personnel) need to have tort reform to help that come about."

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

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GUEST SPEAKER: KATHLEEN HENRY

A native of Colorado, Kathleen Henry graduated from Colorado State University in 1970. Work experience includes United Banks of Colorado and Boettcher and Company. She returned to CSU to become the Vice President of Colorado State University Research Foundation (CSURF) in 1982. In 1988 she became the President of CSURF. In addition to her duties at CSURF, Kathleen was appointed to the position of President of the Colorado State University Foundation (CSUF) in 1990. Kathleen has also served as the University's Interim Vice President for Advancement in addition to her duties as President of CSURF and CSUF.

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1	1	ITX - INFORMATION TECHNOLOGY EXPERTS INC. 2120 S. College Ave. Fort Collins, CO 80525 970-282-7333/970-282-3764	136 115	\$15,000,000 \$10,500,000	51% Yes	Full-service IT support, including network design & admin, software & database development, network security, server & PC maintenance, wireless, IP phone systems, offsite back-ups, asset management, and security cameras.	Mai Tran mtran@itxfc.com www.itxfc.com	Bruce Hottman Vice president 1996
2	2	GALLEGOS SANITATION INC. 1941 Heath Parkway, Suite 2 Fort Collins, CO 80524 970-484-5556/970-484-0662	135 125	\$11,841,000 \$9,607,000	N/A N/A	Recycling & waste collection for home, business, or construction project, including special events and portable restroom rentals.	Arthur, Gerald and Rudy Gallegos CustService@gallegosssanitation.com www.GallegosSanitation.com	Gerald E. Gallegos; Rudy George Gallegos and Arthur J. Gallegos President; Secretary/Treasurer and Vice president 1959
3	6	BIO-MEDICAL JANITORIAL INC. P.O. Box 272982 Fort Collins, CO 80527 970-266-1065/970-266-8442	50 35	\$722,000 \$650,000	N/A N/A	Janitorial service and cleaning products.	Benjamin and Marquita Romero bmjanitorial@aol.com biomedicalcleaningsolutions.com	Marquita Romero and Ben Romero Owners 1998
4	4	DURAN EXCAVATING INC. 418 N. Ninth Ave. Greeley, CO 80631 970-351-0192/970-378-9532	46 46	\$10,258,237 \$8,383,786	N/A N/A	Earthwork, utilities and roadwork.	Ernest "Ellie" Duran ellied@duranexcavating.com www.duranexcavating.com	Ernest E. Duran President 1979
5	5	NARANJO CIVIL CONSTRUCTORS INC. 1863 Second Ave. Greeley, CO 80631 970-356-7909/970-356-0887	45 45	N/A \$6,600,000	N/A N/A	Structural and flatwork concrete construction, drainage reconstruction in urban environments, and stormwater/irrigation related utilities.	Herman & Jerry Naranjo info@naranjocivil.com www.naranjocivil.com	Jerry Naranjo and Herman Naranjo Owners N/A
6	8	AGUILAR'S CONCRETE PRODUCTS CORP. 4301 Denver St. Evans, CO 80620 970-330-7086/970-330-7171	24 24	N/A N/A	N/A N/A	Pre-cast concrete products for commercial and residential.	N/A sales@aguilarsconcreteproducts.com www.aguilarsconcreteproducts.com	Juan Aguilar CEO 1969
7	NR	STUCCO RITE INC. 760 N. 71st Ave. Greeley, CO 80634 970-381-6956/970-351-7399	24 N/A	N/A N/A	100 N/A	Masonry and stucco.	Kurt Georgeades georgeades@msn.com www.stuccorite.com	N/A N/A 1898
8	7	GROWLING BEAR CO. INC. 2330 Fourth Ave. Greeley, CO 80631 970-353-6964/970-353-6974	20 28	\$16,431,735 \$12,424,490	N/A N/A	Commercial-build contracting for new and remodeled projects.	Kevin and Alma Shironaka curtisnaibauer@growingbear.com www.growingbear.com	Kevin Shironaka Owner 1974
9	NR	CHOICE CITY ELECTRIC INC. 132 Commerce Drive, Unit No. 1 Fort Collins, CO 80524 970-493-4077/970-493-0122	20 13	\$2,300,000 \$2,497,000	N/A N/A	Electrical contracting.	Tony and Vic Valdez choicecity@aol.com N/A	Tony G. Valdez President 1984
10	10	RISK REMOVAL INC. 1925 Timberline Road, Office 1 Fort Collins, CO 80525 970-221-9121/970-493-7446	18 18	\$2,797,000 \$2,520,000	55% Yes & SBA 8(a)-certified	Environmental abatement services, including removal and disposal of asbestos, lead, mold, biological and chemical hazards, and environmental cleanup.	Angelique Ortiz-Hunt rri@riskremoval.com www.riskremoval.com	Richard Hunt Owner and President 1989
11	11	POBRE PANCHO'S LLC 1802 N. College Ave. Fort Collins, CO 80524 970-482-0895	18 18	N/A N/A	N/A N/A	Traditional Mexican foods from the Perez family.	Frank Perez info@pobrepachos.com www.pobrepachos.com	Frank Perez N/A 1969
12	12	PARADISE LANDSCAPING P.O. Box 336789 Greeley, CO 80633 970-352-2718/970-353-2425	16 16	\$900,000 \$860,000	N/A N/A	Lawn and grounds maintenance including commercial and residential landscaping, HOA, commercial snow removal.	N/A Scaramos@slbbi.com www.paradiselandscaping.us	Luisa Ramos and Rob Scarzello N/A 1993

Region surveyed is Brighton, Larimer and Weld counties.
N/A-Not Available

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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2900 E Harmony Rd, Fort Collins

Available: 1,300 - 60,000
Lease Rate: \$17.50 - \$18.50/sf NNN
Contact: Peter Kast, Fort Collins Office

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NWC Boyd Lake Ave & Hwy 34, Loveland

Suites from 1,500 - 10,000 sf
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Contact: Ken Voss or Patrick O'Donnell Loveland Office

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1919 65th Ave, Unit B, Greeley, CO

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4114 Timberline Rd, Fort Collins

Available: 4,620 sf, Price: \$1,200,000 (\$259.74/sf)
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Contact: Steve Stansfield, Fort Collins Office

FOR LEASE

3711 JFK Pkwy, Fort Collins

Available: 800 - 6,000 sf
Lease Rate: \$19 - \$21/sf NNN
Contact: Aki Palmer, Fort Collins Office

FOR LEASE

1711 61st Ave, Greeley

Available: 1,208 - 2,403 sf
Lease Rate: \$16.00/sf NNN (est. \$5.50/sf)
Contact: Mark Bradley or Bernie Blach Greeley Office

FOR LEASE

1615 Foxtrail Dr, Loveland

Available: 1,973 sf, Lease Rate: \$22.00/sf NNN
Contact: Patrick O'Donnell or Ken Voss Loveland Office

FOR SUBLEASE

1000 Centre Ave, Fort Collins

Available: 3,400 sf or 5,050 sf
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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

FOR LEASE

3702 Automation Way, Fort Collins

Available: 3,000 sf - 18,400 sf
Contact: Larry Stroud or Annah Moore Fort Collins Office

FOR LEASE

1927 Wilmington Dr, Unit 101, Fort Collins

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Lease Rate: \$18.75/sf NNN (est. \$5.75/sf)
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1907 Boise Ave, Unit 6, Loveland

Available: 1,362 sf, Lease Rate: \$11.00/sf NNN
Contact: Ken McCrady or Jack Trethewey Loveland Office

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318 Canyon Ave, Fort Collins

Available: 4,500 - 16,500 sf, Lease Rate: \$15/sf NNN
Contact: Jim Mokler, Dan Eckles or Patty Spencer, FC Downtown Office



COLUMNS



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El Tigre roars en Español on the AM dial

Salazar has turned ailing station into radio voice of Greeley community

By Luanne Kadlub
news@ncbr.com

GREELEY — Ricardo Salazar knew a thing or two about turning failing radio stations into profitable enterprises when he bought KGRE, a Greeley-based Spanish-language AM station on the brink of bankruptcy 11 years ago.

Before the purchase, he was working as a Los Angeles-based radio industry consultant helping owners of financially troubled stations in California, Arizona and Texas.

"It finally hit me that if I'm making money for all of these failing stations, why not do it for myself?" he recalled.

When he started his search for a station to buy, he knew it would probably be on the verge of bankruptcy in a small market in the middle of nowhere.

"And that's what I got," Salazar said. "Otherwise, I wouldn't be able to afford to buy it."

See EL TIGRE, 30

Tuning in on Mexican Regional radio

KGRE's programming format is known as Mexican Regional, the most popular for Spanish-language stations in the country, according to radio audit service Arbitron.

- The number of stations programming to Hispanic audiences nationwide increased 4 percent between Arbitron's survey in spring 2005 and spring 2006, from 701 to 730 — a new record.
- Of all Spanish-language stations nationwide, 277 played a Mexican Regional format, nearly twice as many as the next most popular Spanish Variety format.
- The format enjoys far higher time spent listening than other Hispanic formats and far more than general market radio overall.
- The highest audience share for Mexican Regional listeners over the age of 12 — 27.9 percent — is in the Mountain Region, which includes Colorado and Wyoming. Nationally the share was 19.7 percent.
- The average age of listeners who choose Mexican Regional as their first preference of formats is 34 years old.



SOURCE: ARBITRON, HISPANIC RADIO TODAY 2007 EDITION

Photo illustration by Bernie Simon and Noah Guillaume, Northern Colorado Business Report

Think of hiring process as public relations



GUEST COLUMN

Dawn Duncan,
Professional recruiter

Integrity should infuse every aspect of company interaction

It's an age-old problem for businesses large and small: hiring and retaining talent.

Examining a company's hiring process and methodology from the inside out is the key to creating effective practices, and we can analyze, repair and instill new ideas infinitely. But without integrity as the key ingredient, all other ideas become watered-down clichés.

"Integrity" is a tricky word, and in my work as a recruiter and consultant, I use it with caution. Too much splashed onto a company's materials or a candidate's resume can create red flags

in the reader's mind, leading to the opposite impression. Too little in action, however, can be fatal to hiring good talent and keeping a positive image.

Integrity in hiring can mean many things, but it predominantly boils down to how candidates and new hires are treated. The most common complaint of job seekers is never hearing back from an employer once a resume has been delivered, even though we have gone electronic in how we receive job inquiries. In the past, companies usually sent out postcards or letters, indicating that a resume had been received, or, in some cases, that the resume did not meet minimum qualifications and that the candidate would not be considered further.

Even though candidates do not enjoy rejection letters, they are better than getting no response at all. During their job

See HIRING, 26

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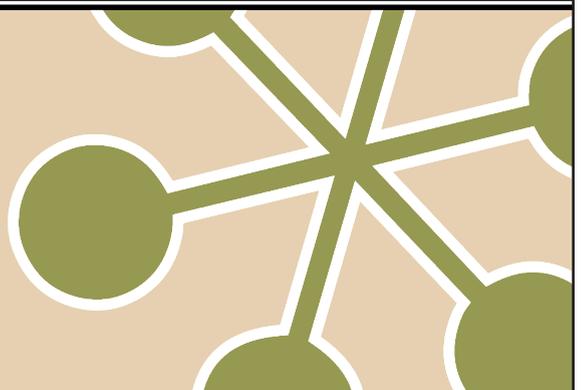


WINDFALL – 1. U.S. Ambassador to Denmark James Cain, left, confers with Vestas Wind Systems president and CEO Ditlev Engel and Gov. Bill Ritter at the grand opening of the Vestas Blades factory in Windsor March 5. 2. Scott Sinn, left, associate landscape architect for EDAA, and Chris Imsland, executive director of Partners Mentoring Youth catch up at the Emerge event at Chimney Park Bistro on March 11. 3. Kristine Metchikian, instructor at Heavenly Breath Healing Arts; Nicki Paramenter, association manager for Associa Colorado Association Services check out the Discover Science Center's new Bugville exhibit at the March 12 Fort Collins Area Chamber of Commerce Business Before Hours event. 4. Roger Fredericks, left, business development manager for TechniGraphics; Scott Simmons, vice president of research and development at TechniGraphics; and Susan Graham, president of the Northern Colorado Coaches Alliance and business coach grab some refreshments at the RMII event on Feb. 21.

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



Enviro vation

a ClimateWise Showcase 

Join the City of Fort Collins, Mayor Doug Hutchinson and Woodward CEO Tom Gendron in a celebration of environmental stewardship.

<ul style="list-style-type: none"> * Recognize more than 70 local organizations for their efforts; * Network with local and national leaders; * Find out about the Climate Wise program and related business projects; and * Learn how your company can incorporate environmental practices that save money. 	<p>Date: Thur., April 24, 2008 Time: 3 to 5 p.m. Location: Hilton Fort Collins, 425 W. Prospect. Rd. Cost: Free; RSVPs required</p> <p>Hors d'oeuvres, booths, complimentary beer and cash bar</p> <p>RSVP by Fri., April 18 to: ncbr.com/ncbr_events.asp (go to GREEN summit, then EnviroVation)</p>
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CALENDAR

March 29 – Peloton Cycles presents Hit the Road!, from 10 a.m. to noon, Peloton Cycles, 1310 E. Eisenhower Blvd. in Loveland. All about road cycling, selecting and fitting a bike, training and a Q & A with local professional rider Meredith Miller. The clinics have been organized in cooperation with Fort Collins Cycling Festival. Contact: Peloton Cycles at 970-669-5595.

March 29 - 30 – 2nd Annual Colorado Outdoor Expo, from 10 a.m. to 5 p.m., First National Bank Exhibition Hall at The Ranch, 5280 Arena Circle in Loveland. Enjoy products, services and seminars from companies in these categories: ATV's & off-road, hunting and fishing gear, watercraft, camping, travel, clubs, hunting, guiding and health and fitness. Cost: \$5, 17 and under/free.

March 31 – S.T.E.M. Network Community Session, from 6:30 to 8:30 p.m., Thompson Valley High School, 1669 Eagle Drive in Loveland. The purpose of the event is to identify local challenges and assets around S.T.E.M. education and work force development in the region. As a participant you will be given an opportunity to provide valuable input about your community's needs and challenges. Contact: Ellyn M. Dickmann at 970-491-4062 or ellyn.dickmann@colostate.edu.

March 31 – NoCoNet presents "Working with Recruiters," from 8 to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. A panel 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.

April 1 – Front Range PC Users Group Meeting, from 7 to 9 p.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. The meeting will provide an update to the One Laptop Per Child project, including a demonstration of the project's computer.

April 1 – Character First! Implementation Seminar, from 8 a.m. to 4:30 p.m., Larimer County Sheriff's Office Training Facility, 2501 Midpoint Drive in Fort Collins. This seminar will acquaint you with character-based principles and equip you with powerful, yet practical, insights on how to successfully promote character within your organization. Cost: \$195. Contact: CFFC at 970-988-9349 or reservations@characterfortcollins.org.

April 2 – Envision: Young Professionals, from 5:30 to 7 p.m., Neenan Co., 2620 E. Prospect Road in Fort Collins. Contact: Tiana Nelson Amell at 970-482-3746 or tnelsonamell@fcchamber.org.

April 2 – CREW Monthly Meeting, from 11:30 a.m. to 1 p.m., Ptarmigan Country Club, 5416 Vardon Way in Fort Collins. Guest speaker is Kathleen Henry with the Colorado State University Research Fund. Cost: \$25/members, \$35/non-members. Contact: Jennifer Wagner at 970-282-9621 or jwagner@fnbfc.com.

April 2 – Rockies Venture Club, from 5 to 8:30 p.m., Hilton Fort Collins, 425 W. Prospect Road in Fort Collins. Capitalizing on Innovation in a Challenging Economy. The panel of experts include Martin Shields, Lacy Edwards and Paul Hudnut. Cost: \$35. Contact: NCRVC at 970-221-1301.

April 2 - 3 – World Trade Center "Bureau of Industry & Security: Complying with U.S. Export Controls," from 8:30 a.m. to 4:30 p.m., The Curtis Hotel, 15th and Curtis in Denver. This seminar is intended for companies that need a comprehensive understanding of their obligation under export administration regulations. Cost: \$315/WTC members, \$345/non-member. Contact: WTCDC at 970-592-5757.

April 2 – Resources for Bicycling in Fort Collins, from 7 to 9 p.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. Meet local bike clubs, check out the bike shops' 2008 product line, get bike info and free bike gear while learning about bicycling in Fort Collins.

April 3 – S.T.E.M. Network Community Session, from 11:30 a.m. to 1:30 p.m., Hilton Fort Collins, 425 W. Prospect Road in Fort Collins. The purpose of the event is to identify local challenges and assets around S.T.E.M. education and your workforce development in your region. As an event participant you will be given an opportunity to provide valuable input about your community's needs and challenges. Contact: Ellyn M. Dickmann at 970-491-4062 or ellyn.dickmann@colostate.edu.

April 3 – Business Plus Speakers Series - "Boeing: Performance at 30,000 Feet," from 11:30 a.m. to 1 p.m., University of Northern Colorado's University

Center, 10th Avenue and 20th Street in Greeley. Debbie Collard, director of Business Excellence, The Boeing Co., will present. Lunch included. Register online at www.uncfoundation.org. Cost: \$20.

April 3 – 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@frii.com.

April 3 – Loveland Chamber of Commerce Business After Hours, from 5:30 to 7 p.m., Davidson-Gebhardt Chevrolet/Subaru, 3880 Test Circle in Loveland. Cost: \$12 if pre-registered, \$15 at the door. Contact: LCC at 970-667-6311.

April 4 - 5 – 29th Annual CSU Veterinary Teaching Hospital Open House, from 9 a.m. to 4 p.m., Animal Care Center, Room 120, 300 W. Drake Road in Fort Collins. Enjoy lectures by faculty, staff, professionals and technicians from the world of veterinary medicine on animal care, behavior, treatment and research. Cost: Free. Contact: Veterinary Medical Center at 970-491-7053.

April 5 – 5th Annual Hard Hat, Black Tie Gala, Voyage to Rio, from 6 p.m. to midnight, Fort Collins Marriott, Centennial Ballroom, 350 E. Horsetooth in Fort Collins. Savor the Sounds, Feel the Beat and Build a House with Fort Collins Habitat for Humanity. Whisk away to the sights and sounds of Brazil with a sizzling "Salsa with the Stars" live performance. Four couples will take center stage the night of the event, including, D Dennison of K99; Lisa Poppaw, City Council Member; Parker Walker of Qdoba Mexican Grill and Lydia Dody of Style Magazine. Enjoy music, dancing, silent and live auction, traditional Brazilian cuisine and fantastic entertainment! The festivities will be hosted by Denver's Chief Meteorologist Mike Nelson from Channel 7 News with auctioneer Don Martin of Martin Auctioneering. Cost: \$80. Contact: Shannon Hein at 970-488-2704 or shein@fortcollinshabitat.org.

April 5 - 6 – Fort Collins Bike Co-op and Bike Library Grand Opening, from 11 a.m. to 4 p.m., Fort Collins Bike Co-op, 222 Laporte in Fort Collins. Fort Collins Bike Library memberships available at the Cafe Bicyclette in Old Town Square from 11 a.m. to 6 p.m. Saturday and Sunday.

April 5 – Larimer County Workforce Center Open House, from 11 a.m. to 1 p.m., Larimer County Courthouse Offices, 200 W. Oak St. in Fort Collins. The open house will showcase Workforce Center services such as the Summer Job Hunt, Larimer County Youth Conservation Corps and YouthLINK. The Loveland open house will be held April 19. Contact: Tawnika Trevena at 970-498-6679 or ttrevena@larimer.org.

April 7 – Panel Discussion on the Glade Reservoir/Poudre River, starting at 6:30 p.m., Front Range Community College - Larimer Campus, 4616 S. Shields St. in Fort Collins. The Fort Collins Regional Library District has invited a distinguished panel representing the Northern Colorado Water Conservation District, the Save the Poudre Coalition, the community and environmental interests to help clarify the issues. Advance free tickets will be available 30 minutes before the program at the student center.

April 7 – NoCoNet presents Interview practice session, from 8 to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. 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.

April 9 – Science Cafe presents China and India's Appetites for Natural Resources: Impact on Colorado, from 5:30 to 7 p.m., Lucky Joe's Sidewalk Saloon, 25 Old Town Square in Fort Collins. Beet Street presents Dr. Vince Matthews, State geologist and director of the Colorado Geological Survey. Learn about the effects of these two exploding economies on the world's mineral supply, and how they increase pressure on Colorado to produce more natural resources. The Beet Street Science Cafe takes place the second Wednesday of every month. Cost: Free. Contact: Beet Street at 970-419-8240 or info@beetstreet.org.

April 9 – Top 10 Employment Issues, from 8:30 a.m. to

noon, Fort Collins Area Chamber of Commerce, 225 S. Meldrum St. in Fort Collins. Presenter Dan Muffly, Attorney Myatt Brandes & Gast. Learn more about these ten employment issues: overtime, hiring, firing, references, wage claims, independent contractors, commission disputes, covenants not to compete, avoiding unemployment, and wage claims. Cost: \$40 if pre-paid, \$45 the day of the event. Contact: SBDC at 970-498-9295 or sbdc@frii.com.

April 9 – Greeley Chamber of Commerce Business Before Hours, from 7 to 8:30 a.m., PotsMart, 965 59th Ave. in Greeley.

April 9 – Bike Lunch Talk, starting at noon, Home State Bank, 303 E. Mountain Ave. in Fort Collins. Topic: Get Involved! Come find out how you can make a difference in the bike community. Bring your lunch.

April 9 – Killer Attitude Core Skills Seminar, from 7 to 9:45 p.m., Colorado Convention Center, 700 14th St.

in Denver. The Killer Attitude Core Skills Seminar is an introductory workshop for people who want to learn how to master self-confidence and social influence. Cost: \$14.95. Contact: Nancy Tubbs at 650-704-7844 or nancy_tubbs@fullcalendar.com.

April 10 – National Multiple Sclerosis Society Northern Colorado Dinner of Champions, starting at 6 p.m., Hilton Fort Collins, 425 W. Prospect Road in Fort Collins. Join us for the 2008 Dinner of Champions event as we present our annual Hope Award to Gary & Carol Ann Hixon for their commitment to Northern Colorado through philanthropy, volunteerism, education and advocacy. We will also honor our 2008 MS Champion, Susannah Wright for her amazing spirit in the face of MS and her support of the Colorado Chapter through advocacy, grant-writing and volunteerism. Cost: \$150/person, \$75/age 35 and under. Contact: Allison Hines at 970-482-5016.

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"Realities For Children
is a very unique organization because of how it helps children and local youth organizations. Their style of leveraging our marketing dollars, to create more funds for children in need, makes more of an impact in the lives of youth in our community."



Chris Otto, Principal EKS&H



The mission of Lutheran Family Services is to "walk with the vulnerable through services that heal, strengthen and provide hope."

"The participating businesses of Realities For Children are truly a blessing to this community! Countless children and families, served by Lutheran Family Services, have been strengthened thanks to Realities For Children's generosity and concern for the vulnerable."

Jim Barclay, President/CEO Lutheran Family Services




"Make it Your Business to Make a Difference!"

Realities For Children is a cause marketing and promotional company, dedicated to serving the needs of abused and neglected children in Larimer County. Through business membership, we are able to provide four core services for at-risk youth locally: ongoing emergency funding, community education, agency sponsorship support and special youth activities. This private membership based organization, effectively creates a safety net of services to provide for the most vulnerable members of our community.

Please call 970.484.9090 or visit www.RealitiesForChildren.com
to become a Realities For Children Business Member and help ensure that no child is forgotten.



“We’ve got a local bank that delivers as fast as we do.”

Free pick-up and delivery. Same-day turnaround when you’re in a hurry. Free button repairs, VIP clothing bags and molded hangers that are easy on your clothes... There are a hundred ways to deliver terrific service in the dry cleaning business, and Mark and Tim Burke know them all. “Success in a growing business like ours is all about fresh ideas and constant improvement,” says Tim (left).

“Of course, we also have to do a super job on the fundamentals of cleaning and laundering,” says Mark. “That requires state-of-the-art technology — and a strong bank standing by when we need to upgrade our equipment. At **Home State Bank**, I can get a multi-million dollar loan approved in less than 48 hours. Now, *that’s* a bank that delivers as fast as we do!”

If you’re looking for someone to take the hassle out of dry cleaning, call **Burke Cleaners**. But if you’re looking for fast financial support to help grow your business, call **Home State Bank. 203-6100.**



www.HomeStateBank.com

ON THE JOB

NONPROFIT

M.A. “Murph” Shelby, an associate at Washington, D.C.-based Patton Boggs LLP, was elected to the board of trustees of the Colorado Chapter of the National Multiple Sclerosis Society.



SANDERS

FINANCE

Bank of Choice has appointed **Mike Sanders** as Northern Colorado Regional President. In his new role Sanders will lead the bank’s operations and future expansion in Northern Colorado.



ACCOUNTING

Katie Jo Cordes and **Lindsay Duffy** have joined Accounting Systems Inc. in Fort Collins. Cordes, a recent Colorado State University graduate, will serve as client relations manager and will help clients with any questions or concerns that arise. Duffy will serve as the new administrator. She will help establish the Administration Department while pursuing future opportunities within ASI.

CORDES



DUFFY

ENGINEERING

Darcy Swaney, **David Cox** and **Claud Richmond**, all with Exponential Engineering Co. in Fort Collins, have each passed the Line Design & Staking Level III class. Completion of the three-year program qualifies the three to design overhead electric distribution lines.



RHOTON

REAL ESTATE

The Northern Colorado Market Center of Keller Williams Realty has added six agents. **Jesse Engle**, **Jamie Mackey**, **Renee Salza** and **Sam Schall** have joined the Fort Collins office. **Connie Troncoso** has joined the Loveland office, and **Joyce Rhoton** has joined the Greeley office. Rhoton has more than four years of real estate experience and returned to Keller Williams after working with several other real estate companies.



RYK

Tracey Ryk has joined The Group Inc., Real Estate as a broker associate/partner at the Harmony Road office in Fort Collins. **Brenna Strait** has joined as a broker associate/partner and can be reached at the Centerra Office in Loveland. **Todd Sledge** has moved to the Centerra Office. **George Betz**, broker associate/partner, received the Emeritus Award from the National Association of Realtors. The honor is given to agents who have been members of the NAR for 40 years or longer.



STRAIT



SLEDGE

Realtec Commercial Real Estate Services has added broker **Peter Kelly**. Formerly a partner/broker with Everitt Commercial Partners, Kelly has been a real estate representa-



BETZ

tive for local and national companies in site selection services, pre-development services including entitlement, and project management.

CONSTRUCTION

Kevin Stearns joins Delta Construction as senior estimator and **Chad Rock** joins as project manager focused on health care. Stearns comes with a diverse construction background which includes the IBM manufacturing remodel. Rock’s construction background includes the Aims Community College addition in Greeley.



KELLY



STEARNS

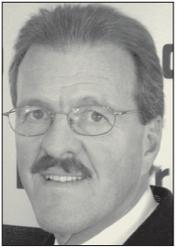
AUTOMOTIVE

Mike Thigpen has joined Ferrero Auto Center in Loveland as the new business link and commercial sales manager. Thigpen comes with over seven years’ experience in the automotive industry. Prior to Ferrero he was the commercial fleet manager at King Buick Pontiac, and a salesman at Ehrlich Toyota Scion.



THIGPEN

Ed Carroll Motor Co. in Fort Collins has hired **J.J. Gerard** as operations manager. Gerard comes with over 30 years in the automotive industry.



GERARD

Luxury Motors of Colorado in Fort Collins has hired **Billy S. Davis III** as general manager and **Bill Lange** as parts and service manager. Together, Davis and Lange bring over 30 years’ experience in sales and service.

BOARDS

The Larimer County Bar Association has elected its officers for 2008. **Richard Gast**, president; **Ian McCargar**, president-elect; **Kathryn Lonowski**, treasurer; **Stephen Jouard**, secretary. The Professionalism Committee honored **Donald E. Johnson Jr.**, an attorney who practices in Fort Collins, with the professionalism award.

MISCELLANEOUS

Loveland multimedia artist and Creation Station owner **Bonnie Terrill** has been selected by **Hamid and Janice Eslan** to provide the artwork to decorate the new La Quinta Inn on U.S. Highway 34 in west Loveland. Terrill helped the Eslans select over 200 pieces of art for the new hotel and will also frame the pieces.

Rob Robben, co-owner of Robin Event Rental in Berthoud, has been designated an event rental professional by the American Rental Association. In addition to exams, Robben had to accumulate qualifying points accrued from professional experience, participation in ARA-related activities or leadership, continuing education and community service.



ROBBEN

Branch Manager **Kathy Olson** and Permanent Placement Consultant **Stephanie Toot** of Manpower in Fort Collins have been named to the company’s Circle of Stars. The national recognition program identifies top performers in the sales and customer satisfaction ratings.

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

STOCK WATCH

EXCH	COMPANY	TICKER	CLOSING PRICE	CLOSING PRICE	NET CHANGE	PERCENT CHANGE	PERIOD HIGH	PERIOD LOW	AVERAGE VOLUME
		SYMBOL	3/20/08	2/20/08	IN PERIOD	IN PERIOD			
Nas	Advanced Energy Industries Inc.	AEIS	13.10	12.88	0.22	1.71	13.65	12.36	560576
NYS	Advanced Micro Devices Inc.	AMD	6.15	6.83	-0.68	-9.96	7.28	6.11	23474877
NYS	Agilent Technologies Inc.	A	29.35	31.53	-2.18	-6.91	32.03	29.35	3053100
Nas	American Capital Strategies Ltd.	ACAS	35.44	35.82	-0.38	-1.06	37.84	32.65	2407509
NYS	Anheuser Busch Cos. Inc.	BUD	45.68	47.81	-2.13	-4.46	48.2	45.68	3937205
Nas	Aristotle Corp.	ARTL	9.52	11.56	-2.04	-17.65	11.9	9.11	6000
NYS	Atmos Energy Corp.	ATO	25.28	27.65	-2.37	-8.57	27.65	25.22	550318
NYS	Automatic Data Processing	ADP	40.28	40.23	0.05	0.12	40.95	38.78	3549414
OTC	BAE Systems Plc	BAESY.PK	37.05	37.64	-0.59	-1.57	39.95	37.05	135733
NYS	Barnes and Noble Inc.	BKS	28.00	29.81	-1.81	-6.07	30.51	26.26	1544636
Nas	Broadcom Corp.	BRCM	16.53	19.53	-3	-15.36	20.36	16.45	15471141
NYS	Burlington Northern Santa Fe	BNI	90.70	89.25	1.45	1.62	94.98	87.27	3639982
NYS	Capitol Bancorp Ltd.	CBC	20.44	20.22	0.22	1.09	22.48	17.8	138100
Nas	Centennial Bank Holdings Inc.	CBHI	6.05	6.08	-0.03	-0.49	6.5	5.86	228595
NYS	Centex Corp.	CTX	22.48	23.71	-1.23	-5.19	26.17	19.43	5599900
NYS	Champion Enterprises Inc.	CHB	9.52	8.13	1.39	17.1	9.68	7.91	1948423
NYS	Clear Channel Communications	CCU	32.60	31.63	0.97	3.07	36.19	8.94	12579336
NYS	ConAgra Inc.	CAG	21.95	22.11	-0.16	-0.72	22.77	21.14	2820268
NYS	Danaher Corp.	DHR	74.95	75.50	-0.55	-0.73	76.6	70.13	2547541
NYS	Dean Foods	DF	19.98	24.22	-4.24	-17.51	24.43	19.49	2738471
NYS	Diversified Realty Corp.	DDR	39.44	39.33	0.11	0.28	42.64	36.46	1651723
NYS	Eastman Kodak Co.	EK	16.62	19.18	-2.56	-13.35	19.25	16.62	4268805
NYS	Frontier Oil Corp.	FTO	27.35	37.19	-9.84	-26.46	38.91	25.54	2852714
NYS	Gannett Company Inc.	GCI	30.11	31.94	-1.83	-5.73	32.3	28.43	3337968
NYS	General Electric Co.	GE	35.59	34.36	1.23	3.58	37.49	31.7	56470864
NYS	General Growth Properties Inc.	GGP	32.83	35.34	-2.51	-7.1	37.97	31.65	4653877
Nas	Heska Corp.	HSKA	1.33	1.75	-0.42	-24	1.81	1.32	39927
NYS	Hewlett-Packard Co.	HPO	46.59	47.44	-0.85	-1.79	49.2	45.92	17204023
Nas	Intel Corp.	INTC	21.09	20.38	0.71	3.48	21.75	19.82	76590891
NYS	Johnson Controls Inc.	JCI	33.49	34.17	-0.68	-1.99	35.76	31.05	3347914
NYS	JPMorgan Chase & Co.	JPM	42.47	43.15	-0.68	-1.58	45.97	36.48	49195382
NYS	Key Corp.	KEY	22.01	23.42	-1.41	-6.02	24.48	20.5	5321286
NYS	Kroger Co.	KR	24.93	26.30	-1.37	-5.21	26.3	24.25	6832555
NYS	Lowe's Cos.	LOW	21.99	23.31	-1.32	-5.66	25.49	20.53	15922036
NYS	LSI Logic Corp.	LSI	4.94	5.07	-0.13	-2.56	5.4	4.86	8991573
NYS	Macerich Co.	MAC	66.14	64.18	1.96	3.05	69.87	60.03	895145
NYS	Marriott International Inc.	MAR	33.23	35.72	-2.49	-6.97	36.46	31.78	2931314
NYS	Marsh & McLennan Cos. Inc.	MMC	24.85	25.74	-0.89	-3.46	26.51	24.07	3516055
NYS	National Semiconductor Corp.	NSM	17.85	17.26	0.59	3.42	19.02	16.34	7236282
NYS	Noble Energy Inc.	NBL	69.93	79.30	-9.37	-11.82	81.35	69.93	1667691
NYS	Novartis Group	NVS	48.50	49.65	-1.15	-2.32	50.61	47.05	1897945
NYS	Owens-Illinois	OI	53.07	54.22	-1.15	-2.12	58.31	51.48	1983827
NYS	Petro-Canada	PCZ	42.07	46.95	-4.88	-10.39	50.27	41.95	1603736
NYS	Praxair Inc.	PX	82.68	83.34	-0.66	-0.79	86.37	77.74	2382945
NYS	Precision Castparts Corp.	PCP	96.70	117.31	-20.61	-17.57	117.31	95.83	2037764
Nas	QLT Inc.	QLTI	3.39	3.69	-0.3	-8.13	3.69	2.45	731995
NYS	Qwest Communications Intl.	Q	4.59	5.31	-0.72	-13.56	5.62	4.5	15235155
Nas	Regent Communications Inc.	RGCI	1.02	0.95	0.07	7.37	1.2	0.91	51527
NYS	Ritchie Bros. Auctioneering Inc.	RBA	78.88	73.25	5.63	7.69	79.25	70.96	242086
NYS	RR Donnelley & Sons Co.	RRD	28.83	32.10	-3.27	-10.19	33.49	28.83	1625055
NYS	Safeway Inc.	SWY	28.78	29.66	-0.88	-2.97	32.79	28.27	5350768
Nas	Security with Advanced Technology Inc.	SWAT	0.63	0.90	-0.27	-30	0.92	0.51	11059
NYS	StarTek Inc.	SRT	8.79	9.23	-0.44	-4.77	9.34	8.03	32705
NYS	Target Corp.	TGT	50.14	53.40	-3.26	-6.1	54.89	48.5	11805382
Nas	Telvent	TLVT	23.25	22.21	1.04	4.68	24.48	21.43	33191
Nas	UAP Holdings Corp.	UAPH	38.14	38.48	-0.34	-0.88	38.62	38.07	656409
NYS	Union Pacific Corp.	UNP	124.30	123.22	1.08	0.88	129.3	118.77	3343841
Nas	Universal Forest Products Inc.	UFPI	29.11	28.63	0.48	1.68	30.66	26.79	306536
AMEX	UQM Technologies Inc.	UQM	1.80	2.37	-0.57	-24.05	2.37	1.8	65927
NYS	US Bancorp	USB	32.93	32.22	0.71	2.2	34.52	30.59	14126427
Nas	Veeco Instruments Inc.	VECO	16.90	16.22	0.68	4.19	17.46	15.25	352091
NYS	Wal-Mart Stores Inc.	WMT	50.78	49.79	0.99	1.99	53.23	48.85	25570409
NYS	Waste Management Inc.	WMI	33.06	33.40	-0.34	-1.02	34.44	32.48	3892218
NYS	Wells Fargo & Co.	WFC	30.58	30.74	-0.16	-0.52	32.55	27.83	38807086
Nas	Whole Foods Market	WFMI	31.13	36.54	-5.41	-14.81	37.65	30.65	3715236
Nas	Woodward Governor	WGOV	28.03	30.92	-2.89	-9.35	32.63	26.75	507195
NYS	Xcel Energy Inc.	XEL	19.87	20.26	-0.39	-1.92	20.7	19.65	3335445

TOP GAINERS

Company	ticker	Percent change in period
Champion Enterprises Inc.	CHB	17.1
Ritchie Bros. Auctioneering Inc.	RBA	7.69
Regent Communications Inc.	RGCI	7.37
Telvent	TLVT	4.68
Veeco Instruments Inc.	VECO	4.19
General Electric Co.	GE	3.58
Intel Corp.	INTC	3.48
National Semiconductor Corp.	NSM	3.42
Clear Channel Communications	CCU	3.07
Macerich Co.	MAC	3.05

BOTTOM LOSERS

Company	ticker	Percent change in period
Qwest Communications Intl.	Q	-13.56
Whole Foods Market	WFMI	-14.81
Broadcom Corp.	BRCM	-15.36
Dean Foods	DF	-17.51
Precision Castparts Corp.	PCP	-17.57
Aristotle Corp.	ARTL	-17.65
Heska Corp.	HSKA	-24
UQM Technologies Inc.	UQM	-24.05
Frontier Oil Corp.	FTO	-26.46
Security with Advanced Technology Inc.	SWAT	-30

PUBLIC PROFILES

The following information profiles public companies with operations in Northern Colorado:

Advanced Energy Industries Inc.

Ticker: AEIS (Nasdaq)
Colorado connection: Operates design facility in Fort Collins.
Headquarters: Fort Collins
Business: Designs, manufactures, and supports components and subsystems for industrial vacuum-based production systems.
Web: www.advanced-energy.com
March 20 close: \$13.10
52-week high: \$25.97
52-week low: \$9.50
Basic EPS: \$0.75
P/E Ratio: 18.39
Institutional ownership: 82.6 percent
2007 sales: \$384.7 million
2007 income: \$34.4 million

General Growth Properties Inc.

Ticker: GGP (NYSE)
Colorado connection: Owns the Foothills Mall in Fort Collins.
Headquarters: Chicago

Business: Operates a real estate investment trust in the U.S.
Web: www.generalgrowth.com
March 20 close: \$32.83
52-week high: \$67.43
52-week low: \$30.20
Basic EPS: \$1.18
P/E Ratio: 33.21
Institutional ownership: 88.5 percent
2007 sales: \$3.3 billion
2007 income: \$288 million

Startek Inc.

Ticker: SRT
Northern Colorado connection: Founded in Greeley where it still operates several facilities.
Headquarters: Denver
Business: Provides business process outsourced services.
Web: www.startek.com
March 20 close: \$8.79
52-week high: \$11.91
52-week low: \$7.81
Basic EPS: -\$0.19
P/E Ratio: N/A
Institutional ownership: 61.2 percent
2007 sales: \$245.3 million
2007 loss: \$2.8 million



Cultivate Hope

a silent auction of flower pots & garden goodies

to benefit The Matthews House

Saturday, April 12th - 7:00 P.M.

Hilton Garden Inn 2821 E. Harmony, Fort Collins

Live Music by talented local guitarist Dave Beegle / Hors d'oeuvres / Wine & Beer

Flower pots are created and/or decorated by local artists and Matthews House youth

Items on display and early bidding begins April 1 at the Hilton Garden Inn

Tickets: \$40 per person

Call Joyce at 970-472-4293 or go to www.themattewshouse.org

A fund-raising benefit for:

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Computers still drive us crazy after all these years

Technology should be mature by now, but just frustrating

It's the 21st century, and we've had personal computers for a little over 30 years now. In fact, modern computing is almost 70 years old. You might think of computing as a "mature technology." You'd think we would have figured them out by now.

So why are computers such a royal pain in the butt? So infuriating? So maddening? So damn frustrating?

I've worked with computers almost 30 years. In 1979 I was using computers to analyze drilling conditions on oil rigs, by 1981 I was working in software development, designing user interfaces, and I've been using computers virtually every day ever since. I've written 50 computer books, project managed software-development teams, tested software, designed software. I know computers. If anyone can be called a "power user" — or a complete geek — it's me.

I know how to use computers better than most people, but I'm constantly frus-



GEEK NEWS

Peter Kent

trated by poorly designed software that either doesn't work or is just unnecessarily hard to use. The last few weeks have been particularly maddening, because my laptop has been gradually grinding to a halt.

This happens every couple of years for me; over time, Windows PCs get slower and slower as you install more software. You can uninstall programs and run registry cleaners, but long-term, nothing seems to help you avoid the inevitable Windows reinstall or hardware upgrade.

So, I bought a new computer from Costco, a neat little HP laptop. It turned out, though, it had a 64-bit version of Windows Vista, a bizarre choice for a machine being sold through a warehouse store. As I quickly discovered, a lot of existing software won't run properly on 64-bit Windows Vista, so getting up and running on this computer quickly turned into a complete mess. I sent it back.

Next I tried a Gateway laptop, which was great for a few days, though it had a nasty habit of not waking up properly after hibernation. I sent it back once it became totally unusable; it simply would not turn back on. Third time lucky, I'm hoping, as I get my new Dell laptop up and running.

But setting up a new computer is a real hassle, a multi-day project for me, with all the data transfers and software installs. You'd think, then, that Windows Vista's built-in Easy Transfer Utility would be a real help. I've tried it several times now, a couple of times on the Gateway machine and a couple of times on the Dell.

"Did I ever get it to work properly? No."

Did I ever get it to work properly? No. Every time it locked up, generally after seeming to work fine for several hours.

So I thought I'd try Laplink's PCmover software. Did that work? No, it just locked up with no indication of why or how to get it moving. I gave up on transfer utilities, and decided to transfer everything manually.

Other frustrations

What other frustrations have I run into recently? Well, there's a file on my desktop that Windows Vista won't let me delete; it won't tell me why, or what to do, it just says I don't have the right to delete the file, as if somehow I should have to ask permission from someone (who?) to delete files on my own computer.

Outlook locked up on me yesterday. Not sure why, but I got it running again by opening Task Manager, killing the process, and restarting it. Today, however, it stopped sending and receiving e-mail, a pretty important function for an e-mail program.

I've had various networking problems,

of course. It took me an hour or so, and a call to HP, to figure out how to get my Dell to recognize my new Windows Home Server shared drives. Although I finally did connect the two, neither I nor the HP tech had any idea why it wasn't working in the first place, nor what we did to get it going.

Oh, I have so many questions. Why does Windows Defender keep turning off? Why can't I open ACT from a networked computer? Why does Microsoft's Windows Error Reporting interface encourage users to report only partial information? Why does the message in the "Download and install the driver for USB 2.0 VGA Device" box say "Follow the directions on the manufacturer's Web site," but not tell you where that is?

If I disable wireless networking, why does Vista then hide it from me? Shouldn't I be able to re-enable it in the same place I disabled it? Why does Intel's Wireless tools diagnostics utility truncate its results messages? Why does the help file tell me to turn wireless on in the "Mobility Center," but not tell me what or where that is?

Why are so many computing tools designed in a way to convince the world that the computer business is run by complete idiots? If we've had computers 70 years, in which century will they finally become easy to use?

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

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BRIEFCASE

KUDOS

Northern Colorado Long Term Acute Hospital in Johnstown has earned accreditation by the **Joint Commission of Accreditation of Healthcare Organizations**. The certification makes NCLTAH the only licensed long-term acute care hospital in Northern Colorado. The hospital has also earned its Medicare certification.

All American Homes of Colorado in Milliken presented **Northstar Homes** in Loveland with the Builder of the Year, Model Home of the Year and Outstanding Builder Performance awards. Northstar designs and builds custom modular homes.

The **Neenan Co.**, a Fort Collins-based design/build firm, secured a top national ranking among U.S. architectural companies that provide health-care facility design, development and construction services. **Medical Group Management Association** published the ranking in its March edition of MGMA Connexion.

The **Fort Collins Symphony Guild** won a Gold Book Award of Excellence from the League of American Orchestras for its Sharp Flats loft tour held in May to benefit the Fort Collins Symphony Orchestra. The tour included six lofts and one retail space in Old Town Fort Collins. The Guild will repeat the loft tour May 30 and 31, and feature six new lofts.

Loveland's **Grizzly Adams Productions** took home two honors from the Ava Awards in the categories of TV programs and documentaries. "Miraculous Messages: From Noah's Ark to the End Times" earned a platinum award and "The Power of Love," a feature film, received a gold award.

NEW PRODUCTS AND SERVICES

Anheuser-Busch brewmasters have added Sun Dog Amber to the company's family of seasonal beers. Sun Dog will fill the position of Spring Heat Spiced Wheat, which has moved to a year-round offering now known as Shock Top Belgian White. Sun Dog will be brewed at A-B's Fort Collins brewery.

Reflections Medspa in Fort Collins is now offering tattoo removal with the Medlite C6 laser. The C6 laser also allows Reflections to perform laser rejuvenation and hair removal. Visit www.reflectionsmedspa.com for more information.

NEW LOCATION

Lisa VonBargen has opened **The Yellow Mailbox Real Estate Services** in Estes Park. The Yellow Mailbox handles listings from residential, income and investment properties to larger turnkey commercial operations. VonBargen is also in the process of changing over all home flyers to DVDs, which can hold video clips, still photo galleries and virtual tours in addition to extensive home information. She can be contacted at yellowmailbox@frii.com.

Sherwin-Williams Automotive Finishes Corp. has opened a location in Fort Collins at 2415 E. Mulberry St. The store will carry a greater selection of SWAFC-branded products and feature a computerized technical information station to help with color selection and application.

All State Insurance Co. agent George Babel has opened a new office at 2032 Lowe St., Suite 202, in Fort Collins. The agency sells auto, property and life insurance; an array of financial services including mutual funds and annuities; and protection for boats, recreational vehicles and businesses.

Vehicle mobility equipment and services provider **Freewheel Mobility** has opened a location at 2322 E. 13th St. in Loveland. Freewheel will buy, sell, consign, service and rent vehicles to meet disabled peoples' mobility needs.

The **Institute of Business and Medical Careers** has opened a new campus location at 5400 W. 11th St. in Greeley. The new campus offers courses in Medical Assisting, Therapeutic Massage and Medical Billing and Coding.

Nonprofit notes

HomeAid Colorado, a statewide nonprofit that builds homes for the temporarily homeless, has been awarded a \$75,000 grant from the **Daniels Fund** to be used for its housing development program. HomeAid has several projects in process including **Interfaith Hospitality Network** in Loveland.

Through the month of April, **Colorado Baggage Co.** will be collecting used luggage to provide to foster children in Colorado. Each piece traded in will be valued at \$20 toward the purchase of a new piece of luggage or business case. CBC will also deodorize and repair any baggage in need prior to donation. Luggage can be dropped off or traded at any CBC store including the location at **Foothills Mall** in Fort Collins.

Roy Hansen & Associates and **Northern Colorado Truck Driving Academy** is moving its testing and training site from the **Cloverleaf Kennel Club** to the **Fort Collins Airport** April 15-May 1. This is the only change for the full-service driver license facility for Commercial Driver License training and motorcycle endorsement training.

DEALS

Bayer Properties, the developers of **Front Range Village** in Fort Collins, has selected **DaVinci Sign Systems** for an identification package. The project will include 12 custom monument light towers, five custom directories, and two main ID monuments for Front Range Village, **Lowe's** and **Target**. The package is slated for completion this spring.

DEADLINES

Applications are now available for the second annual **SummerFest in the Rockies**. The fest is scheduled for July 11-13 in downtown Loveland and will feature food, music, arts, crafts, community vendors, entertainment and a fireworks display. Vendors can download applications at www.engaginglovelandinc.org or by calling 720-254-8877. New this year is an outdoor summer showcase and a container gardening competition.

AARP is seeking nominations for its 2008 Andrus Award for Community Service, which honors those individuals who are sharing their experience, talent and skills to enrich the lives of their community members. Contact Jeremiah Mora at 303-764-5986 or at jmora@aarp.org for more information and a nomination form. The application deadline is June 1.

PROJECTS

Mark Young Construction Inc. in Frederick broke ground on the Lafayette School addition and remodel for **Boulder Valley School District RE-2**. The project includes additions and renovations of both classroom and administrative spaces.

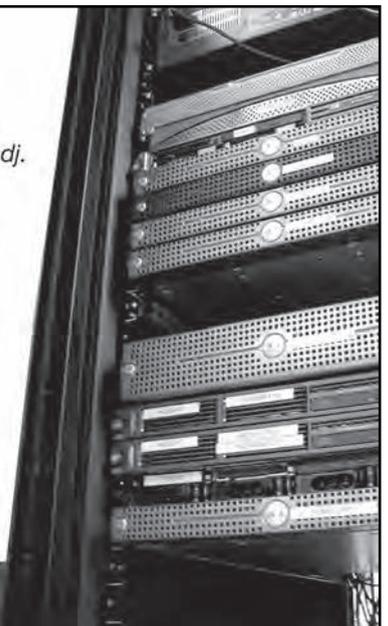
ANNIVERSARIES

Western States Reclamation Inc. in Frederick is celebrating its 25th anniversary. WSRI offers services including, but not limited to, earthwork, land restoration, revegetation, erosion control, wetlands construction and landscape/irrigation construction.

MISCELLANEOUS

AlphaGraphics of Fort Collins is offering customers an eco-friendly approach to printing, copying and visual communication needs by using wind power as its main energy source. AlphaGraphics also offers a variety of recycled paper and more than 5,000 options for products made of recycled, organic or ethically sourced materials.

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



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1. worthy of reliance or trust
2. consistent in performance or behavior
3. financially sound; "a good or secure investment"



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Growing rural economic development from within

‘Kinko’s on steroids’ could be the next entrepreneur’s tool

In last month’s column, I discussed the premise that for most communities entrepreneurship and thus legitimate economic development must be grown from within. It’s not something that can be imported and therefore most municipalities that offer tax incentives and other baits to attract businesses are not spending their money in a very prudent way. At best, it might work for some of the larger cities in the United States, but even then I have my doubts.



GETTING STARTED

Brooks Mitchell

What about two of my favorite places, the very rural towns of LaBarge, Wyo., and Walden, Colo., and thousands of their counterparts? Can they legitimately attract viable business to their remote geographies? No, I just don’t think it’s possible. The only way they are going to create new business is to plant, grow and develop it from within.

The good news is that I believe that because of the intrepid character of most of the residents of those rural cities, there is a disproportionately higher population of real entrepreneurial DNA there. The problem is the residents don’t have access to the resources to fulfill their entrepreneurial yearnings.

The desire and the talent are clearly there. For example, I noticed years ago that ranchers throughout Colorado and Wyoming were very early adopters of the Internet and its capabilities. Where service was available, it became a way of communicating with and learning from the outside world. This convinced me that the ranchers and farmers are not afraid of technology, they just need access to it. And with access follows the increased opportunity for legitimate entrepreneurial development.

Entrepreneurial farming

How could these seeds be nourished and blossom? Entrepreneurial farming.

Remember that there is a fundamental difference between real entrepreneurship and small business. Small business will always exist and there are more than enough government programs to help them, but they are not programs designed to genuinely assist most real entrepreneurs.

Here’s my solution: Rural towns should establish entrepreneurial development centers. They would be kind of like a Kinko’s on steroids. They would provide resources, help, training and equipment for local residents. These would be places where people could go and learn how to build a Web site, put together a presentation, publish a newsletter, conduct a mass mailing, learn how to use software programs, and more. The center could include facilities such as video conferencing, good quality printers,

graphic computers, even something as simple as a professional presentation binding systems.

The center would facilitate awareness and deliver moisture to the dormant entrepreneurial seed. It would not teach people to be entrepreneurs but simply give them the facility to fulfill their entrepreneurial yearnings.

I got this idea several years ago when I started Aspen Tree Software in Laramie, Wyo. This company grew to approximately 40 salaried people, two of whom, Even Brande and Kevin Schaff, eventually left to start their own ventures. Both companies have now grown total employment in Laramie to more than 70 professionals.

When these men left their employment with Aspen Tree, they needed help in terms of equipment and facilities. There was no place in Laramie where they could get the equipment they needed to make high quality presentations throughout the United States, and I was constantly loaning them LCD projectors, giving them access to my printers and binding equipment, and the like.

These two men have become highly successful and they achieved their success with minimal or no government assistance. They did it because they are real entrepreneurs. If they had had access to these Kinko’s-on-steroids development centers, I am convinced that not only they, but many others like them, would have been able to more efficiently realize their entrepreneurial destinies.

How to get it done

How does all this get done and, most importantly, how does it get paid for? I am convinced it can be done with very little government assistance. The role of the government is not to give money or establish new help programs, but to assist the communities to organize and harness the resources they already have.

The basic assets are already in place in these small towns and they reside in the public school systems that educated millions of us. These school systems have the resources, equipment and facilities that could be harnessed to establish these entrepreneurial centers. The centers could be used during available hours in the evening and on the weekends with modest user fees for the service providing additional income to the school, which in turn would be a resource for the help they need.

Where does the help come from? It comes from the “computer savvy” students and from the teachers. Think about it. Students could be employed and get invaluable real-world work experience helping entrepreneurs learn how to use the various software and equipment. Teachers who supervised them would make additional income. The schools would bond tighter to the community and ultimately, I firmly believe, there would be real entrepreneurial homegrown economic development emanating from this process. Everybody wins!

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

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Editor's note: Daily in Review is a partial digest of stories reported in the Business Report Daily online service between March 10-21. Follow Business Report Daily each day at www.ncbr.com — click on "Breaking News" on the home page — or subscribe to have each day's top items delivered to your inbox.

DENVER — Colorado State University on March 20 unveiled C energy, which it described as an innovative model to rapidly move the university's clean-energy research into the global marketplace.

The business arm of CSU's Clean Energy Supercluster is expected to help create new companies and jobs that will enhance the state's economy while improving lives throughout the world.

More than 100 faculty members in all eight colleges at Colorado State are participating in developing alternative energy solutions and policies in the areas of biofuels, solar energy, wind power and clean-burning engines.

Bryan Willson, CSU professor in mechanical engineering and director of CSU's Engines and Energy Conversion Lab, will serve as C energy's chief scientific officer. Ron Sega, a professor of systems engineering in the College of Engineering, has been named vice president for Energy, the Environment and Applied research at the CSU Research Foundation. Sega will also serve as CSU President Larry Penley's special adviser on

energy and the environment as CSU prepares to sign the American College and University Presidents Climate Commitment.

IBMC opens Greeley campus

GREELEY — The Institute of Business and Medical Careers has opened a new campus in Greeley at 5400 W. 11th St.

Programs initially offered at the Greeley campus include medical assisting, therapeutic massage and medical billing and coding. A student massage clinic is expected to open sometime before the beginning of 2009, IBMC President Steve Steele said.

Don Abbott, formerly director of the Loveland Center for Business Development, will serve as school director and Teresa Chandler will serve as associate dean of education. Steele said the campus will initially have five instructors and around 12 by the end of the year, when enrollment is expected to reach about 120 students.

The Greeley campus is the third for IBMC, which also offers diploma and associate of occupational studies degree programs in health care, massage therapy, legal and business in Fort Collins and Cheyenne.

Imagine School charter denied

FORT COLLINS — The Colorado Charter School Institute denied a charter for Imagine School, which plans to partner with the Rocky Mountain Raptor Program,

on March 18.

The RMRP 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. Imagine Schools, a national network of charter schools, came to the table with an offer to build the \$6 million, kindergarten-through-eighth grade Imagine Environmental School on four acres of land adjacent to the raptor center.

Had the charter school received approval, the fast-moving Imagine developers planned to begin construction this year and open the 30,000-square-foot school at the beginning of the 2009-10 school year.

The group could resubmit a more complete application by Sept. 1 to still open for the 2009 school year.

The group also plans to pursue the application process through Poudre School District, which typically takes about 75 days.

Greeley tops nation in income growth

GREELEY — The Forbes magazine list of Best Places for Business and Careers has the Greeley metropolitan statistical area in the No. 1 spot for a key measure, the rate of personal income growth over the past five years.

The magazine was not specific in its analysis of the numbers that push Greeley's MSA — which includes most of Weld County and Forbes says has a population of

241,000 — to the top of the income-growth category.

Overall, Greeley ranked 57th nationally on the list that measures number and quality of colleges, cost of doing business, cost of living, crime rate, culture and leisure, educational attainment, income growth, job growth and net migration in 200 of the nation's metropolitan areas.

The Fort Collins/Loveland metro area, including all of Larimer County, ranked No. 3 overall in the nation for business and career opportunities. Other Colorado cities on the list include Colorado Springs at No. 16, Denver in the No. 31 spot and Boulder No. 77.

Topping this year's list, ahead of Fort Collins, were Raleigh, N.C. in the top spot and Boise, Idaho No. 2.

Dillard's Greeley Mall stores closing

GREELEY — Two Dillard's clothing stores in the Greeley Mall will close by May 14.

Julie Bull, a spokeswoman for Dillard's in Little Rock, said the stores — which Dillard's considers to be one store occupying two spaces within the mall — had been "underperforming" for the last couple of years.

Bull said the closings will affect around 100 employees who will be offered the opportunity to transfer to other Dillard's stores. The closest stores to Greeley are in Cheyenne and Longmont. No other Colorado stores are in line for closing, she said.

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1-800-982-BULL rodeo@GreeleyStampede.org



INDEX OF LEADING ECONOMIC INDICATORS

Lack of residential construction drags economy lower

NoCo economy nears bottom with few spots shining through

The Northern Colorado economy has slowed drastically since its 2004-05 peak, and the *Northern Colorado Business Report* Index of Leading Indicators has dropped below the lowest point of its 2007 decline. It is again at approximately 1998-99 levels and has been below the trend line for nine of the past 13 months, pulling the trend line down to its 1998 level.

What has caused this slowdown? It's almost entirely caused by a decrease in residential home construction and the indirect effects of less residential construction. Interest rates and energy prices increased and many home loans were forced into foreclosure. A glut of homes appeared on a market that could not sell them fast enough.

National financial problems became apparent in August 2007, credit became tight and consumer sentiment turned down. This pushed the Northern Colorado market into Stage II where a further decrease in the number of housing permits being pulled occurred. This has resulted in even less residential construction.

Commercial construction has partially carried the sector, but even commercial construction is showing some signs of weakness. The construction sector may be poised for a further downturn.

Employment

Employment growth has remained strong in Northern Colorado; perhaps it will quickly soak up the glut of homes for sale. The monthly annual change in employment growth peaked at over 8 percent in 2000 and was highly volatile from 1987 to 2000. Beginning in 2001, this volatility has diminished, recently fluctuating between 0.5 and 4.25 percent. Early in 2005, it decreased to 1.9 percent and then increased to 4.25 percent in late 2006. It was around 3 percent for most of the last half of 2007 but has bounced to 4 percent in January. We are on track to meet Colorado State University economist Martin Shields' prediction of 1.9 percent employment growth in 2008.

However, the unemployment rate jumped in December and January, from about 3.5 percent to about 4.75 percent. It is

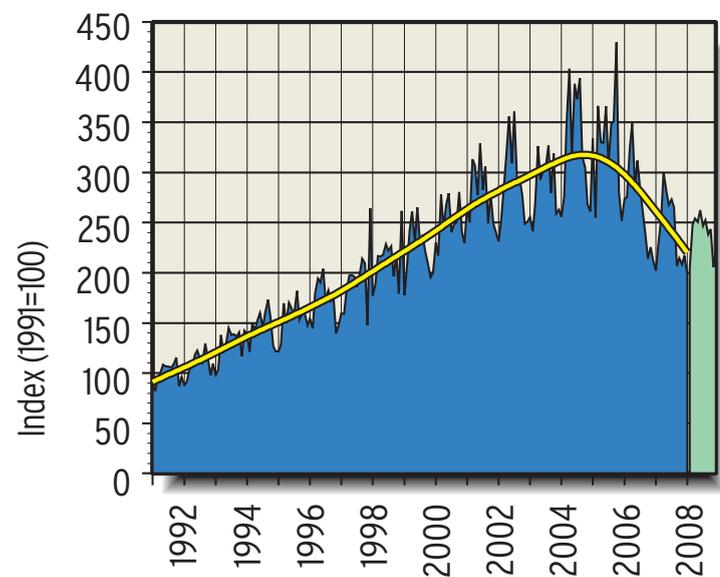


ECONOMIC INDICATORS

John W. Green, Ph.D.
Regional Economist

Growth Index

The index is still at 1998 levels. Hopefully, there will be a summer rebound similar to 2007.



likely that there were a large number of layoffs in the financial sector, Christmas season hiring was not as strong as expected, and weather caused an even greater residential/commercial construction slowdown.

Construction

The total value of construction put in place dropped to its lowest level since January 1999, caused by a further drastic drop in residential construction.

See INDICATORS, 22

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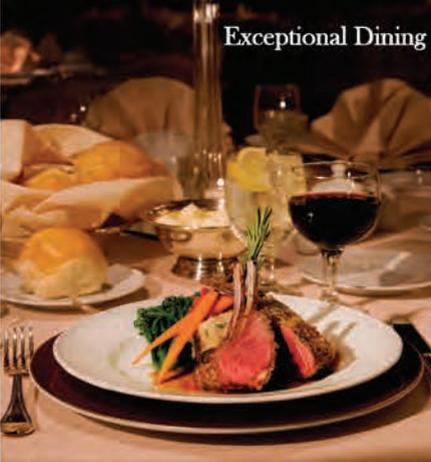
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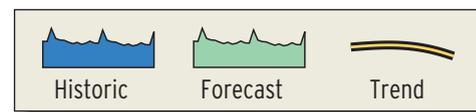


9-Hole Golf Course

INDEX OF LEADING ECONOMIC INDICATORS

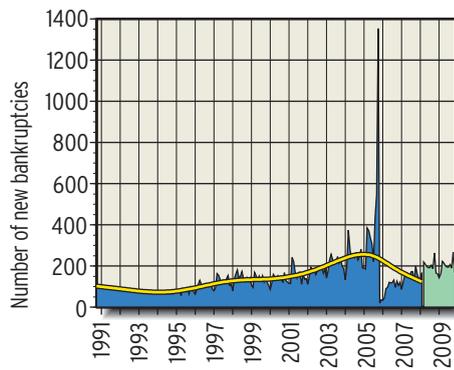
KEY

These economic indicators are provided by U.S. Dept. of Agriculture economist John Green.



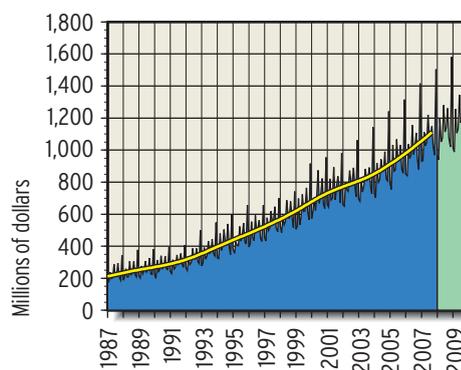
New bankruptcies

Bankruptcies are stabilizing at about the 2002 level.



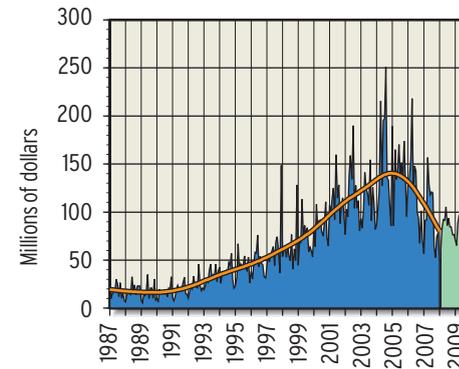
Retail sales

Data is only available through September so any slowdown at the end of the year is not shown.



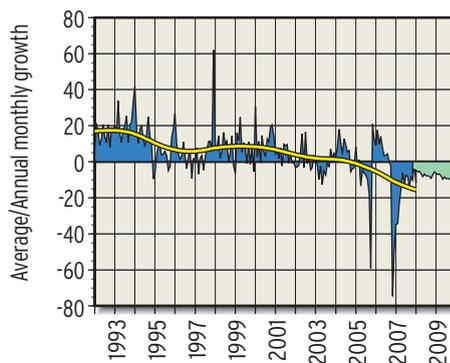
Total construction value

Total value of construction continues to hit new 9-year lows with only weak recoveries.



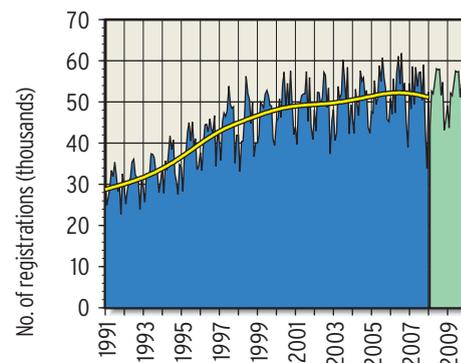
Growth in the region

Annual growth has been negative for the past 13 months.



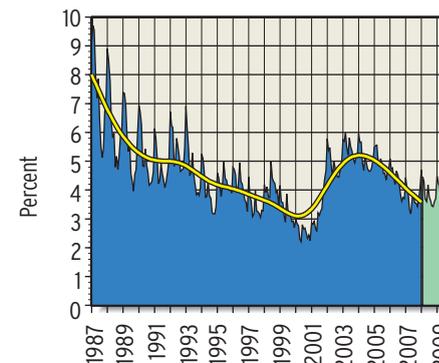
Motor-vehicle registrations

Registrations were very weak in December but recovered in January, although not back to the January 2007 level.



Unemployment rate

Unemployment in December and January jumped up significantly. The forecast is too optimistic.



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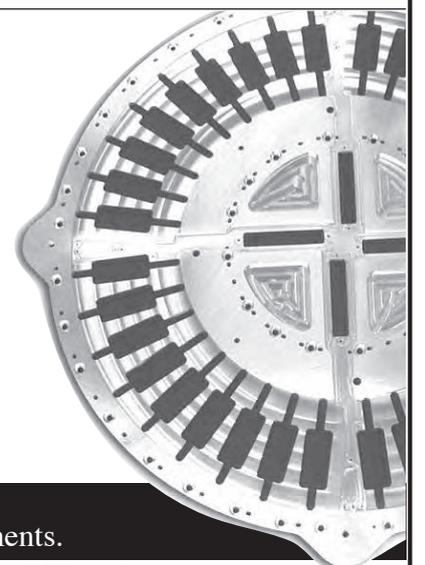
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INDICATORS, from 20

Residential construction has dropped precipitously since August, when the extent of the subprime mortgage mess and financial crisis became apparent and widely publicized. Even nonresidential construction is showing minor signs of weakness. The construction index has spent 10 of the past 14 months below the trend line, dragging it ever lower.

The number of single-family residential permits being pulled, a precursor to residential construction, has fallen to 100 per month in the region, a level last seen in late 1991. This growth indicator peaked at nearly 800 in early 2002 and was over 700 in early 2004. Construction is adding only about \$25 million to our economy each month, down from over \$120 million in 2004.

Motor vehicles, sales tax accounts

The trend line for growth in motor vehicle registrations turned down for the first time in the 17 years I have been collecting registration information. The dip in December was down to early 1998 levels.

The bright spot is new sales tax accounts issued in January. That number jumped from just over 200 in December, a normally low month, to more than 650 in January. Entrepreneurs apparently have confidence in the future of the Northern Colorado economy and the spending power of its residents.

This data series, however, has not always proven to be a reliable precursor to future economic activity. Entrepreneurs are sometimes like small investors, in at the top and out at the bottom.

Retail sales

Retail sales data continues to be released

by the state of Colorado with ever greater lags; the October data is not available as I write this on March 12. The lag is now over 130 days; previously it was 65 to 70 days. I'm increasingly relying on my forecasting model to provide data for current months.

However, models are not good at predicting turning points, so if there was a slowdown in spending during the Christmas season, we will have to wait until actual data is released. Slower retail sales would make recent weak growth in the Northern Colorado economy even weaker.

Bankruptcies

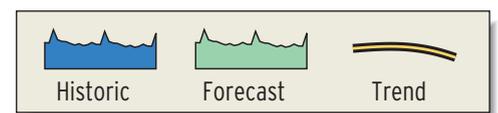
Bankruptcies in Northern Colorado have been increasing in stages after the Bankruptcy Act of 2005. They increased from less than 50 per month to about 100 per month, then to 150 per month and have recently hit 200 per month. These are approximately 2002-03 levels, suggesting that the Bankruptcy Act has had only a very short term depressing effect on filings.

I think the Northern Colorado economy is near bottom unless there is a severe national recession. The AVA Solar switch to southern Weld County will not significantly hurt the local economy and faster production may even give a quick boost to economic growth. Vestas Wind Systems is now in production and talking expansion in Windsor. JBS Swift is becoming more nationally and internationally integrated, enhancing the importance of its Greeley operations. Alternative fuels continue to look promising throughout the region. Maybe we've turned the corner.

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

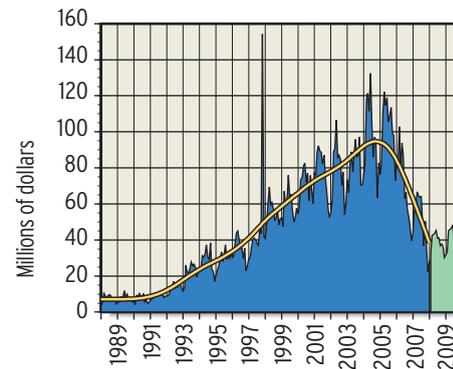
KEY

These economic indicators are provided by U.S. Dept. of Agriculture economist John Green.



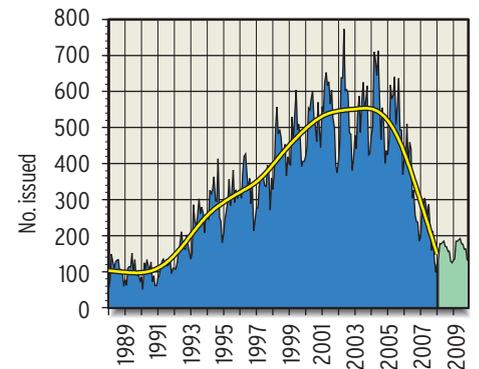
Single-family permit value

Housing permit value dropped to almost 1992 levels, the year the current growth period in NoCo began.



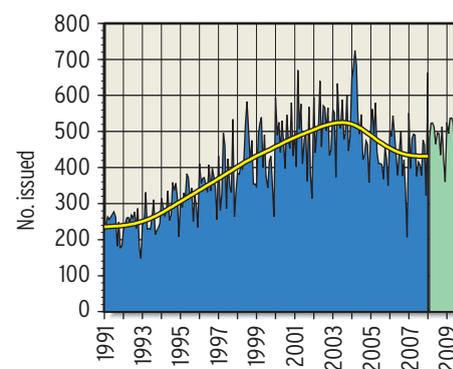
Single-family permits

Subprime publicity in August was the defining moment for Stage II of the decline in home construction.



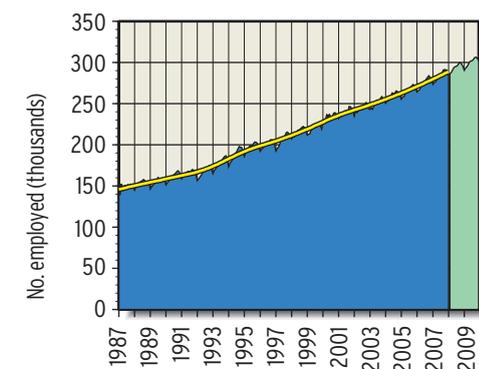
New sales-tax accounts

Sales tax accounts issued in January more than doubled from December with increases in Larimer and Weld.



Employment

Employment gains in 2007 followed the exact same pattern as in 2005 and 2006.



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How to make filing taxes less taxing this year

Plan now to make next year's taxes even easier to do

You just downloaded the latest update of TurboTax or received your notice from your CPA, and you can hardly wait to shuffle through last year's statements and receipts and start on your taxes. Right?

If not, you may benefit from these time and money-saving tips – ways to make the filing process friendlier to both the environment and your bank accounts this year and next.



GUEST COLUMN
Rachel Lane, CFP

Collect documents now

If you wait until the last minute, chances are you'll be too stressed out to take the time to find valuable deductions. Organize your tax statements and receipts in folders, separate your business, real estate and personal expenses, and gather proof of donations to charity.

Planning tip: Donate with credit cards so your receipts are recorded automatically.

Consider e-filing

Besides the obvious benefit to the environment, e-filing can also make your life a lot easier. According to the IRS, e-filers who choose direct deposit can receive their refund in as few as 10 days. Taxpayers can also decide to file now and have their taxes debited later, up until the April 15 deadline. Since additional checks are built into the software, the returns are more accurate which in turn helps reduce the possibility of an error letter from the IRS.

Planning tip: Check to see if your adjusted gross income allows you to take advantage of IRS Free File.

Determine if you owe AMT

An increasing number of upper-middle-income earners (making between \$150,000 and \$400,000) are finding themselves subject to the Alternative Minimum Tax, which sets a minimum tax of 26 percent to 28 percent (depending on the taxpayer's "alternative minimum taxable income") and disallows certain types of deductions to reduce their tax.

The Tax Increase Prevention Act of 2007 increased the AMT exemptions, which should help spare the estimated 19 million individual taxpayers from being subject to the tax this year and reduce the tax burden for the over 4 million filers who will still be forced to pay it, according to the American Institute of Certified Public Accountants.

To determine if you are subject to AMT

Learn more on the Web

You should know your financial situation better than anyone else. Check out IRS rules at www.irs.gov; what accountants have to say at www.aicpa.org; advice for older taxpayers at www.aarp.org, and 360 Financial Literacy at www.360financialliteracy.org for more information.

in 2007, go to the IRA Web site and follow the instructions in the 2007 Form 1040. Be sure to use this year's instructions, since the legislation is so new.

Planning tip: To help avoid the AMT, lower your AMT tax-preference items, such as state income and local real estate taxes, for any one year.

Contribute to your IRA

You have until April 15 to make your \$4,000 contribution (\$5,000 if age 50 or older) for 2007. In 2008, you'll be able to raise that contribution to \$5,000, or \$6,000 if you're over 50. This holds true for both Traditional and Roth Individual Retirement Accounts, provided you meet the eligibility requirements.

If you own your own business, you may also consider setting up and funding a SEP IRA for 2007; the deadline is also April 15

unless your tax filing deadline has been extended. April 15 is also the last day you can contribute to your HSA for 2007.

Planning tip: Consider setting up automatic deductions to fund your retirement vehicles throughout the year, which may be especially beneficial during the volatile time in the market.

Look into tax issues for seniors

Whether it's for you or your parents, realize that there are certain tax issues to consider. Depending on the amount of income, there may be taxes owed on Social Security benefits, pensions, annuities, IRAs and 401(k) plans. Property taxes may still have to be paid as long as you still own your home, although many states offer "homestead exemptions" and "circuit-breaker credit" for older homeowners. Last, if you've hired a caregiver for your spouse or dependent parents and are still working, there may be additional tax benefits for you.

Planning tip: With respect to Social Security, check to see if it may be more beneficial to delay receiving your benefits, especially if you continue to work longer than the "normal" retirement age.

Rachel Lane, CFP is an Investment Advisor Representative of Financial Network Investment Corp. and co-owner of LL Financial Group in Loveland. She can be reached at 970-613-1553 or laner@financialnetwork.com



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JBS, from 3

ny announcing the acquisitions said the deals were the final piece of its "globalization strategy."

"As part of JBS' globalization strategy, the acquisition of National Beef, Smithfield and Tasman represent the conclusion of an investment plan to build a sustainable platform for the slaughter, production and commercialization of red meat in the United States and Australia," said Joesley Batista, president and CEO of JBS S.A.

"This process began in July 2007 with the purchase of Swift & Co. and culminates with these acquisitions," Batista said.

JBS, which currently has beef operations in Brazil, Argentina, the United States, Italy and Australia, is spending about \$1.7 billion for the three U.S. companies and the

Tasman Group.

Kansas City, Mo.-based National Beef is the fourth largest in the nation and Smithfield Beef, based in Green Bay, Wis., is fifth in beef production. The acquisition of the two beef competitors would result in No. 3 JBS Swift jumping ahead of now No. 1 Cargill Meat Solutions and No. 2 Tyson Foods to attain the top of the beef heap.

A master stroke?

Stephen Koontz, ag economist at Colorado State University, said JBS's purchase of National Beef was a coup for the company.

"National, if you had to pick a packing company that's profitable, that's one," he said, noting that U.S. packing plants in general have been operating at a loss in recent years because of an overcapacity compared to cattle availability. "They've done well in a time when few are doing well."

Koontz said the proposed merger with National will also likely raise fewer objections by the Justice Department related to geographical overlap. "The only two that (could have merged) and not have the government disapprove are probably Swift and National because they don't have (packing) plants in the same places," he said.

Koontz said the decision to buy Smithfield's beef division and its Five Rivers Cattle Feeding operation — the nation's largest with three feed lots in Colorado and 10 total lots spread across five states capable of handling more than 800,000 cattle — was another smart move.

"What (JBS is) doing in part is diversifying," he said. "That cattle-feeding business is going to be a profit center and packing is a profit center."

So will JBS's profit significantly increase by having its own feed lots for its slaughter

"All of the major livestock groups say this needs a lot of scrutiny."

Jim Robb, director
Livestock Marketing
Information Center

plants?

"It really depends on how it's run," Koontz said. "It's a very smart part of a (business) portfolio."

Jim Robb, director of the Livestock Marketing Information Center in Lakewood, said he's certain the proposed acquisitions will get close scrutiny by the Justice Department, particularly the Five Rivers operation.

"Packers owning cattle feeders or livestock of any type has been a great source of political discussion and analysis," he said. "All of the major livestock groups say this needs a lot of scrutiny."

Robb said he doubts the deal will be dealt any fatal blows. "In bulk, I think the transaction will go through," he said. "It's going to take a while, at least a couple of months. There's really no timeline."

Robb adds a note of caution related to the deal's ultimate impact, predicting that some packing plants somewhere will likely have to close because of money being lost due to excess slaughter capacity in the industry. The most recent example came in January, when Tyson Foods announced it would close its Emporia, Kan., slaughter plant because of an ongoing cattle shortage.

"Packers have lost enormous amounts of money in the last few years," he said. "All of us (industry observers) expect another plant to close in the U.S. somewhere."

Greeley commitment strong

JBS has said it does not plan to close any of its beef processing facilities, and JBS Swift CEO Batista said March 21 at a Greeley Chamber gathering that the company was committed to keeping a strong presence in Greeley, even planning to add about 300 more employees to its 3,600-employee work force to fill jobs in a new trucking and maintenance operation.

"We expect that these acquisitions for JBS (will) increase more our business here, our people, and to expand our size here," he said.

Batista also noted that the family-owned business — started 55 years ago by his father — has been experiencing a growth rate of about 30 percent annually over the last 20 years and that he expected that to continue.

Colorado cattle producers will be closely watching that growth and are, at least for the moment, both anxious and excited about it, Fankhauser said.

"We're lucky to have (JBS Swift and Five Rivers Cattle Feeding) in the state and we want to keep them in the state," he said. "It's exciting to see people excited to be in the beef industry and JBS has been that way."

There is a wariness that still hasn't been resolved, he added.

"I think people are legitimately concerned that the nation's largest packer will be owning the nation's largest feeder," he said. "We still need to hear what the company's proposals are, because the beef industry has always hung its hat on an open and competitive way of doing business."

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"A relatively small number of mammals are capable of doing this."

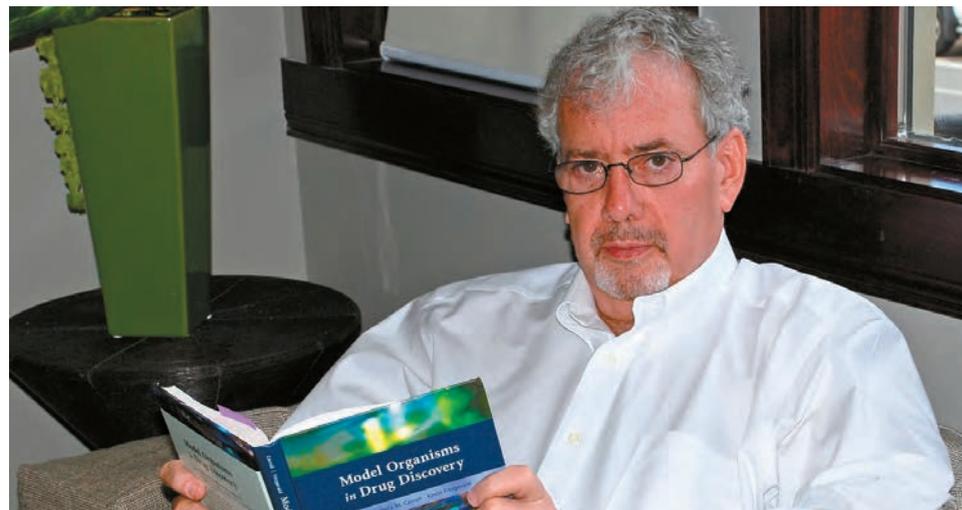
Tom Marr, founder and CEO
Hibera

Arctic ground squirrel's true, or profound, hibernation.

"A relatively small number of mammals are capable of doing this," Marr said. The ground squirrels he studied could hibernate for up to nine months, their body temperatures sometimes dropping below freezing and their hearts beating a mere four times each minute.

At the end of the hibernation season, the creature's rewarmed and begins to function normally in just a short time. Discovering how squirrels survive the hibernation process without damage to their body systems could aid scientists in developing drugs to combat human diseases.

Marr characterizes his ground-squirrel research as "discovery-based" but with a lot of potential.



Peter Wayne, Boulder County Business Report

SERIAL ENTREPRENEUR – Tom Marr, who founded biotech company Genomica in 1996 and sold it in 2002, has started Boulder-based Hiberna, another biotech firm, in hopes of creating early detection tests for cardiovascular disease or for metabolic disorders, such as diabetes.

STARTUP, from 3

"There are numerous animals that do extraordinary things, and I think it's an untapped resource," Leinwand said. The more common practice is to conduct research on mice and rats bred for use in laboratories but with less genetic diversity than animals in the wild.

One of the extraordinary things under study is the Burmese python's irregular eating patterns, which require the snake's stalled metabolism to rapidly rev into high gear after consuming its infrequent meals.

"Pythons can consume meals that approach their body weight," Leinwand said, leading to changes in the snake's body.

For example, the python's body floods with insulin by more than 40-fold, something that would kill a human. The snake's heart doubles in size in just two days.

"And it's new muscle, not just accumulating fluid," Leinwand said.

Then the heart returns to normal within a week. The rapid growth of the python's heart interests Leinwand because disease-induced heart enlargement in humans is a good indicator of increased mortality.

"You can predict that these people with grossly enlarged hearts have a higher risk of death," Leinwand said. Insights provided by python research could yield the key to drugs that can stop that enlargement, Leinwand added.

"The ability of the python's heart to get bigger and then smaller could then lead to new therapies in humans," Leinwand said.

Leinwand is currently screening python's' blood.

"We want to find whatever it is in the python's blood stream that the heart is responding to," Leinwand said. It's possible such a marker could lead to the development of a blood test to detect human heart enlargement without needing a tissue sample.

Demand for research

Leinwand and Hiberna recently received a \$100,000 investment from the University of Colorado's Technology Transfer Office to continue her research.

While a heart disease-detecting blood test is still a long way off, Hiberna's research could meet a huge demand.

"So if you look at the cardiovascular market, it's billions in unmet needs that people have not been able to treat heart failure or detect it," Marr said.

Marr and Hiberna linked with Leinwand more than a year ago, noting similarities between Leinwand's python research and Marr's own work.

Marr spent three years at the University of Alaska, starting in 2002, researching the

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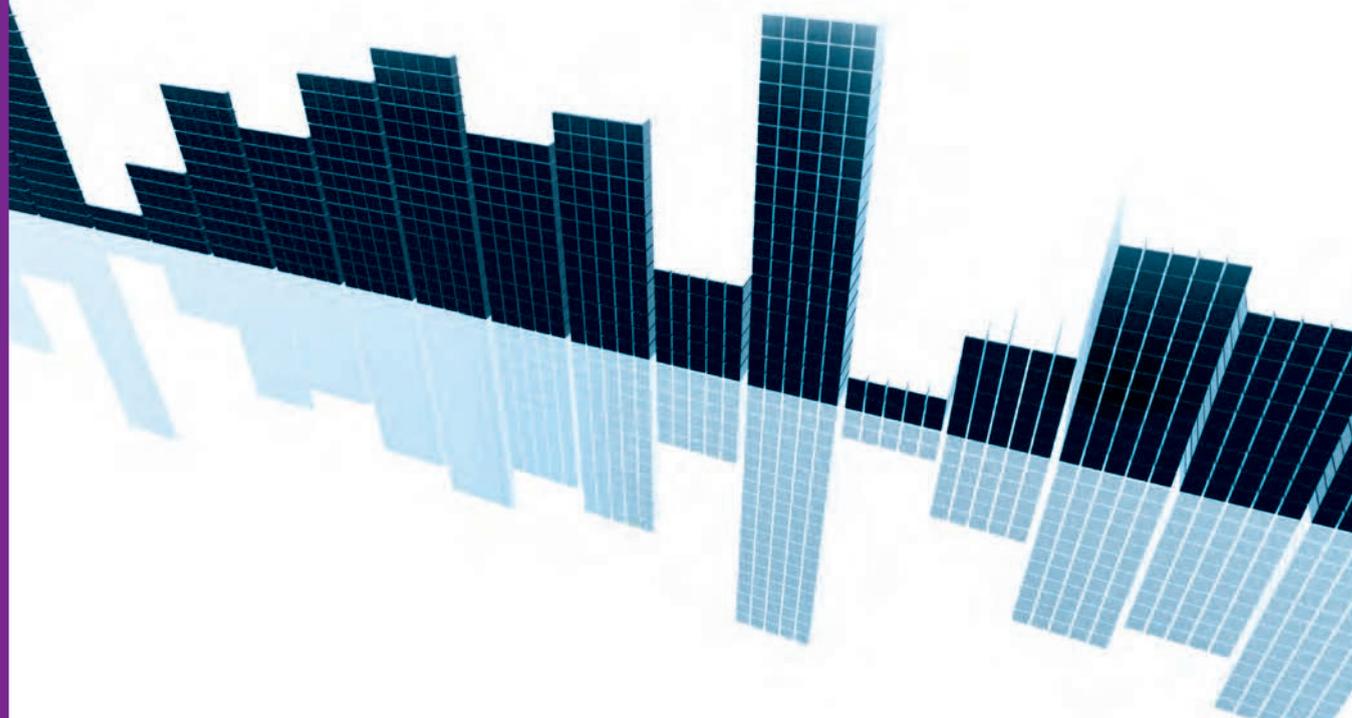
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HIRING, from 11

search people crave personal interaction, including receiving phone calls rather than e-mails and feedback rather than no explanation for why the job went to another candidate.

From the employer's perspective, this can seem a tedious use of time or just uncomfortable situations to avoid. However, these interactions can actually be seen as high payoff activities. A former employer taught me a valuable lesson: "Every opportunity to interact with people is an opportunity to send a message." I still think of it every time I answer the phone.

If every employee thought of his or her company in this manner, there would be an entirely different image portrayed in the business community, especially with regard to hiring.

Old-school methods work

If hiring good people who fit their jobs and the company's culture is truly a top priority, restoring a system that follows old-school methods is a key component to successfully attracting employees. Training staff to engage with callers inquiring about their company in a way that shows interest, professionalism and respect is the first step in creating a high integrity process. Implementing a human-to-human system in your workplace does wonders in creating a warm, friendly impression out in the public and creates a sense of high-touch interaction.

Every contact that is made, whether solicited or not, is an impression. If a potential candidate is treated poorly, he or she has immense amounts of ammunition to take out into the public and do damage to your company's name. Even one person leaving your company with a soured image of the business is not good.

A system that includes followup regarding resume submittals, interviews and hiring selections is critical in ensuring that the right message is being delivered every time. Leaving it up to the public to create the image is not an effective way to promote solid relationships or trust; communications training and systems are vital.

Empowering staff to make a difference in hiring and retention allows for a team effort and creates a culture where each employee feels responsible for the daily working environment. Pride in the

"Every opportunity to interact with people is an opportunity to send a message."

business is what every employer hopes for — that the employees will appreciate the company as much as the owners do and that they will treat it as their own. This has to start at the hiring phase, not just in the theory or in the company mission statement.

Steps to restore integrity in hiring

- Train employees to speak to callers and walk-in job seekers in a friendly, professional manner. Teach them to ask questions and direct inquiries appropriately.

- Create a follow-up system for the hiring process. Train employees to send out a response e-mail or card once a resume is received and indicate what the process will include from that point.

- Send follow-up correspondence or call candidates when they are not going to be interviewed or selected. If they ask for feedback, give it to them. It will help them in their search to know why they were not chosen for hire.

- Equip your employees with a referral system. Gift cards, cash bonuses, time off, or other perks go a long way in creating a culture where employees want to bring people in, not just keep them out. This method of internal referrals is a proven system in increasing retention numbers. It also helps build a strong company culture as employees will tend to replicate their own values and personality traits by those they select to work with them.

Overall, teach your employees that they are representatives of your company at all times and in every interaction. Educate employees on the meaning of "integrity" and how to infuse it into every interaction with the public.

Dawn Duncan is a professional recruiter and human capital management consultant and co-owner of Creative Career Connections. She can be reached at 970-221-3511 or dawn@careerdesign.com.

THE EYE, from 3

two swooshes. In its branding campaigns for other communities and regions, including Greeley, Northstar has produced more swooshes than Nike. And people don't like 'em, as indicated by the blogging frenzy that's overtaken local media Web sites.

Now, travel back to March 1975, when the geese-and-Horsetooth logo made its debut. Brunton's mailbox began filling with letters from residents who found all manner of reasons to trash the new logo as well as defenders of the brand-new brand.

Reading between the lines of a letter from **Elizabeth Ralph**, dated March 24, 1975, the Eye learns that the Fort Collins Police Department was well populated with logo critics. The implied message from cops: Please, please don't put those geese on our cars. They look ridiculous.

"One would hope that the movement within the police department of Fort

Collins to remove the new logo from their patrol cars does not succeed — particularly if replaced by badges and emergency numbers," Ralph's letter to Brunton began.

"I am, of course, sorry about the ridicule policemen receive. ...To remove the emblem for that reason would suggest they have lost their much needed equanimity and sense of humor."

Mr. and Mrs. John A. Kellemeier, in a March 23, 1975, letter to Brunton, took a different tack.

"We, too, do NOT like the new City of Fort Collins emblems on the city vehicles. Not just the police cars, but all of the vehicles," they wrote. "That is our two-cents worth. Thanks for listening."

As the *Business Report* trundled off to press, the city had just released a request for proposals from local design firms for "an additional logo option." Then the two will go head-to-head in the unforgiving court of public opinion — online this time.

Stay tuned.

INCUBATOR, from 3

associate professors in the Department of Clinical Research in the Colorado State University College of Veterinary Medicine and Biomedical Sciences — decided last summer that the work they were doing was better suited for the commercial world, rather than the academic one.

“There was enough demand from the vets that we decided it should be a commercial service,” Kisiday said.

No benefit claims

Advanced Regenerative Therapies does not make any claims about the potential benefits of stem-cell therapy on joints, tendons or ligaments. In fact, they avoid them. Instead, Kisiday explained that the company’s business is the growth of stem cells as a service to veterinary clients. What the vets do with the cells, and what impact it might have, is the clients’ business.

So far, the company’s stem cells have been injected into more than 125 horses across the United States and tried in one canine case — an agility dog showing signs of a torn ligament. They hear the dog is back in competition.

For now, the company is made up of its founders and lab director Cristin Keohan. Kisiday said that neither her nor Frisbie plan to be any less than full-time at CSU. For that reason, the relatively small corner office that Advanced Regenerative Therapies keeps at the incubator works fine.

“This has been perfect for us,” he said. While the company only requires a small space now, the flexible lease allows opportunities to expand within the incubator program as the company grows. As for other incubator services, such as business consulting, the company has not needed to tap into them.

“We’re a bit different in that our business is established,” Kisiday said, explaining that the company has decided to work only with a select group of clients — veterinarians they can count on to use the stem cells in the appropriate cases for the best possible outcomes.

Roommates in new building

Advanced Regenerative Therapies is the last company to squeeze into the newest building for RMII. The company’s roommates include Sprig Toys, a kid-powered toy company, and Czero, a clean energy technology firm. The building, the former home of the city’s budget department, was called the Budget Cottage. True to its roots, the space is now known as the Innovation Cottage.

“It filled instantly,” said Mark Forsyth, director of RMII. “Even the break room was taken as an office.”

Finding space for incubator companies is always an issue. Startups are given below-market rates and the city of Fort Collins is their landlord. Forsyth said current incubator companies are looking for more space in addition to a waiting list of companies hoping to join the program.

In an effort to alleviate the cramped quarters, the city will allow the incubator program to expand into offices next door to 200 W. Mountain Ave. The offices, totaling about 2,000 square feet, currently house the city’s natural resources department. Forsyth said there is not a firm date for when the natural resources employees will be moved into their new offices. Once that move occurs, the space could be ready for incubator companies within three weeks.

This expansion is only a temporary fix though. A committee of RMII board members is focused on finding a single space for the incubator companies that could include wet lab space for bioscience firms. The

group is in the process of digging through several proposals right now.

Forsyth said that the concentration of all the young companies in one space presents many opportunities.

“The more mass in one place means more opportunities to share,” he said. Companies will be able to share the cost of communication and business resources, and even possibly share employees.

The number of entities to share has been steadily increasing. In addition to Advanced Regenerative Therapies, the incubator program has also recently added GenieCo LLC and Firefly Medical to its lineup.

Firefly Medical recently unveiled the prototype for its first product — the Infusion Management System, an intravenous and bedside utility table. The company touts the IMS as an answer to outdated patient assistance tools. Forsyth said that Firefly is not currently seeking space at the incubator, but is looking to the program for assistance with investor services and capital raising efforts.

Niche business software

Like Advanced Regenerative Therapies, GenieCo is counting on a niche market with an initial equine focus. The company is just weeks away from officially launching its EquineGenie enterprise resource planning software.

Company founder Bob Valentine developed the idea for the software in early 2005, shortly after retiring as vice president of corporate operations for Veeco Instruments Inc.

Upon retirement, Valentine shifted his focus to his Arabian horse ranch on North County Road 1 in Fort Collins. He found that he could not find a well-rounded software program that could help him manage his operation. Most of the functions of the available programs were no more complex than a basic spreadsheet.

“I decided, why don’t I develop a program, since I’m retired,” he said.

In formulating the possibilities for the program, Valentine realized that he was addressing issues that were faced by many small businesses in niche markets.

The software includes tools that will provide business management and forecasting, health-record tracking and finances — all packaged in an intuitive, point-and-click interface. EquineGenie, for example, will not only track hay inventories, but also alert the user to the best time to purchase more and cross-reference hay consumption with horse weight to determine if an animal is being overfed.

The product comes available as stand-alone software or can be loaded onto a Hewlett Packard PDA, and the purchase comes with a one-year subscription to the WebGenie Web site.

While the first product will be focused on the basic equine market, GenieCo plans to produce iterations that will work for other animal markets and even for niche-market small businesses.

“It goes on and on,” Valentine said of the possibilities for the software.

GenieCo has already landed a major client — Colorado State University’s equine program, which plans to use the EquineGenie tool in an equine business program it is developing.

GenieCo’s product has been in development for more than two years. The company’s 10 employees are preparing to launch the first product into the market while also continuing to develop other focuses for the platform. Valentine said the incubator, which the company joined in January, has already been an invaluable tool.

“This is a great opportunity, the incubator,” he said. “The best thing about it is you’re around people trying to do the same thing you are doing.”

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WIND, from 2

of the project, Green Light Energy Inc., chose the site. It also worked out deals with private landowners and the State Land Board, for long-term leases on land within the boundaries of the western portion of the federal Pawnee National Grasslands.

Greenlight was later purchased by BP, which continued to partner with Babcock and Brown. The project received final approval from the Weld County Board of Commissioners in August 2006.

Groups chime in

During the approval process, a number of agencies, landowners and interested parties — including the Audubon Society — gave comments and testimony on the project. Troy Florian, district wildlife manager

for the Colorado Division of Wildlife, said his agency was concerned about the project's potential wildlife impacts.

"One of the primary concerns was the direct impact on avian as well as bat species," Florian said. "We asked for nesting corridor buffers away from the wind infrastructure."

Of particular concern was the 100-foot-tall escarpment that runs through a portion of the grasslands, where many raptor species build nests. The developers were asked to keep the turbines at least one-quarter mile from the edge of the escarpment so as not to drive away the raptors or increase the risk that they would be killed by the rapidly turning blades.

While some of the turbines were moved, others were located within the quarter-mile setback because that's where the wind lifts best and maximizes the electricity-produc-

ing capacity of the turbines.

Sarah Howell, a BP spokeswoman, said the project developers made an extra effort to avoid harming bird populations in the area.

"We did many studies with nationally renowned wildlife consultants to the wind industry before developing the project, including adjusting layouts to minimize impacts to sharp-tailed grouse (a Colorado endangered species) and moving turbines back away from the escarpment edge in many cases to minimize potential impacts to raptors," she said. "We also worked closely with the Colorado Division of Wildlife on final site design to minimize bird impacts."

Bird lovers not impressed

Ken Strom, director of bird conservation for Audubon Colorado, said he is disap-

pointed that Cedar Creek's developers did not move all the turbines away from the escarpment.

"In terms of the outcome of the hearings, I don't think (our concerns) were adequately addressed," he said. "I think they tried to meet a number of our concerns but they fought to move a minimum of the turbines."

Strom notes that some birds will be killed as a result of having the turbines within their traditional nesting areas and others will simply avoid the area out of fear of the constantly whooshing towers.

Strom said the project is ironic in that it produces clean energy but also has negative environmental impacts on wildlife.

"The Audubon Society, along with a lot of other people we work with, are strongly supportive of wind energy and it needs to be part of our national energy future, but we don't want it to succeed over conflicts with other public concerns," he said.

Kevin Cook, a Fort Collins-based naturalist, said improvements in wind turbine designs — which used to be smaller and more deadly for birds — have reduced the mortality to a large extent.

"The industry started making bigger blades, and now birds can see them and there are far fewer collisions," he said.

Cook said a recent study showed a national average of 2.3 birds killed per turbine tower per year. He said that compares to the average house cat that kills between two and 10 birds per year.

"It's one of those things where people are selective in their indignation," Cook said.

He also notes that the area where most of the concern has been focused is not a place where bird watchers would notice a change.

"It's really beyond the area where most birders spend their time," he said. "And in most of the areas out there there's no legal access to them."

The turbines sit on about 118 acres of the 31,000 acres in long-term leases between the developers and private landowners and the state.

Still, Cook said it's unfortunate that the turbines were erected where they were.

"It's like putting these wind towers right on the edge of a national park," he said.

Silver lining?

William Burnidge, Northeast Colorado project director for the Colorado chapter of the Nature Conservancy, said BP Alternative Energy has been working with his group — one of the largest nature conservation organizations in the world — to further minimize Cedar Creek's impact on wildlife.

Burnidge said developers have been cooperating with the Nature Conservancy to purchase conservation easements around the area to expand nesting zones for any species displaced by the project.

"By the end of the year, we hope to have 10,000 additional acres under easements," Burnidge said.

"We are working cooperatively with (TNC) to show that wind-energy development and conservation efforts can work hand-in-hand in the same region," said BP spokeswoman Howell.

Burnidge said despite its flaws the Cedar Creek project may end up being a model for other wind projects to emulate.

"Is it a perfect project? Very few are," he said. "Does it give us a model for how alternative energy and wildlife conservation can go forward? That's our goal."

"There's going to be a lot more wind-power projects in Colorado, so we need to learn how best to go about doing it," he added. "That's the tricky point — can you achieve both? But that's what we're working hard to achieve."

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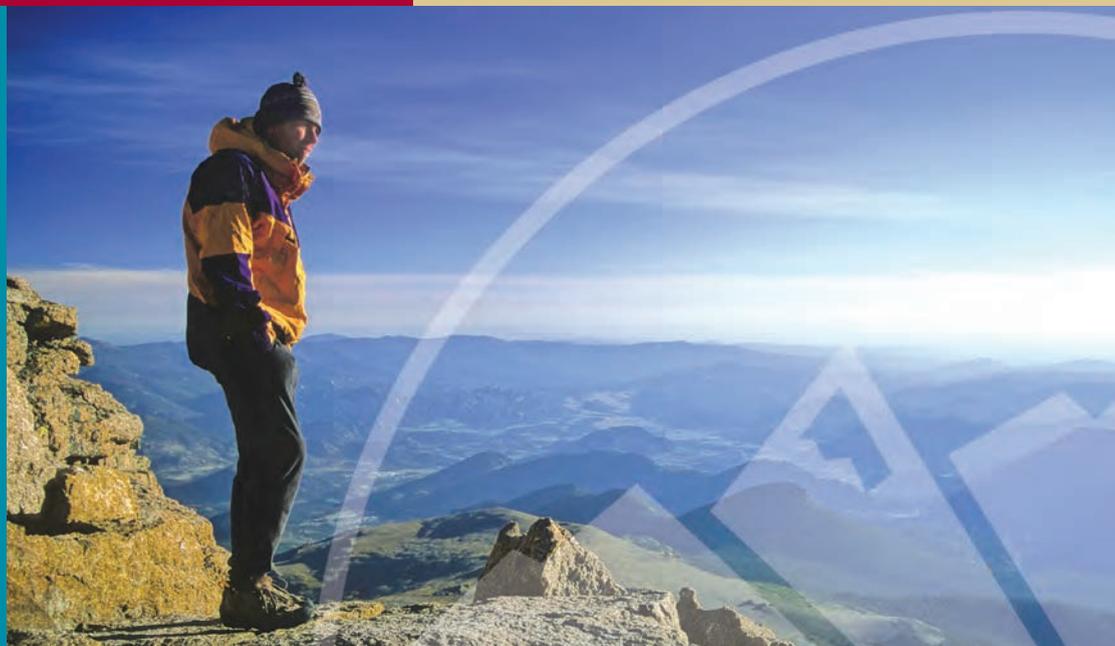
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- "Applied Films files public offering," 10/1/97
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- "Applied Films comes to end of the road," 9/14/07
- "AVA Solar chooses Longmont for plant," 3/6/08

AVA, from 1

south of the Del Camino commercial center.

They also reiterated their commitment to maintaining engineering, administrative and research and development functions in Fort Collins, perhaps in a new building as the company's revenue grows.

AVA is among a dozen or so companies chasing a market for cheap solar energy, driving product costs down to the \$1-per-watt measure, making it nearly competitive with traditional, fossil-fuel-based energy sources.

The process involves depositing a chemical compound called cadmium telluride on ordinary sheet glass, rather than using expensive crystalline silicon like the material used in computer chips.

While the technology is not unique, AVA Solar's production methods are, and those are the patents that the company relies on to ensure its market position. Company president and CEO Pascal Noronha and his staff are pursuing a system where multiple, high-speed, automated production lines can mass-produce the solar panels at a rate that surpasses what competitors can deliver.

'Perfect fit'

AVA's vice president for operations, Dave Halter, in response to e-mailed questions while away from Fort Collins, outlined the four categories that made the Longmont location ideal for the company, including:

■ **Utilities:** "It has all the major utilities we need to install our first production line," Halter wrote. "It has ample electrical power, de-ionized water, compressed air and chilled water," all of them critical components of AVA's manufacturing process.

■ **Size:** The building's elongated, rectangular shape is made to order for AVA's enclosed, automated production lines. "It's not too big, has good ceiling height, appropriate parking and the right ratio of office to production space," Halter wrote.

■ **Timing:** Perhaps the most critical factor in the company's decision to begin its manufacturing process in the building near Longmont was the rush to begin installing manufacturing equipment sooner than the eight- to nine-month construction timetable for a new building in Fort Collins. "This building is empty and available now with minimal retrofit," Halter said.

■ **Cost:** AVA's lease of the Applied Films building, terms of which were not disclosed, are presumed to be in the \$6 to \$7 per square foot range that the industrial market bears. "It is significantly less expensive than building a new building," Halter said.

Some within the company, and even officials at Colorado State University where AVA was hatched in mechanical engineering laboratories, have also suggested that the move is environmentally responsible.

"We've heard that it makes a lot more sense, environmentally, to recycle an existing business rather than build a new one," said Russ Kanjorski, AVA's director of strategic planning.



Business Report file photo

SUNSHINE BOYS – In their Colorado State University laboratory in 2005, cofounders of AVA Solar Inc., from left, Al Enzenroth, Kurt Barth and W.S. Sampath display a 16-inch square solar panel that will generate electricity at a lower cost than coal, natural gas or any other conventional fuel source. The company is poised to begin full-scale production in Longmont.

Fort Collins boon

City and university administrators who had expressed dismay at AVA's decision to scrap plans for a manufacturing center in Fort Collins should find more than just a little consolation in the company's commitment to maintain research, engineering and administrative functions there, company and university officials said.

Jobs in those categories, expected to rise to about 150 over the next year, are in categories that pay as much as three times what the production jobs in Longmont will offer.

"In many regards, the challenge is that AVA was ahead on their commercialization schedule," said Hunt Lambert, CSU's associate vice president for economic development. "While it's been painful to go through this, the fact remains that the company's presence, with its highest-paying jobs, stays here."

With about 400 workers expected to be at factory jobs at the former Applied Films building, the economic benefits from payrolls at the two locations actually tip in Fort Collins' favor, according to a university source who asked not to be identified.

In fact, university officials are awaiting a proposal from AVA to build a new center to house those functions on university-owned land at Prospect Road and Interstate 25 where a new renewable energy research and development park is planned.

"As we scale up and begin generating significant revenue, we anticipate building a world-class, global R&D and engineering function locally," Kanjorski said. "Many of those jobs will be high-paying, executive positions, and some will require us to recruit nationally. We are already attracting very senior people from Silicon Valley based upon the promise of the company's technology."

AVA currently operates in leased space in the Interstate 25 Business Park, on the southeast corner of I-25 and U.S. Highway 14, and has recently expanded into a second building to house a growing staff. When Kanjorski joined the company in his planning position in July, AVA had 20 employees. The count has more than doubled since then, rising to 46 in late March.

Financially sound

Kanjorski discounted speculation in some parts of the Fort Collins community



Map by Business Report

REGIONAL PRESENCE – AVA Solar Inc., having leased the former Applied Films Inc. manufacturing center near Longmont, will maintain R&D operations and its headquarters in Fort Collins, possibly building anew at the proposed CSU research park near Prospect Road and Interstate 25, while making its solar power-generating modules 30 miles to the south.

that the company faced financial trouble that played a role in the change of plans.

"A few of our competitors openly boast about their funding, putting out press releases saying things like, 'We've just closed on \$100 million,'" Kanjorski said. "We've taken a different approach. We don't necessarily want our competitors to know how much money we've raised."

He said the company has raised "tens of millions" in capital, a large portion of it from an unnamed \$4 billion private equity fund with offices in New York, London and Paris.

"To date, we have been very cost-conscious and spent only a small fraction of these funds, and we are therefore currently very well capitalized," he said.

Investment inquiries have been rolling in from all quarters, but so far the company has turned down most offers, he said.

The single, most important force that drove AVA to lease the Applied Films building was speed to a market that is nearly insatiable.

"Demand currently exceeds supply, and it is still relatively easy for new manufacturers and technologies, like AVA Solar's, to enter the market," Kanjorski said. "This window will narrow over time as successful, early market entrants gain market acceptance, build strong supply chain partners, achieve significant scale and lower their costs."

Kanjorski said that the manufacturing process has been successfully developed at a rate that makes gearing up for mass production essential now, not next year.

"We have been able to speed up delivery for our large-scale manufacturing equipment, some of which will begin arriving as early as next month," he said. "Once delivered and installed, it is very difficult to move this equipment, thus we needed to find a permanent manufacturing facility faster than originally anticipated."

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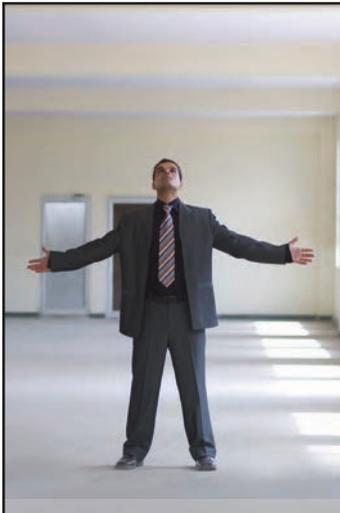
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EL TIGRE, from 11

He paid \$125,000 for the Greeley station, which he estimates is now worth about \$1 million. *Business Report* research shows the station reported revenues of \$650,000 for 2006, up from \$500,000 in 2004, which placed it on the *NCBR* Mercury 100 list of fastest-growing companies last year.

Joe Tennessen, for many years the owner of Greeley's KFKA, also bid on the station. When he lost out to Salazar, hard feelings did not ensue.

"Joe was the first person to come into the station to welcome me, wish me luck and offer assistance in anything I would need," Salazar said. "I have called on him."

Tennessen said that although he was disappointed that he didn't get the station, Salazar was actually the better fit.

"He had a great deal of experience in Spanish language music," he said. "He picked the right format, got the right people, and has done a really good job. The station is now commercially viable."

The 1,000-watt station, which broadcasts at 1450 on the AM dial, has studios in downtown Greeley and employs six people full time, including four on-air personalities.

Salazar said that since his early days in radio, he has studied the industry to learn what successful stations are doing and what failing stations weren't doing.

"Successful stations basically market to their audience, and just as importantly, to their advertisers because we deliver a lot of pairs of ears to the advertisers," he explained. "Advertisers invest in buying air time on stations when they know they'll get a nice return on their investment."

Lucrative Hispanic audience

KGRE's advertisers range from mom-and-pop businesses to large-scale auto dealers.

"The Anglo business community is realizing that Hispanics represent a lot of money and they're going after it," Salazar said. "They use my station as a means to get to them."

KGRE, also known as El Tigre, plays a mix of Spanish country and some talk, including a Saturday show spotlighting

School District 6. Most of the programming is targeted toward young Hispanics ages 18 to 29 in Larimer and Weld Counties.

"That's (the demographic) where the majority of the population is," Salazar said, estimating his audience at between 60,000 and 70,000 listeners. Older Hispanics, he explained, move back to Mexico. "Not only in our market, but in the whole country."

Salazar added to his radio station holdings a year and a half ago with the acquisition of KFVR-FM, La Junta/Pueblo, which covers much of southern Colorado. The radio station currently has offices in Rocky Ford, 10 miles east of La Junta, but Salazar plans to make Pueblo the base of operations once the Federal Communications Commission gives the go-ahead.

Salazar also expects to get KLMI-FM up and running this spring in Laramie.

"It's kinda the same case as when I bought KGRE in Greeley," Salazar said of the station. Though the Hispanic population in Laramie "is not that great," he expects the station to be a gold mine. "No one is serving them."

Salazar's primary competition comes from the Denver-based Spanish radio stations.

"I have been able to stand my ground," he said. "They try to erode my audience and revenues, but they haven't been able to do so mainly because they appeal to a different market or different demographics."

Plus, he added, his advertising rates are considerably lower than those charged by the metro stations. "Sometimes they have tough times selling in Denver, so they come out and try to steal customers from me."

When it comes to being involved in the community, it's difficult competing with Salazar and KGRE. The station has special promotions during Cinco de Mayo, Mexican Independence Day and other holidays.

"We give away toys, give away food, bring in free concerts. We give comfort to people. That's the key to success of our station," said Salazar, explaining that the station regularly picks listeners for whom they pay a month's rent or minimum payment on a credit card.

That's what makes every day fun, said Salazar. "Every day is different. There are new opportunities, new satisfactions."

TECHNOLOGY, from 6

Web site of the month

Employers bemoan the time-waste that is the Internet. Studies are released every week attaching price tags to the resources wasted by employees goofing around on their favorite sites — yes, even MySpace and Facebook — or managing their fantasy football team or buying the latest about-to-be-obsolete technology. Last year, 7,763 computer users at six federal bureaus and offices spent more than 2,000 hours accessing game and auction sites during a single, randomly selected week — our tax dollars at work.

In an effort to cut down on your surfing time as well as justify my own daily surfing habits, I will include a fun, interesting or helpful Web site that might be worth a few minutes of your day. Although there are no specific criteria for inclusion, I will promise to keep away from any sites that might alert your IT manager — or boss.

For this month, I've selected a site set up by an unlikely source: The U.S. Postal Inspection Service. The site, www.fakechecks.org, is actually a collaboration among the National Consumers League — which is supported by the Postal

Inspection Service — several of the nation's largest banks and other entities. The site is part of a larger initiative called the Alliance of Consumer Fraud Awareness.

I know that *Business Report* readers are savvy to all of the e-mail scams out there, but this site is worth a visit for its sheer entertainment value. For any fan of the Citibank identity theft commercials, the homepage of fakechecks.org is priceless. Deeper into the site are videos in a somewhat cheesy hidden video format. While the lessons seem pretty obvious, the scenarios created by the host are comical as are the reactions of his unwitting participants.

On the technical side, the site is clean, loads quickly and makes good use of Flash (I am easily annoyed by overuse of the tool). Check it out, but not on the company dime.

If you would like to recommend an interesting site to feature in this column, feel free to e-mail me the URL and a few words about why you like it.

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

PROGRESSIVE, from 1

“We think it’s really important to pull our neighbors to the west into us,” he said. “We have to develop partnerships and make sure any positions we take are really understood by the more populated units.”

Melanie Worley, Douglas County commissioner and also a member of Progressive 15’s board, said she’s glad her county – the fastest-growing in Colorado – chose to become part of the organization.

“Douglas County has a very urban pace to it but it also has a very rural atmosphere as well,” she said, “Progressive 15 is an organization that we feel strongly we should belong to.”

Long process

Shull said the Regional Vision Report is the culmination of a process that took more

than a year and gathered over 500 comments from a variety of interests spread across the 15-county region. In addition to holding onto and strengthening agricultural values, the report emphasizes regional cooperation, planning and sharing of services.

The report also calls for the building of a sustainable economy that focuses on encouraging local entrepreneurs, expanding tourism, supporting historic downtown districts, affordable housing, transportation, education and equal and affordable access to communications technology across the region.

Shull said one major emphasis of the region is water, a key factor in the preservation of the region’s most important economic engine.

“Water will continue to be the No. 1 issue for Progressive 15 because it’s such a complex issue,” she said.

Shull rejects any notion that Progressive 15 is primarily an ag-focused organization with little in common with more urbanized areas. She notes that several Denver metro counties — Adams, Arapahoe and Douglas — are members of Progressive 15.

She notes that access to transportation is critical for both urban and rural residents, as is the preservation of agriculture.

“Ag is open space,” Shull said. “If you don’t protect it, you’ll have asphalt everywhere. I think we have more in common than people think but it’s just from a different perspective.”

Larimer County was once a dues-paying member of Progressive 15. Today it is included in name only because the county decided to stop funding its membership a few years ago. Commissioner Kathay Rennels said dropping out of the group was “a budget-cutting decision” that had nothing to do with its perceived effectiveness.

Rennels said she believes Progressive 15 has since developed into a more mature organization and re-joining the group “would be a worthwhile conversation.”

Shull admits Progressive 15 has had “more of an Eastern Plains focus” in the past but that’s been changing in recent years.

“As we go forward, I’m hoping Larimer County becomes a strong member,” she said, noting that Fort Collins Sen. Steve Johnson worked with the group last year on transportation issues and Johnson is running for a seat on the county commission.

Shull said Progressive 15 has slowly been raising its profile and is now poised to be an active player in Northern Colorado.

“In the last year we’ve been contacted for every panel and decision,” she said. “I think we’re being recognized as the go-to organization and we have a seat at the table on every issue that affects us.”

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BBB to honor value of trust with Torch Awards

Business ethics put in spotlight with annual local presentations

On April 24, Better Business Bureau serving Northern Colorado and Wyoming will honor eight businesses at our 10th Annual Torch Awards for Business Ethics.

Those we will honor as well as those we have honored previously are shining examples of how businesses built on trust not only thrive, they succeed.

But as we've seen in past years, trust is a complex issue in today's society. In various sectors and to varying degrees, we have at times lost faith in the very institutions that made this country great — the government, the military, the church, the media, schools, the nonprofit sector and certainly business.

Each has let the American consumer down at some point or another. Each has given us a reason to shake our heads, to heave a collective sigh, and to increase our skepticism. Each makes us feel less connected to the communities that should sustain us.



GUEST COLUMN
Pam King

Robert Putnam, author of "Bowling Alone: The Collapse and Revival of American Society," says, "People who trust others are all-around good citizens, and those more engaged in community life are both more trusting and more trustworthy. Trustworthiness lubricates social life."

Trust is more than an emotion or a feeling. Trust requires a certain amount of logic, as well as a willingness to be vulnerable. Logically, we assess a situation and rationally weigh the potential in terms of gains or losses, and make a decision whether to trust someone based on our perceived probability that they won't let us down. We open ourselves up to the interaction and, if it is successful — that is, we feel as if we have not lost more than we gained — then we will trust that person in a similar future circumstance. Trust develops because we have experienced trustworthiness.

Trustworthy behavior, repeated time and time again, is what is required to build true and lasting trust. The predictability of trustworthy behavior is critical to building and maintaining trust. Trust means being able to predict what other people will do in a given situation. When we surround ourselves with people we trust, we create a safe environment and we help ensure a better future for ourselves.

The saying, "It takes years to build up trust, and only suspicion, not proof, to destroy it," is truer than ever in the age of instant communication, where a momentary lapse in judgment can tarnish a repu-

tation instantly. We get to skip suspicion; the proof is there, often captured on someone's cell phone camera. Do something particularly foolish and find yourself forever enshrined on YouTube. Just ask Michael Richards or Lindsay Lohan or Alec Baldwin.

Value of trust

In addition to being probable and predictable, trustworthy behavior must have a perceived value. The bulk of our relationships with other people are based on exchanging one thing for another. Goods for services is an easy exchange — either the goods you sell are as described or they are not. If the goods are satisfactory, then the exchange is satisfactory and you've won the customer's trust.

The exchange of labor for money is a little more complex. All the variables that go into establishing working conditions, assessing productivity and distributing wages can lead to many interpretations of the value exchange. Reciprocity is critical to the success of this exchange, and it is in a constant state of flux.

Intent plays a much greater role here than in the exchange of money for goods; good employers provide working conditions that are acceptable to the large majority (if not all) of their employees. Good employees provide both the quality and quantity of work the employer has decided is appropriate.

We need to be so committed to trustworthy relationships — with our cus-

tomers, shareholders, employees, vendors and others — that we do not look for immediate reciprocity.

To be successful in the 21st century means to hold fast to the tradition of trust in all aspects of society. We must reverse the current trend of self-interest and distrust.

Staying connected — not with digital devices but face-to-face — has extreme value by:

- making sure employees feel appreciated, safe and respected;
- ensuring that customers receive the best possible service in every interaction;
- involving their companies in the community around them;
- living a daily commitment to ethical standards; and
- valuing character and integrity in today's business world.

BBB Accredited Businesses around the country remain committed to our vision: "An ethical marketplace where buyers and sellers can trust each other," and our mission: "To be the leader in advancing marketplace trust."

BBB is setting standards for marketplace trust, and encouraging and supporting best practices. Through programs such as the Torch Awards, we celebrate our role models who set the standards we all strive to achieve.

Pam King is president/CEO of the Better Business Bureau serving Northern Colorado and Wyoming.



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COMMENTARY

EDITORIAL

Stars align with CSU's technology transfer work

The March 17 meeting that brought top administrators and scientists at Colorado State University together with Gov. Bill Ritter and fully half the Colorado congressional delegation, including both U.S. senators, is cause for celebration.

The university's new strategy to commercialize its fast-moving clean energy research, getting it to a global marketplace and creating thousands of "green-collar" jobs in Colorado, could not come at a better time.

Going under the name C energy, CSU's enterprise is the business muscle behind the university's Clean Energy Supercluster, a group that brings together more than 100 faculty members in all eight colleges at the university who are developing biofuels, solar energy, wind power and clean-burning engines.

It's our hope that the university's innovation, combined with the political will that Ritter and U.S. senators Ken Salazar and Wayne Allard have demonstrated, will become the engines for economic development that will lead to what the governor calls Colorado's "new energy economy."

CSU's track record in renewable energy development is even now replete with success stories, including:

- Envirofit International Ltd., which now exports clean-burning engine technology to the developing world where fossil-fuel pollution is a leading cause of death.

- Solix Biofuels Inc., which has identified several strains of algae with the uncanny ability to produce biodiesel fuel.

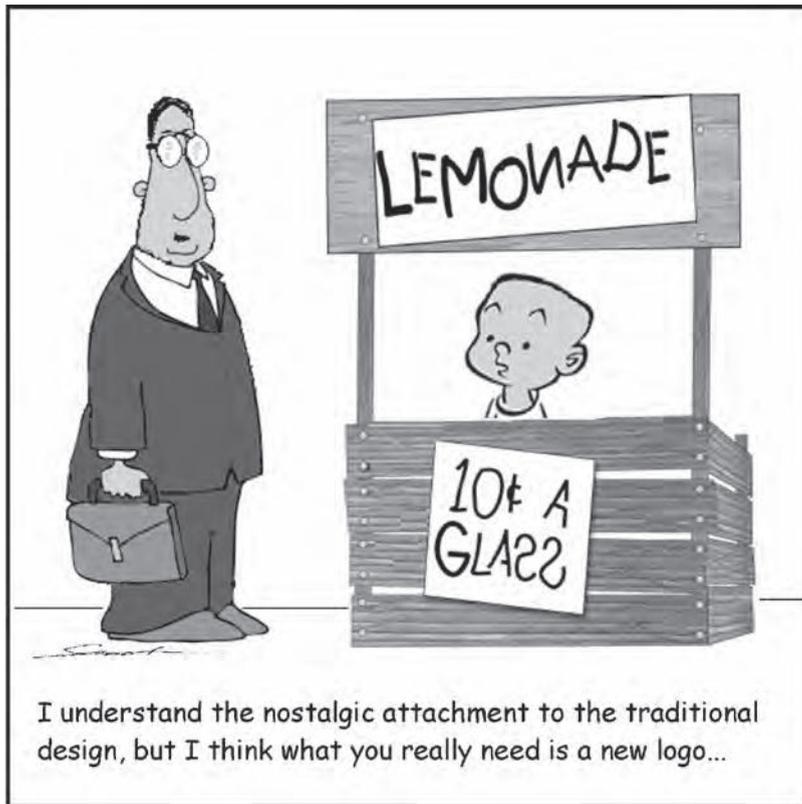
- AVA Solar Inc., which is now gearing up to build multiple production lines to make glass-based solar panels that can produce electricity for \$1 per watt.

But C energy has the promise to take the supercluster's work to new levels, primarily because CSU President Larry Penley has led an effort to apply practical business skills to the proliferating fruits of academia.

Envirofit's Bryan Willson, as C energy's chief scientific officer, will oversee research. A chief operating officer, yet to be named, will work to forge business alliances. The search is also on for a technology transfer specialist to oversee patents, licenses and other start-up chores.

In unveiling C energy, the university also announced the appointment of former astronaut Ron Sega to a new post as vice president for energy, environment and applied research. We regard that as another key ingredient.

With the right people in place, and the stars seeming to align, dreams of having Northern Colorado's largest research university become a source of new jobs in a new economy appear real.



LETTERS

Restore Earned Income Credit

We at Gary-Williams Energy Corp. have long understood that the Earned Income Tax Credit does more to help lower-income working families than any other government program. That is why for almost 20 years, we've funded our philanthropic arm, The Piton Foundation, to conduct an annual statewide education campaign to reach eligible families.

And that is also why we strongly support restoring the state Earned Income Tax Credit. By doing this, it will help put money in the pockets of 260,000 hard-working Colorado households. This is good for economic development, good as an economic stimulus, and good for making sure Colorado families can make ends meet.

As our economy struggles, Coloradans are struggling more and more with everyday expenses. That means people can't afford health care, child care, transportation costs, or paying their utilities. The state EITC provides direct support to families. It's not going to programs or bureaucracies, but to the people who need it, and people who will spend it in their local communities and in businesses across Colorado.

Many Coloradans are having a tough time these days. And the state EITC is a smart way to reward work, fight poverty, and boost economic growth.

Therefore, Gary-Williams Energy Corp. enthusiastically supports restoring the state Earned Income Tax Credit.

Sam Gary, Chairman
Ron Williams, President
Gary-Williams Energy Corp.
Denver

COMMENTS

Editor's note: Readers respond online to items in our print edition and Business Report Daily e-mails and let us know how they really feel with comments on our poll questions at www.ncbr.com. Log on and join the conversation.

Protect natural resources

I'm writing to urge Rep. Marilyn Musgrave to take the lead to protect Colorado's natural resources. I appreciate her opposition to the local uranium mine but there's much more she can do to keep Colorado special.

Coloradans treasure our state's natural resources and want them conserved for the future. Our active residents love to play outdoors — skiing, camping, fishing, hunting, and rafting. Many small businesses depend on the state's forests, streams, and land for their livelihoods in tourism, farming, recreation or ranching.

But Colorado's valued natural resources are under threat. Every day, headlines describe contaminated water in Leadville's mining tunnels, mercury pollution making fish in the Poudre River unsafe to eat, and uranium mining threatening water supplies. Coal burning power plants, gas powered vehicles and oil drilling pollute our air and water.

It's time for Congress to adopt 21st-century energy and mining policies. The antiquated 1872 Mining Act desperately needs modernization to protect Colorado's public lands. Clean, renewable energy technologies should be supported to reduce pollution and improve Colorado's economy.

I'm greatly disappointed that Rep. Musgrave voted against mining reform and against tax incentives for renewable energy production. It's time for our Congresswoman to stand up for her constituents and to support modern laws that will protect Colorado's natural resources for future generations.

Gina C. Janett
Director, Congressional Dist. 4
Colorado Conservation Alliance
Fort Collins

NCBR poll watch

Was Fort Collins right to dump its new logo?

Yes

77%

No

21%

Submit your own idea

2%

These results reflect responses to the online poll at www.ncbr.com March 10 through March 24.

Next question:

With aesthetic and wildlife concerns, are wind farms getting a bad spin?

Answer now at www.ncbr.com. Responses will be accepted through April 7.

Opposition to Powertech plan grows

(NCBR, March 14-27, 2008)

CARD, or Coloradans Against Resource Destruction, have been working without rest to obtain signatures on the petition against the proposed uranium mining. To date they are closing in on 8,500 signatures and with all that success, they need more. In fact they need 100,000 signatures.

Along with those 100,000 signatures the organization needs the necessary funding to drive (out) Powertech and other uranium mining companies looking to pillage our area at our expense. It is CARD's destiny to assure the citizens of Colorado that our environment, health and economic well being are best served as we now enjoy it at present and for our future.

You can make a difference. Go to www.nunnglow.com and sign the online petition and then read down farther and click on "donations." Take five minutes also to spread this message to your friends and associates. Your time will be truly appreciated and your efforts commended as a concerned citizen.

John Schreck, president and founder
GUARD Colorado
Woodland Park

Was Fort Collins right to dump its new logo?

The new logo is a very generic logo. It doesn't portray a sense of place that makes Fort Collins special. I'm not saying keep our present logo, I'm just saying it is specific to Fort Collins and illustrates images that make Fort Collins special. The proposed logo could be a logo for almost any city along the Front Range. Fort Collins is a special place that deserves a better logo.

Jim Cox
Fort Collins

Editor's note: See *The Eye* in this issue for a logo update.

READER'S GUIDE

WHAT'S AHEAD

Use this handy Guide to peek into future issues of the *Northern Colorado Business Report*, plan your advertising to reach your target markets, make arrangements to be part of one of our upcoming events, or just find answers to some of those questions you've always been meaning to ask about *NCBR*.

Special Sections and Ranked Lists

April 11

- Banking and Finance
- Sports Business
- Green Business
- The Edge: Disaster Recovery

- Lists:** Mortgage Lenders
Sports Teams
Call Centers
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Environmental Services

April 25

- Real Estate and Development
- The Edge: Education and Training
- Fore! Your Guide to Golf in Northern Colorado and Wyoming

- Lists:** Golf Courses
Estes Park Employers
Residential Real Estate Brokerages

UPCOMING EVENTS



The second annual **Green Summit** is scheduled for April 24 at the Hilton Fort Collins, 425 W. Prospect Road, from 7:30 a.m. to 2:30 p.m. This popular event brings together business and the environment to explore how to be green while staying profitable. From a keynote address at breakfast, the event moves through various panel discussions featuring experts on environmentally friendly business practices. For more information and registration, visit www.ncbr.com and click on "Events" on the left-hand side (under Departments), then click on the Green Summit logo.

SAVE THE DATE



This year's **Mercury 100** event takes place on May 20. *NCBR* has a number of innovations in store to honor the region's fastest-growing companies; make plans now to be part of the festivities. For more information, call Marketing Director Jim Rath at 970-221-5400, ext. 202, e-mail him at jrath@ncbr.com, and check out the Events section of www.ncbr.com.

Northern Colorado BUSINESS REPORT

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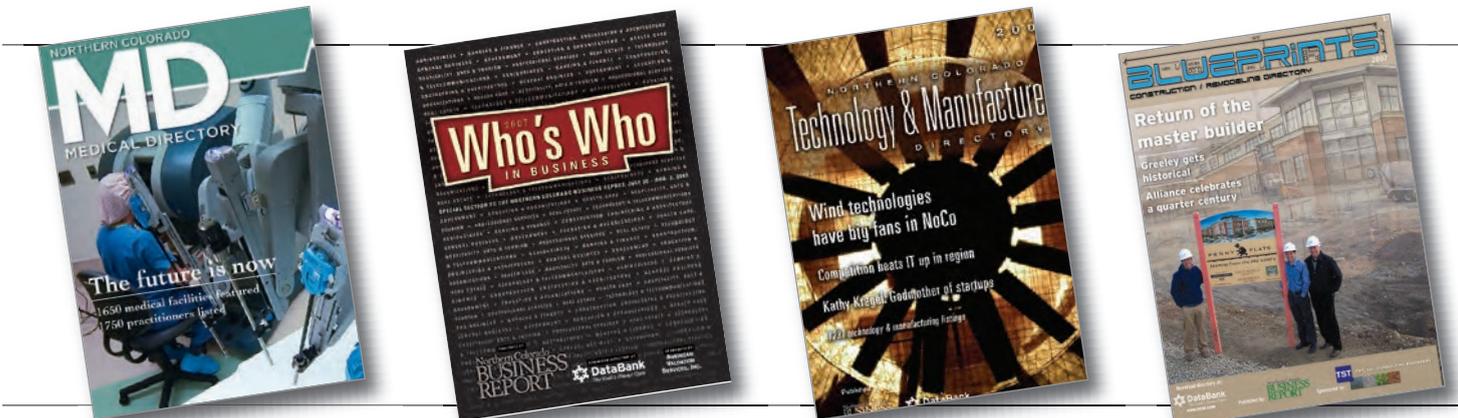
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You can always register for an *NCBR* event through the Web site, www.ncbr.com, but if you would like to participate in one of the region's premier business gatherings organized by *NCBR*, contact Marketing Director Jim Rath at 970-221-5400, ext. 202, or by e-mail at jrath@ncbr.com.

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LEADS

INVENTIONS

The U.S. Patent & Trademark Office recently awarded the following patents to Northern Colorado inventors and companies. Included are the patent number, description, inventors, assignee-at-issue and date awarded. Numbers preceded by a "D" were awarded for a design; "RE" indicates a re-issue.

Patent No.: 7346915, Compact and portable optical disc drive. Inventors: Te, Bun Chay, Corvallis, Ore.; Weirauch, Charles R., Loveland, Colo.; Dody, Joseph W., Corvallis, Ore.; Schneider, Summer, Portland, Ore. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/18/08.

Patent No.: 7346802, Routing communications to a storage area network. Inventors: Adams, Aland B., Fort Collins, Colo.; Ziegler, Michael L., Campbell, Calif.; Qun, Bo, Fort Collins, Colo.; Greenidge, Scott, Fort Collins, Colo. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/18/08.

Patent No.: 7346210, Image processing device and image processing program for determining similarity factors of pixels. Inventor: Chen, Zhe-Hong, Fort Collins, Colo. Assignee-at-issue: Nikon Corp., Tokyo, Japan. Date: 3/18/08.

Patent No.: 7345774, Apparatus and method for adapting image sensor aspect ratio to print aspect ratio in a digital image capture appliance. Inventor: Schinner, Charles E., Windsor, Colo. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/18/08.

Patent No.: 7345589, Concrete wetting alarm system. Inventors: Ehrlich, Dusty, Windsor, Colo. Date: 3/18/08.

Patent No.: 7345562, Method for making a high current low profile inductor. Inventors: Shafer, Timothy M., Yankton, S.D.; Jelkin, Brett W., Windsor, Colo. Assignee-at-issue: Vishay Dale Electronics Inc., Columbus, Neb. Date: 3/18/08.

Patent No.: 7345410, Temperature compensation of film bulk acoustic resonator devices. Inventors: Grannen, Kevin J., Thornton, Colo.; Choy, John, Westminster, Colo.; Rogers, Carrie A., Fort Collins, Colo. Assignee-at-issue: Agilent Technologies Inc., Santa Clara, Calif. Date: 3/18/08.

Patent No.: 7344384, Bolster plate assembly for processor module assembly. Inventors: Rubenstein, Brandon Aaron, Loveland, Colo.; Delano, Andrew D., Fort Collins, Colo.; Clements, Bradley E., Fort Collins, Colo. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/18/08.

Patent No.: 7344315, Optical connections and methods of forming optical connections. Inventors: Fenwick, David Martin, Chelmsford, Mass.; Luebs, Richard John, Windsor, Colo.; Morris, Terrel L., Garland, Texas; Wegher, Duane A., Fort Collins, Colo.; Yetter, Jeffrey D., Loveland, Colo. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/18/08.

Patent No.: 7344167, Door security apparatus. Inventors: Johnson, Elmer M., Loveland, Colo.; Warren Jr., Philip H., Apex, N.C. Date: 3/18/08.

Patent No.: 7343775, Device for continuous calibration of a gas mass flow measurement device. Inventors: Cunningham, Timothy J., Boulder, Colo.; Patten, Andrew Timothy, Boulder, Colo.; Gray, Charles L., Boulder, Colo.; Standiford, Dean M., Loveland, Colo. Assignee-at-issue: Micro Motion Inc., Boulder, Colo. Date: 3/18/08.

Patent No.: 7343479, Method and apparatus for implementing two architectures in a chip. Inventors: Knebel, Patrick, Fort Collins, Colo.; Safford, Kevin David, Fort Collins, Colo.; Soltis Jr., Donald Charles, Fort Collins, Colo.; Lamb, Joel D., Fort Collins, Colo.; Undy, Stephen R., Fort Collins, Colo.; Brockmann, Russell C., Fort Collins, Colo. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/18/08.

Patent No.: 7343440, Integrated circuit with a scalable high-bandwidth architecture. Inventors: Handgen, Erin Antony, Fort Collins, Colo.; Rentschler, Eri M., Fort Collins, Colo.; Tayler, Michael Kennard, Loveland, Colo. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/11/08.

Patent No.: 7343047, Systems and methods for arriving at an auto focus Figure of Merit. Inventors: Aas, Eric F., Windsor, Colo.; Hofer, Gregory V., Loveland, Colo.; Miller, Casey L., Fort Collins, Colo. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/11/08.

Patent No.: 7342611, Method for rapid power-on to first picture in a digital camera. Inventors: Larner, Joel B., Fort Collins, Colo.; Bianchi, Mark J., Fort Collins, Colo.; Staudacher, David, Fort Collins, Colo. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/11/08.

Patent No.: 7342588, Single logical screen system and method for rendering graphical data. Inventors: Lefebvre, Kevin, Fort Collins, Colo.; Hoffman, Don B., Fort Collins, Colo.; Walls, Jeffrey J., Fort Collins, Colo.; Gee, Joseph Norman, Fort Collins, Colo. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/11/08.

Patent No.: 7342506, Wireless remote monitoring system. Paoli, Ernie R., Loveland, Colo.; Higgins, Timothy A., Fort Collins, Colo.; Rick, David L., Longmont, Colo. Assignee-at-issue: Hach Co., Loveland, Colo. Date: 3/11/08.

Patent No.: 7342236, Fluid-cooled ion source. Inventors: Burtner, David Matthew, Fort Collins, Colo.; Townsend, Scott A., Fort Collins, Colo.; Siegfried, Daniel E., Fort Collins, Colo.; Zhurin, Viacheslav V., Fort Collins, Colo. Assignee-at-issue: Veeco Instruments Inc., Woodbury, N.Y. Date: 3/11/08.



NEW BUSINESSES

Information listed comes from filings with the Colorado Secretary of State and other sources. Companies listed are not necessarily new businesses. Existing companies sometimes organize under new names when creating new subsidiaries or changing names. Included are company name, address, type of filing, registered agent and date filed. The following key explains different types of filings.

DLCC: Domestic Limited Liability Company
 DLLLP: Domestic Limited Liability Limited Partnership
 DLLP: Domestic Limited Liability Partnership
 DLP: Domestic Limited Partnership
 DNC: Domestic Nonprofit Corporation
 DPC: Domestic Profit Corporation
 FLLC: Foreign Limited Liability Company
 FLP: Foreign Limited Partnership
 FNC: Foreign Nonprofit Corporation
 FPC: Foreign Profit Corporation

LARIMER COUNTY

LR 123 QUICK CLEAN, 721 LONGS DRIVE, BERTHOUD, CO 80517. REGISTERED AGENT: MARGARET BERRY. TYPE: DLCC. DATE: 1/22/08.

400 REMINGTON ASSOCIATES CONDOMINIUMS INC., 1320 FAIRVIEW DRIVE, FORT COLLINS, CO 80521. REGISTERED AGENT: NANCY D'ROSARIO. TYPE: DNC. DATE: 1/1/08.

A & J KONOPKA LLC, 6909 EGYPTIAN DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: ANTHONY KONOPKA. TYPE: DLCC. DATE: 1/7/08.

A PERSONAL CARD LLC, 3019 WORTHINGTON AVE., FORT COLLINS, CO 80526. REGISTERED AGENT: DONALD WICKHAM. TYPE: DLCC. DATE: 1/13/08.

AAC ELECTRIC AND COMMUNICATIONS, 3509 BAY SHORE ROAD, FORT COLLINS, CO 0. REGISTERED AGENT: BRIAN SEDLAK. TYPE: DLCC. DATE: 1/11/08.

ABOVE ALL SEAMLESS GUTTERS INC., 5418 AUGUSTA TRAIL, FORT COLLINS, CO 80528. REGISTERED AGENT: JACOB OWEN. TYPE: DPC. DATE: 1/1/08.

ABSOLUTE CERTIFIED APPRAISALS LLC, 731 S. EDINBURGH DRIVE, LOVELAND, CO 80537. REGISTERED AGENT: RICHARD COX. TYPE: DLCC. DATE: 1/3/08.

ACC PROPERTIES LLC, 3800 CLYDESDALE PARKWAY, LOVELAND, CO 80538. REGISTERED AGENT: ALLEN KNEISE. TYPE: DLCC. DATE: 12/31/07.

ACCOMPLISHMENT RESEARCH INTERNATIONAL LLC, 519 SUNDISK DRIVE, LOVELAND, CO 80538. REGISTERED AGENT: ROBERT YOUNG. TYPE: DLCC. DATE: 1/10/08.

ACME GROUP LLC, 4462 N. LINCOLN, LOVELAND, CO 80538. REGISTERED AGENT: LINDA CARROLL. TYPE: DLCC. DATE: 1/11/08.

AD CAMP CREATIVE LLC, 5029 CREST ROAD, FORT COLLINS, CO 80526. REGISTERED AGENT: SEAN DUGGAN. TYPE: DLCC. DATE: 1/1/08.

ADVANCED ACCOUNTING SOLUTIONS LLC, 1925 W. DRAKE ROAD, FORT COLLINS, CO 80526. REGISTERED AGENT: HOLLY BORT. TYPE: DLCC. DATE: 1/11/08.

AEROAUTORELICS, 216 GARFIELD ST., FORT COLLINS, CO 80524. REGISTERED AGENT: KENNETH BURNHAM. TYPE: DLCC. DATE: 12/26/07.

AFC TRUCKING LLC, 1720 CLEARVIEW COURT, FORT COLLINS, CO 80521. REGISTERED AGENT: ANTONIO CARMONA. TYPE: DLCC. DATE: 1/21/08.

ALAN'S CUSTOM PAINTING LLC., 1720 CLEARVIEW COURT, FORT COLLINS, CO 80521. REGISTERED AGENT: ALAN BAIRD. TYPE: DLCC. DATE: 1/1/08.

ALL NATIONS PENTECOSTAL CHURCH AT FORT COLLINS, 2026 CARIBOU DRIVE, SUITE 102, FORT COLLINS, CO 80525. REGISTERED AGENT: MELVIN JOHNSON. TYPE: DNC. DATE: 1/4/08.

ALL PROPERTY SERVICES LLC, 333 N. SHIELDS ST., FORT COLLINS, CO 80521. REGISTERED AGENT: PAUL LILLIE. TYPE: DLCC. DATE: 12/26/07.

ALL PROPERTY SERVICES, 4126 CEDARGATE DRIVE, FORT COLLINS, CO 80526. REGISTERED AGENT: . TYPE: DLCC. DATE: 12/31/07.

ALLIE COMEAU: FREELANCE WRITER & COPYWRITER LLC, 5146 LA COSTA COURT, FORT COLLINS, CO 0. REGISTERED AGENT: ALLISON COMEAU. TYPE: DLCC. DATE: 1/18/08.

ALPHA CARD COLORADO INC., 1901 S. GARFIELD AVE., LOVELAND, CO 80537. REGISTERED AGENT: MIKE WOOD. TYPE: DLCC. DATE: 1/9/08.

ANTILLON CONSTRUCTION INC., 3030 S. COLLEGE AVE., FORT COLLINS, CO 80525. REGISTERED AGENT: TOMAS ANTILLON RUIZ. TYPE: DPC. DATE: 1/16/08.

APPLIED RESIDENTIAL ENERGY AUDITS LLC, 801 REDWOOD COURT, BELLVUE, CO 80512. REGISTERED AGENT: CRAIG GODBOUT. TYPE: DLCC. DATE: 1/19/08.

ARCANA LLC, 1920 BOWSPRIT DRIVE, FORT COLLINS, CO 80524. REGISTERED AGENT: RICHARD GAST. TYPE: DLCC. DATE: 1/11/08.

ARP INC., 2411 W. DRAKE ROAD, FORT COLLINS, CO 80526. REGISTERED AGENT: DAVID ARP. TYPE: DPC. DATE: 1/1/08.

ARTISTIC PLANET CORP., 2518 SUNSTONE DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: M. JORDAN. TYPE: DNC. DATE: 12/28/07.

ARTZEN LLC, 1401 WHITE PEAK COURT, FORT COLLINS, CO 0. REGISTERED AGENT: . TYPE: DLCC. DATE: 1/4/08.

A-SPIRE DESIGN LLC, 6363 E. LARIMER COUNTY ROAD 56, FORT COLLINS, CO 80524. REGISTERED AGENT: KURT BASFORD. TYPE: DLCC. DATE: 1/2/08.

ATLAS MEAT CO., 2127 BALDWIN ST., FORT COLLINS, CO 80528. REGISTERED AGENT: MOHAMMAD BESHARAT. TYPE: DPC. DATE: 1/1/08.

AUTISM INTEGRATED SERVICES LLC, 4412 E. MULBERRY, NO. 193, FORT COLLINS, CO 80524. REGISTERED AGENT: SUSAN STEDNICK. TYPE: DLCC. DATE: 1/14/08.

AVICENNA CAPITAL MANAGEMENT, L.P., 706 S. COLLEGE AVE., SUITE 204, FORT COLLINS, CO 80524. REGISTERED AGENT: HASAN NAQVI. TYPE: FLP. DATE: 1/2/08.

AXESS MEDIA INC., 1437 N. DENVER AVE., LOVELAND, CO 80538. REGISTERED AGENT: MICHAEL GRANDON. TYPE: DPC. DATE: 12/27/07.

AXESS VENTURES INC., 2880 SPRING MOUNTAIN DRIVE, LOVELAND, CO 80537. REGISTERED AGENT: MICHAEL GRANDON. TYPE: DPC. DATE: 12/27/07.

BANN THAI RESTAURANT LLC, 519 N. GRANT AVE., FORT COLLINS, CO 0. REGISTERED AGENT: SUDA LAPAKULCHAI. TYPE: DLCC. DATE: 1/17/08.

BARBER CONTROLS LLC, 1151 ARUBA DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: MICHAEL BARBER. TYPE: DLCC. DATE: 12/28/07.

BARETTA PROPERTY LLC, 1954 SANDALWOOD LANE, FORT COLLINS, CO 80526. REGISTERED AGENT: SHARON LIPINSKI. TYPE: DLCC. DATE: 12/26/07.

BARMON CORP., 2020 YORKTOWN AVE., FORT COLLINS, CO 80526. REGISTERED AGENT: DWAIN BARCLAY. TYPE: DPC. DATE: 1/10/08.

BARNES ENTERPRISES INC., 933 PEAR ST., FORT COLLINS, CO 80521. REGISTERED AGENT: JIM BARNES. TYPE: DPC. DATE: 1/2/08.

BCV CAMPUS W. 4 LLC, 2318 KARAKUL COURT, FORT COLLINS, CO 80526. REGISTERED AGENT: . TYPE: DLCC. DATE: 1/1/08.

BCV COLLEGE 1 LLC, C/O BRETT R. VOGEL, FORT COLLINS, CO 80525. REGISTERED AGENT: . TYPE: DLCC. DATE: 1/1/08.

BCV GREELEY 3 LLC, C/O BRETT R. VOGEL, FORT COLLINS, CO 80525. REGISTERED AGENT: . TYPE: DLCC. DATE: 1/1/08.

BCV GREELEY W. 5 LLC, 925 E. HARMONY ROAD, FORT COLLINS, CO 80525. REGISTERED AGENT: . TYPE: DLCC. DATE: 1/1/08.

BCV HARMONY 2 LLC, 925 E. HARMONY ROAD, SUITE 500, FORT COLLINS, CO 80525. REGISTERED AGENT: . TYPE: DLCC. DATE: 1/1/08.

BCV MULBERRY 8 LLC, 3207 BOWIE AVE., FORT COLLINS, CO 80526. REGISTERED AGENT: . TYPE: DLCC. DATE: 1/1/08.

BEAR MOUNTAIN RUSTICS LLC, 3312 RED MOUNTAIN DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: CHRISTIE FYE. TYPE: DLCC. DATE: 12/28/07.

BECOME LLC, 2816 ZENDT DRIVE, FORT COLLINS, CO 80526. REGISTERED AGENT: DEBORAH WESTCOTT. TYPE: DLCC. DATE: 1/3/08.

BEL HEART & SOUL LLC, 11012 FLATIRON MOUNTAIN ROAD, LOVELAND, CO 80537. REGISTERED AGENT: . TYPE: DLCC. DATE: 1/22/08.

BERTHOUD INTERNATIONAL LLC, 120 BUNYAN AVE., BERTHOUD, CO 80513. REGISTERED AGENT: ROBERT MILLER. TYPE: DLCC. DATE: 1/3/08.

INVENTIONS • NEW BUSINESSES

BILL COMBS LAW LLC, 135 FAIRWAY LANE, FORT COLLINS, CO 80525. REGISTERED AGENT: WILLIAM COMBS. TYPE: DLCC. DATE: 1/14/08.

BIOSTAT INC., DISSOLVED JAN. 1, 2008, 3230 CURRENT CREEK COURT, LOVELAND, CO 80538. REGISTERED AGENT: CHRISTOPHER MCKINNEY. TYPE: DPC. DATE: 1/1/08.

BIRCHWOOD PROPERTIES LLC, 3215 GRAND TETON PLACE, FORT COLLINS, CO 80525. REGISTERED AGENT: DAVID HELZER. TYPE: DLCC. DATE: 1/1/08.

BIZIBOT INC., 1018 CENTRE AVE., FORT COLLINS, CO 80526. REGISTERED AGENT: WILLIAM FAIRBANK. TYPE: DLCC. DATE: 1/1/08.

BJ TRUCKING LLC, 155 N. COLLEGE AVE., FORT COLLINS, CO 80524. REGISTERED AGENT: TOM GODING. TYPE: DLCC. DATE: 12/31/07.

BLONDEL PROPERTIES LLC, 323 SHERWOOD ST., FORT COLLINS, CO 80521. REGISTERED AGENT: KEITH PRYOR. TYPE: DLCC. DATE: 1/1/08.

BOARDWALK LTD. LLC, 2321 FLAGSTONE COURT, FORT COLLINS, CO 80526. REGISTERED AGENT: RODNEY ARNOT. TYPE: DLCC. DATE: 1/3/08.

BODIES BY THE BEST INC., 11012 FLATIRON MOUNTAIN ROAD, LOVELAND, CO 80537. REGISTERED AGENT: GERALD LAMASTER. TYPE: DPC. DATE: 1/4/08.

BRIAN SALISBURY DESIGN INC., 5305 AUGUSTA TRAIL, FORT COLLINS, CO 80528. REGISTERED AGENT: BRIAN SALISBURY. TYPE: DPC. DATE: 1/18/08.

BUCKLEY INDUSTRIES INC., 2515 COURTLAND COURT, FORT COLLINS, CO 80526. REGISTERED AGENT: SHAYNE BUCKLEY. TYPE: DPC. DATE: 1/7/08.

BULL MOUNTAIN INVESTMENT CLUB LLC, 702 PONDEROSA DRIVE, ESTES PARK, CO 80517. REGISTERED AGENT: J BARNES. TYPE: DLCC. DATE: 1/1/08.

C AND S PRODUCTION CO., 2007 UPLANDS CIRCLE, ESTES PARK, CO 80517. REGISTERED AGENT: CARLO JOHNSON. TYPE: DLP. DATE: 1/17/08.

CAPITAL REALTY & FUNDING INC., 4020 JOHN DEERE ROAD, FORT COLLINS, CO 80524. REGISTERED AGENT: STEVE DAHL. TYPE: FPC. DATE: 12/31/07.

CARIBBEAN FOOD SHACK INC., 380 AURORA WAY, FORT COLLINS, CO 80525. REGISTERED AGENT: ANGELA RAMDASS. TYPE: DPC. DATE: 1/7/08.

CASEY MAVERICK LLC, 4103 CEDARGATE COURT, FORT COLLINS, CO 80526. REGISTERED AGENT: JAMES COLBERT. TYPE: DLCC. DATE: 1/15/08.

CB ELECTRONICS LLC, 1879 PINEY RIVER DRIVE, LOVELAND, CO 80538. REGISTERED AGENT: CHAD BRUNS. TYPE: DLCC. DATE: 1/8/08.

CENTRE TECH IV LLC, 155 N. COLLEGE AVE., FORT COLLINS, CO 80524. REGISTERED AGENT: ALAN LINE. TYPE: DLCC. DATE: 1/16/08.

CHASM PARTNERS LLLP, 3468 BUTTERNUT DRIVE, LOVELAND, CO 80538. REGISTERED AGENT: GREGORY STEEN. TYPE: DLLLP. DATE: 1/1/08.

CHECKING IN INC., 3021 CORTEZ ST., FORT COLLINS, CO 80525. REGISTERED AGENT: LISA HERICKHOFF. TYPE: DPC. DATE: 1/2/08.

CHRIS GENTILE PHOTOGRAPHY LLC, 4917 LONE PINE DRIVE, FORT COLLINS, CO 80526. REGISTERED AGENT: CHRISTOPHER GENTILE. TYPE: DLCC. DATE: 1/17/08.

CHRISTENSEN LIVESTOCK CO. LLP, 4306 NEW BEDFORD, FORT COLLINS, CO 80525. REGISTERED AGENT: FRANK CHRISTENSEN. TYPE: FLP. DATE: 1/11/08.

CHROME CITY BIG WHEELS LLC, 3445 WARREN FARM DRIVE, FORT COLLINS, CO 80526. REGISTERED AGENT: JULIE SCHOMBURG. TYPE: DLCC. DATE: 12/26/07.

CHUCK CUNY MEMORIAL WARRIORS INC., 1763 DENVER AVE., LOVELAND, CO 80538. REGISTERED AGENT: DONALD SCHLOTTHAUER. TYPE: DNC. DATE: 1/8/08.

CMF LTD., 231 COLUMBINE COURT, FORT COLLINS, CO 80521. REGISTERED AGENT: COLIN FAIN. TYPE: DLCC. DATE: 1/3/08.

CN ENTERPRISE LLC, 2925 SOUTHMOOR DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: NOR-TON CHAD. TYPE: DLCC. DATE: 1/4/08.

CNS INVESTMENTS LLC, 1336 TARRYTON DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: PATRICK STOCKTON. TYPE: DLCC. DATE: 1/13/08.

COFFEE CUPS INC., 3384 GUNNISON DRIVE, FORT COLLINS, CO 80526. REGISTERED AGENT: KYU YOUNG LEE. TYPE: DPC. DATE: 1/14/08.

COLORADO HOUSING SERVICES LLC, 7785 HIGHLANDS MEADOWS PARKWAY, FORT COLLINS, CO 80528. REGISTERED AGENT: LYNNE PRICE. TYPE: DLCC. DATE: 12/28/07.

COLUMBINE SUPPLY LLC, P.O. BOX 334, TIMNATH, CO 80547. REGISTERED AGENT: WILLIAM BUTTON. TYPE: DLCC. DATE: 1/2/08.

CROUCH PROFESSIONAL SERVICES INC., 3226 WHITEWOOD COURT, LOVELAND, CO 80538. REGISTERED AGENT: RONALD CROUCH. TYPE: FPC. DATE: 1/5/08.

CSI TECHNOLOGIES INC., 375 N. LOGAN AVE., LOVELAND, CO 80537. REGISTERED AGENT: . TYPE: DPC. DATE: 1/18/08.

CTT LLC, 1437 N. DENVER AVE., LOVELAND, CO 80538. REGISTERED AGENT: . TYPE: DLCC. DATE: 12/27/07.

CYBERNET CAPITAL CORP., 1106 WHITE ELM DRIVE, LOVELAND, CO 80538. REGISTERED AGENT: MICHAEL GRANDON. TYPE: DPC. DATE: 12/27/07.

CYNTHIA LITTON-FANNING, LCSW, PRIVATE PRACTICE LLC, 2420 TWIN FOX DRIVE, FORT COLLINS, CO 80526. REGISTERED AGENT: CYNTHIA LITTON-FANNING. TYPE: DLCC. DATE: 12/31/07.

D & D STRIPING LLC, 2820 TABERNASH DRIVE, LOVELAND, CO 80538. REGISTERED AGENT: DAVID BROWN. TYPE: DLCC. DATE: 1/18/08.

D W HALL STUDIOS LLC, 215 Foothills Parkway, Fort Collins, CO 80525. REGISTERED AGENT: DOUGLAS HALL. TYPE: DLCC. DATE: 1/15/08.

D.H. & A. INC., 1219 BRUMAL COURT, FORT COLLINS, CO 80525. REGISTERED AGENT: . TYPE: DPC. DATE: 1/11/08.

DANIEL BENNETT LLC, 1220 SOLSTICE LANE, FORT COLLINS, CO 80525. REGISTERED AGENT: DANIEL BENNETT. TYPE: DLCC. DATE: 12/27/07.

DAVE KISER INC., 133 W. ELKHORN, ESTES PARK, CO 80517. REGISTERED AGENT: GREGG COFFMAN. TYPE: DPC. DATE: 1/1/08.

DC SMITH LLC, 2308 W. 45TH ST., LOVELAND, CO 80538. REGISTERED AGENT: DANIEL SMITH. TYPE: DLCC. DATE: 1/14/08.

DEBBIE'S LLC, 598 24TH PLACE SW, LOVELAND, CO 80537. REGISTERED AGENT: DEBORAH MIRABEAU. TYPE: DLCC. DATE: 12/28/07.

DELANE CLASSIC CAR RESTORATIONS INC., 485 N. DENVER AVE., LOVELAND, CO 80537. REGISTERED AGENT: LEO SALAZAR. TYPE: DPC. DATE: 1/4/08.

DELAY ENTERPRISES LLC, P.O. BOX 273116, FORT COLLINS, CO 0. REGISTERED AGENT: DEBORAH DELAY. TYPE: DLCC. DATE: 12/30/07.

DENNIS S. DAVIS LLC, 2979 TELLURIDE PLACE, LOVELAND, CO 80538. REGISTERED AGENT: DENNIS DAVIS. TYPE: DLCC. DATE: 1/16/08.

DEVONY DAWN BETHEL LLC, 5317 BEVERLY DRIVE, BERTHOUD, CO 80513. REGISTERED AGENT: DEVONY BETHEL. TYPE: DLCC. DATE: 1/16/08.

DGNS SOLUTIONS LLC, 1624 SILVERGATE ROAD, FORT COLLINS, CO 80526. REGISTERED AGENT: . TYPE: DLCC. DATE: 1/15/08.

DIAMOND SPRINGS RANCH LLC, 2402 S. COLLEGE AVE., FORT COLLINS, CO 80525. REGISTERED AGENT: HANS RASMUSSEN. TYPE: DLCC. DATE: 1/14/08.

DIANNE INC., 506 DIAMOND DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: DIANNE MATHEWS. TYPE: DPC. DATE: 12/26/07.

DOMINANT DIRTWORK LLC., 2438 S. LARIMER COUNTY ROAD 21, LOVELAND, CO 80537. REGISTERED AGENT: . TYPE: DLCC. DATE: 12/28/07.

DOMINANT HAND HITTING GEAR LLC, 2481 FLEMING DRIVE,

LEADS

GOLF COURSE HOLDINGS INVESTMENTS LLC, 215 E. FOOTHILLS PARKWAY, FORT COLLINS, CO 80525. REGISTERED AGENT: DINO DITULLIO. TYPE: DLLC. DATE: 12/28/07.

GRACE PENS LLC, 108 W. ELKHORN AVE., ESTES PARK, CO 80517. REGISTERED AGENT: PETER REINERTSEN. TYPE: DLLC. DATE: 12/28/07.

GRANKOW ENTERPRISES LLC, 3030 S. COLLEGE AVE., FORT COLLINS, CO 80525. REGISTERED AGENT: MARTIN DANKOWSKI. TYPE: DLLC. DATE: 1/15/08.

GRATITUDE JEWELRY CO. LLC, 4053 PLUM CREEK DRIVE, LOVELAND, CO 80538. REGISTERED AGENT: . TYPE: DLLC. DATE: 1/7/08.

GREBTON LLC, 1518 E. 57TH AVE., LOVELAND, CO 80538. REGISTERED AGENT: . TYPE: DLLC. DATE: 1/1/08.

GSE PROPERTIES LLC, 1200 N. COLLEGE AVE., FORT COLLINS, CO 80524. REGISTERED AGENT: GREG EVANS. TYPE: DLLC. DATE: 1/1/08.

HARMONY ARTHRITIS INVESTMENTS LLC, 2502 THOREAU DRIVE, FORT COLLINS, CO 80524. REGISTERED AGENT: MICHAEL THAKOR. TYPE: DLLC. DATE: 1/17/08.

HARMONY FOUR LLC, 4015 BRACADALE PLACE, FORT COLLINS, CO 80524. REGISTERED AGENT: ALAN LINE. TYPE: DLLC. DATE: 1/15/08.

HARMONY ONE LLC, 8445 GOLDEN EAGLE ROAD, FORT COLLINS, CO 80528. REGISTERED AGENT: ALAN LINE. TYPE: DLLC. DATE: 1/2/08.

HARMONY ROAD INVESTMENTS LLC, 7785 HIGHLAND MEADOWS PARKWAY, FORT COLLINS, CO 80528. REGISTERED AGENT: ALAN LINE. TYPE: DLLC. DATE: 1/2/08.

HARMONY TWO LLC, 3030 S. COLLEGE AVE., FORT COLLINS, CO 80525. REGISTERED AGENT: ALAN LINE. TYPE: DLLC. DATE: 1/15/08.

HBC LAUREL LLC, 1125 TWINBERRY COURT, FORT COLLINS, CO 80525. REGISTERED AGENT: RICHARD REIDER. TYPE: DLLC. DATE: 1/1/08.

HEALING BODY DETOX LLC, 1437 N. DENVER AVE., SUITE 293, LOVELAND, CO 80538. REGISTERED AGENT: EVAN PETERSON. TYPE: DLLC. DATE: 1/7/08.

HEART'S DESIRE MOSAICS LLC, 5313 MAIL CREEK LANE, FORT COLLINS, CO 80525. REGISTERED AGENT: KAYE IVERSON. TYPE: DLLC. DATE: 1/1/08.

HERBS OF HOPE INC., 1024 CENTRE AVE., FORT COLLINS, CO 80525. REGISTERED AGENT: DONALD ANDERSON. TYPE: DPC. DATE: 1/9/08.

HERSH INTERIORS, 457 JOHNSON AVE., LOVELAND, CO 80537. REGISTERED AGENT: MICHAEL HERSH. TYPE: DLLC. DATE: 1/10/08.

HI-FI SOFTWARE LLC, 309 S. LINK LANE, FORT COLLINS, CO 80524. REGISTERED AGENT: NICKLAS KIRKES. TYPE: DLLC. DATE: 1/1/08.

HIGH PRAIRIE DESIGN GROUP LLC, 6325 WELD COUNTY ROAD 100, UNIT B, WELLINGTON, CO 80549. REGISTERED AGENT: BROCK READE. TYPE: DLLC. DATE: 1/1/08.

HIGHLAND SOUND LLC, 208 W. ELK HORN, ESTES PARK, CO 80517. REGISTERED AGENT: . TYPE: DLLC. DATE: 1/11/08.

HOMEOWNERSHIP COUNSELING INC., 1501 ACADEMY COURT, FORT COLLINS, CO 80524. REGISTERED AGENT: JEFFREY RUBENSTEIN. TYPE: DPC. DATE: 1/1/08.

HOPE IN ONE INC., 2527 CREEKWOOD DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: M GUIDARELLI. TYPE: DNC. DATE: 1/18/08.

HSA SALES SUCCESS INC., 2950 NEIL DRIVE, NO. 1, FORT COLLINS, CO 80526. REGISTERED AGENT: WILLIAM FAIRBANK. TYPE: DLLC. DATE: 1/21/08.

HUSKY BUILDERS LLC, 934 W. OAK ST., FORT COLLINS, CO O. REGISTERED AGENT: PATRICK SOUTHERLAND. TYPE: DLLC. DATE: 1/1/08.

HWH LLC, 3363 CREST DRIVE, LOVELAND, CO 80537. REGISTERED AGENT: HUNTER HALLER. TYPE: DLLC. DATE: 1/8/08.

IANC - INDIA ASSOCIATION OF NORTHERN COLORADO, 2514 THOREAU DRIVE, FORT COLLINS, CO 80524. REGISTERED AGENT: . TYPE: DNC. DATE: 1/10/08.

IDEAL BLINDS LLC, 925 E. HARMONY ROAD, SUITE 500, FORT COLLINS, CO 80525. REGISTERED AGENT: DAVID NAPIER. TYPE: DLLC. DATE: 1/1/08.

IMAGINE ENVIRONMENTAL SCHOOL, 1507 S LINCOLN AVE., LOVELAND, CO 80537. REGISTERED AGENT: . TYPE: DNC. DATE: 1/11/08.

IMPACT DANCE CO., 1004 N. MASON, FORT COLLINS, CO 80524. REGISTERED AGENT: JUDITH BEJARANO. TYPE: DNC. DATE: 1/11/08.

INFINITY GROUP REALTY CR, 642 S. COLLEGE AVE., FORT COLLINS, CO O. REGISTERED AGENT: ERIC SACHS. TYPE: DLLC. DATE: 1/1/08.

INJECTION SOLUTIONS LLC, 736 WHALERS WAY, BLDG. G, SUITE 110, FORT COLLINS, CO 80525. REGISTERED AGENT: KYLE CARTER. TYPE: DLLC. DATE: 1/21/08.

INNER ENERGY WORKS, 1063 E. FIFTH ST., LOVELAND, CO 80537. REGISTERED AGENT: JESSE SHEPHERD. TYPE: DLLC. DATE: 1/22/08.

INTERNATIONAL ACADEMY OF MEDICAL MASSAGE FOR ANIMALS INC., 1075 W. HORSETOOTH ROAD, FORT COLLINS, CO 80526. REGISTERED AGENT: MARK CARSON. TYPE: DPC. DATE: 1/17/08.

INTERNET AUTO BROKERS INC., 649 WELCH AVE., BERTHOUD, CO 80513. REGISTERED AGENT: BENNIE BRUNTZ. TYPE: DPC. DATE: 1/19/08.

ISC CORP., 1151 ARUBA DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: JORDAN J. TYPE: DNC. DATE: 12/28/07.

IT'S NEW TO ME! LLC, 508 PRINCETON, FORT COLLINS, CO 80525. REGISTERED AGENT: DEANNA BROOKHOUSER. TYPE: DLLC. DATE: 1/10/08.

J. D. BARNES LLC, 2461 LARKSPUR AVE., ESTES PARK, CO 80517. REGISTERED AGENT: J. BARNES. TYPE: DLLC. DATE: 12/27/07.

JAMES FRANCIS BUSH, M.D., P.C., 3501 STRATTON DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: KAY BUSH. TYPE: DPC. DATE: 1/11/08.

JANDA CONSULTING LLC, 209 COMMERCE DRIVE, UNIT 4, FORT COLLINS, CO 80524. REGISTERED AGENT: JOEL BACON. TYPE: DLLC. DATE: 12/30/07.

JASON'S AUTO GLASS SERVICE LLC, 116 N. COLLEGE, SUITE 2, FORT COLLINS, CO 80524. REGISTERED AGENT: JASON MOORE. TYPE: DLLC. DATE: 1/5/08.

JAY NEPAL INC., 151 ROBIN DRIVE, LOVELAND, CO 80537. REGISTERED AGENT: SABIN GAULI. TYPE: DPC. DATE: 1/2/08.

JB'S SOUTHERN KETTLE CORN LLC, 4198 N. GARFIELD AVE., LOVELAND, CO 80538. REGISTERED AGENT: . TYPE: DLLC. DATE: 1/18/08.

JC UNDERGROUND LLC, 100 SUNRISE RANCH ROAD, NO. 98, LOVELAND, CO 80538. REGISTERED AGENT: PHILLIP CASTANEDA. TYPE: DLLC. DATE: 1/21/08.

JCL CONSULTING, MARKETING & PROMOTIONS LLC, 316 E. TRILBY ROAD, FORT COLLINS, CO 80525. REGISTERED AGENT: LARRY CURRAN. TYPE: FO. DATE: 12/28/07.

JERRY GLENN & ASSOCIATES LLC, 500 W. PROSPECT, NO. 20 E, FORT COLLINS, CO 80526. REGISTERED AGENT: JERRY GLENN. TYPE: DLLC. DATE: 1/16/08.

JERRY'S ROOFING LLC, 3320 W. EISENHOWER BLVD., LOVELAND, CO 80537. REGISTERED AGENT: JERRY WILDIN. TYPE: DLLC. DATE: 1/1/08.

JETT GEAR INC., 1603 FOXHALL COURT, FORT COLLINS, CO 80526. REGISTERED AGENT: KELLOGG JOSHUA. TYPE: DPC. DATE: 1/1/08.

JIMMY LLC, 410 E. 11TH ST., LOVELAND, CO 80537. REGISTERED AGENT: . TYPE: DLLC. DATE: 1/8/08.

JINX ENTERPRISES LLC, 1442 REGENCY COURT, FORT COLLINS, CO 80526. REGISTERED AGENT: BRANDIE POPEJOY. TYPE: DLLC. DATE: 1/7/08.

JLH BLUE SKY AVIATION LLC, 2905 BENT DRIVE, LOVELAND, CO 80538. REGISTERED AGENT: JERRY HELGESON. TYPE: DLLC. DATE: 12/31/07.

JMR ENTERPRISES LLC, 39644 WELD COUNTY ROAD 39, WELLINGTON, CO 80610. REGISTERED AGENT: . TYPE: DLLC. DATE: 1/20/08.

JOE'S CUSTOM WELDING AND FABRICATION LLC, 1930 SOUTHDOWN COURT, FORT COLLINS, CO 80526. REGISTERED AGENT: JOSEPH O'BRIEN. TYPE: DLLC. DATE: 1/1/08.

JOG LLC, 925 E. HARMONY ROAD, SUITE 500, FORT COLLINS, CO 80525. REGISTERED AGENT: JAMES QUINLAN. TYPE: DLLC. DATE: 1/1/08.

JOSHUA J HARTMAN INSURANCE AGENCY INC., 5724 S. COLLEGE AVE., FORT COLLINS, CO 80525. REGISTERED AGENT: JOSHUA HARTMAN. TYPE: DPC. DATE: 1/18/08.

JUNK FREAKS, 919 CLAREMONT PLACE, LOVELAND, CO 80538. REGISTERED AGENT: KATHRYN FREY. TYPE: DLLC. DATE: 1/8/08.

JUST-N-CASE INC., 3200 SWEENEY ST., FORT COLLINS, CO 80526. REGISTERED AGENT: KEVIN HIGGINS. TYPE: DPC. DATE: 1/1/08.

K BAR D PERFORMANCE HORSES LLC, 1625 E. 17TH ST., LOVELAND, CO O. REGISTERED AGENT: KIM HEUMAN. TYPE: DLLC. DATE: 1/2/08.

KAT'S COLLECTIBLES LLC, 1437 N. DENVER AVE., LOVELAND, CO 80537. REGISTERED AGENT: KATHERINE ADORJAN. TYPE: DLLC. DATE: 1/2/08.

KEPTONE MUSIC WORKSHOP LLC, 1345 FLOWERING ALMOND DRIVE, LOVELAND, CO 80538. REGISTERED AGENT: BRIAN KEPHART. TYPE: DLLC. DATE: 12/26/07.

KK CONSULTING LLC, 155 N. COLLEGE AVE., FORT COLLINS, CO 80524. REGISTERED AGENT: KAREN KOSKI. TYPE: DLLC. DATE: 12/26/07.

KM COOPER LLC, 758 ALPINE DRIVE, P.O. BOX 161, ESTES PARK, CO 80517. REGISTERED AGENT: KAREN MONGE. TYPE: DLLC. DATE: 1/21/08.

KOOL RIDES CUSTOM DETAILING LLC, 3492 WARREN FARM DRIVE, FORT COLLINS, CO 80526. REGISTERED AGENT: MICHAEL NELSON. TYPE: DLLC. DATE: 1/1/08.

L AND M CARPET AND UPHOLSTERY, 3837 TRADITION DRIVE, FORT COLLINS, CO 80526. REGISTERED AGENT: GARY LIHUDIS. TYPE: DLLC. DATE: 1/5/08.

LA FORCE - BELLVUE LLC, 3901 N. LARIMER COUNTY ROAD 25E, BELLVUE, CO 80512. REGISTERED AGENT: . TYPE: DLLC. DATE: 1/13/07.

LANCE'ALOT LLC, 1879 PINEY RIVER DRIVE, LOVELAND, CO 80538. REGISTERED AGENT: LANCE COOK. TYPE: DLLC. DATE: 1/14/08.

LEAH BARETT INC., 527 REMINGTON, FORT COLLINS, CO 80524. REGISTERED AGENT: BARETT LEAH. TYPE: DPC. DATE: 1/3/08.

LITTLE ANGELS' PLAYWORLD LLC, 2522 KECHTER ROAD, FORT COLLINS, CO 80528. REGISTERED AGENT: DAVINA DOLPH. TYPE: DLLC. DATE: 1/19/08.

LITTLE BLESSINGS CHRISTIAN SCHOOL, 721 CHEROKEE DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: JILL LOPEZ. TYPE: DLLC. DATE: 12/31/07.

NEW BUSINESSES

LITTLE JACKET INC., 7348 S. COLLEGE AVE., FORT COLLINS, CO 80525. REGISTERED AGENT: KENNETH HEJDUK. TYPE: DPC. DATE: 1/5/08.

LOCAL ROOTS CO-OP, 232 E. RIVERSIDE DRIVE, ESTES PARK, CO 80517. REGISTERED AGENT: DANIEL VALLEY. TYPE: DC56. DATE: 12/27/07.

LONG SLEEVE LLC, 405 N. MASON COURT, FORT COLLINS, CO 80524. REGISTERED AGENT: FRANK STANLEY. TYPE: DLLC. DATE: 1/3/08.

LONGS PEAK FINANCIAL LLC, 1918 KENNEDY AVE., LOVELAND, CO 80537. REGISTERED AGENT: DANIEL FLANSCHA. TYPE: DLLC. DATE: 1/9/08.

LOVELAND HOUSE INDEPENDENT LIVING, 3290 CROOKED WASH DRIVE, LOVELAND, CO 80538. REGISTERED AGENT: . TYPE: DLLC. DATE: 1/11/08.

LUCIDMEDIA LLC, 2346 WINTER PARK ST., LOVELAND, CO 80538. REGISTERED AGENT: OREN POWERS. TYPE: DLLC. DATE: 1/21/08.

LUKE LINE CLEANING LLC, 3797 MINTURN, LOVELAND, CO 80538. REGISTERED AGENT: LUKE WATKINS. TYPE: DLLC. DATE: 1/14/08.

M & J PARADE LLC, 125 S. HOWES ST., FORT COLLINS, CO 80521. REGISTERED AGENT: JENNY SCARPULLA. TYPE: DLLC. DATE: 1/7/08.

M.A.C ENTERPRISES, 157 CLEAVE ST., NO. 2, ESTES PARK, CO 80517. REGISTERED AGENT: MICHAEL COOK. TYPE: DPC. DATE: 1/11/08.

MADIFINE MERCANTILE LLC, 3820 LARIMER COUNTY ROAD 4, BERTHOUD, CO 80513. REGISTERED AGENT: JULIE KOCJANCIC. TYPE: DLLC. DATE: 12/27/07.

MAGICK ENTERPRISES LLC, 3384 E. MULBERRY, FORT COLLINS, CO 80524. REGISTERED AGENT: RITA GIBSON. TYPE: DLLC. DATE: 1/8/08.

MAJA PROPERTIES LLC, 351 RIVA RIDGE LANE, FORT COLLINS, CO 80526. REGISTERED AGENT: LINDSEY O'BRIEN. TYPE: DLLC. DATE: 12/30/07.

MANKI LLC, 5225 WHITE WILLOW DRIVE, FORT COLLINS, CO 80528. REGISTERED AGENT: KALPESH PATEL. TYPE: DLLC. DATE: 1/1/08.

MARK SUPPLY INC., 8017 FIRST ST., TIMNATH, CO 80549. REGISTERED AGENT: WILLIAM BUTTON. TYPE: DPC. DATE: 1/2/08.

MARKETING QUBED, 401 BLUEJAY ST., FORT COLLINS, CO 80526. REGISTERED AGENT: . TYPE: DLLC. DATE: 1/14/08.

MATLOCK ELECTRIC LLC, 3705 BINGHAM HILL ROAD, FORT COLLINS, CO 80521. REGISTERED AGENT: DOUGLAS MATLOCK. TYPE: DLLC. DATE: 1/13/08.

MCIVER INTERIOR TRIM LLC, 941 COHO RUN, FORT COLLINS, CO 80524. REGISTERED AGENT: KENNETH MCIVER. TYPE: DLLC. DATE: 12/26/07.

MCR-MOB II LLC, 4190 N. GARFIELD, LOVELAND, CO 80538. REGISTERED AGENT: . TYPE: DLLC. DATE: 1/15/08.

MELVIN JOHNSON'S BBQ INC., 1024 CENTRE AVE., FORT COLLINS, CO 80526. REGISTERED AGENT: MELVIN JOHNSON. TYPE: DPC. DATE: 1/12/08.

MERLINS CARE SERVICES, 1450 CASCADE AVE., LOVELAND, CO 80538. REGISTERED AGENT: MERLIN BROCKETTE. TYPE: DLLC. DATE: 1/9/08.

MID-AMERICAN INTERFRATERNITY COUNCIL ASSOCIATION, 3225 DUNBAR, FORT COLLINS, CO 80526. REGISTERED AGENT: MARK KOEPSSELL. TYPE: DNC. DATE: 1/7/08.

MISFITS TRAINING LLC, 150 E. 29TH ST., SUITE 275, LOVELAND, CO 80538. REGISTERED AGENT: DEANNA FRANCO. TYPE: DLLC. DATE: 1/9/08.

MOB II PHYSICIANS LLC, 2725 ROCKY MOUNTAIN AVE., SUITE 200, LOVELAND, CO 80538. REGISTERED AGENT: . TYPE: DLLC. DATE: 1/15/08.

MOBILE PAINT PRODUCTS INC., 2202 MAINSAIL DRIVE, FORT COLLINS, CO 80524. REGISTERED AGENT: IAN MCWHIRT. TYPE: DPC. DATE: 1/3/08.

MOCHA ANGELO'S INC., 251 W. ELKHORN, ESTES PARK, CO 80517. REGISTERED AGENT: KURT STREIB. TYPE: DPC. DATE: 1/7/08.

MOKU INVESTMENTS LLC, 3121 MEGAN CIRCLE, BERTHOUD, CO 80513. REGISTERED AGENT: . TYPE: DLLC. DATE: 1/4/08.

MORENG PROPERTIES, 721 GILGALAD WAY, FORT COLLINS, CO O. REGISTERED AGENT: JOSEPH MORENG. TYPE: DLLC. DATE: 12/26/07.

MOSER FAMILY LLC, 5492 W. LARIMER COUNTY ROAD 8E, BERTHOUD, CO 80513. REGISTERED AGENT: NANETTE FISHER. TYPE: DLLC. DATE: 1/1/08.

MOUNTAINS AND BEACHES INVESTMENTS LLC, 301 S. HOWES ST., P.O. BOX 162, FORT COLLINS, CO 80522. REGISTERED AGENT: TERRY ANDERSON. TYPE: DLLC. DATE: 1/1/08.

MOWERS AND GREENFIELD EMPLOYEE BENEFITS LLC, 2625 REDWING ROAD, SUITE 140, FORT COLLINS, CO 80526. REGISTERED AGENT: CLAYTON MOWERS. TYPE: DLLC. DATE: 1/22/08.

MRL.CORP. LLC, 3985 S. LINCOLN AVE., SUITE 100, LOVELAND, CO 80537. REGISTERED AGENT: MATTHEW LUCERO. TYPE: DLLC. DATE: 1/17/08.

MUMMY RANGE INVESTMENTS LLC, 5005 LEBSAACK LANE, LOVELAND, CO 80537. REGISTERED AGENT: CARL FRICKMAN. TYPE: DLLC. DATE: 1/1/08.

MV LLC, 543 CHARRINGTON COURT, FORT COLLINS, CO 80525. REGISTERED AGENT: JOSEPH ZIMLICH. TYPE: DLLC. DATE: 1/7/08.

MYREOS LLC, 1534 BOX PRAIRIE CIRCLE, LOVELAND, CO 80538. REGISTERED AGENT: MICHELE BRASHERS. TYPE: DLLC. DATE: 1/7/08.

N. AMERICAN DIRECTORY SERVICES LLLP, 2792 27TH COURT S.W., LOVELAND, CO 80537. REGISTERED AGENT: TATE ELLINGER. TYPE: DLLL. DATE: 1/9/08.

NATIONWIDE CONSTRUCTION INC., 8336 SAN DOLAR DRIVE, FORT COLLINS, CO 80528. REGISTERED AGENT: ANNE PEIF. TYPE: DPC. DATE: 1/16/08.

NEW HORIZON MEXICO LLC, 363 KRYPTON COURT, LOVELAND, CO 80537. REGISTERED AGENT: BILL MYERS. TYPE: DLLC. DATE: 1/8/08.

NEW LOOK SKIN CARE INC., 273 B E. 29TH ST., LIVE-MORE, CO 80538. REGISTERED AGENT: SANDRA GRIFFIN. TYPE: DPC. DATE: 1/15/08.

NEWFI LLC, 7400 S. COLLEGE AVE., FORT COLLINS, CO 80525. REGISTERED AGENT: JONATHAN FLORIN. TYPE: DLLC. DATE: 1/16/08.

NEXT STEPS COUNSELING LLC, 301 SPAULDING LANE, FORT COLLINS, CO 80524. REGISTERED AGENT: JENNIFER VAN NORMAN. TYPE: DLLC. DATE: 1/8/08.

NORTHERN COLORADO EQUITY EXCHANGE LLC, 200 B WALNUT ST., FORT COLLINS, CO 80524. REGISTERED AGENT: CATHERINE SANCHEZ. TYPE: DLLC. DATE: 1/9/08.

NORTHERN COLORADO FIGURE SKATING CLUB INC., 613 N. IMPALA, FORT COLLINS, CO 80521. REGISTERED AGENT: VERNON SETTLE. TYPE: DNC. DATE: 1/13/08.

NORTHERN COLORADO NATURAL RESOURCE CO. LLC, 104 S.W. 50TH ST., LOVELAND, CO 80537. REGISTERED AGENT: JOEL FUNK. TYPE: DLLC. DATE: 1/7/08.

OLD TOWN CHIROPRACTIC & MASSAGE, PLLC, 3711 JFK PARKWAY, SUITE 330, FORT COLLINS, CO 80525. REGISTERED AGENT: ANGELIQUE CROSS. TYPE: DLLC. DATE: 1/1/08.

OLSON CONSTRUCTION LLC, 3518 MANZANITA DRIVE, LOVELAND, CO 80537. REGISTERED AGENT: TODD OLSON. TYPE: DLLC. DATE: 1/9/08.

OM ANANDA YOGA LLC, 729 S. SHIELDS ST., FORT COLLINS, CO O. REGISTERED AGENT: LAURIE ERICKSON. TYPE: DLLC. DATE: 1/18/08.

ON TO YOU LLC, 215 W. OAK ST., FORT COLLINS, CO 80521. REGISTERED AGENT: LINNEA OLSON. TYPE: DLLC. DATE: 1/1/08.

ORGANSMIC, 420 S. HOWES ST., FORT COLLINS, CO 80521. REGISTERED AGENT: DEBRA FOWLER. TYPE: DLLC. DATE: 1/1/08.

ORICK CONSTRUCTION LLC, 390 HIGH POINT DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: SERGIO RAMOS. TYPE: DLLC. DATE: 1/10/08.

OUTDOOR PROMOTIONS LLC, 1225 W. PROSPECT ROAD, FORT COLLINS, CO 80526. REGISTERED AGENT: . TYPE: FLLC. DATE: 1/18/08.

PACK RATS THRIFT STORE, 7126 STRASBURG DRIVE, FORT COLLINS, CO 80526. REGISTERED AGENT: MICHAEL SCHMIDT. TYPE: DLLC. DATE: 1/12/08.

PARAGON PARTNERS INC., 5230 ABBY ROAD, FORT COLLINS, CO 80526. REGISTERED AGENT: DARYL GIESKING. TYPE: DPC. DATE: 1/9/08.

PEAK PERFORMANCE FITNESS LLC, 3124 SAM HOUSTON CIRCLE, FORT COLLINS, CO 80526. REGISTERED AGENT: JAMES WERNING. TYPE: DLLC. DATE: 1/3/08.

PEAKVIEW MASTER ASSOCIATION, 4763 WESTRIDGE DRIVE, FORT COLLINS, CO 80526. REGISTERED AGENT: DAVID WYATT. TYPE: DNC. DATE: 1/8/08.

PERSON TO PERSON PAINTING, 3030 S. COLLEGE AVE., FORT COLLINS, CO 80525. REGISTERED AGENT: . TYPE: DPC. DATE: 1/1/08.

PHYSICAL THERAPY SERVICES LLC, 5225 WHITE WILLOW DRIVE G-200, FORT COLLINS, CO 80528. REGISTERED AGENT: REYES GREGORI. TYPE: DLLC. DATE: 1/11/08.

PINE HILLS MANAGEMENT CO., 320 E. 27TH ST., LOVELAND, CO 80538. REGISTERED AGENT: HAMID ESLAN. TYPE: DPC. DATE: 1/9/08.

PINYON MESA HOMES LLC, 2108 S

LEADS

PROTECTIVE & DECORATIVE FINISHES INC., 2318 KARAKUL COURT, FORT COLLINS, CO 80526. REGISTERED AGENT: EDWARD GORTON. TYPE: DPC. DATE: 1/1/08.

PTTL LLC, 805 W. 44TH ST., LOVELAND, CO 80538. REGISTERED AGENT: GLORIA WILLIAMS. TYPE: DPC. DATE: 1/9/08.

R & B SERVICES LLC, 1600 SCARBOROUGH DRIVE, FORT COLLINS, CO 80526. REGISTERED AGENT: ELIZABETH MCDUFFEE. TYPE: DPC. DATE: 12/29/07.

R SANTOS LLC, P.O. BOX 271124, FORT COLLINS, CO 80527. REGISTERED AGENT: RHIANNON SANTOS. TYPE: DPC. DATE: 12/28/07.

REAL ESTATE CONSULTANTS INC., 1216 FOURTH ST. SE, LOVELAND, CO 80537. REGISTERED AGENT: JERRY GUERNSEY. TYPE: DPC. DATE: 1/1/08.

RESONANCE REVISIONS, 2350 LIMON DRIVE, NO. 347, FORT COLLINS, CO 80525. REGISTERED AGENT: AUSTIN BRINK. TYPE: DPC. DATE: 1/17/08.

RGLP LLC, 907 BELVEDERE COURT, FORT COLLINS, CO 80525. REGISTERED AGENT: SUE EHSMEN. TYPE: DPC. DATE: 12/31/07.

RIGS-N-DIGS LLC, 2725 ROCKY MOUNTAIN AVE., SUITE 200, LOVELAND, CO 80538. REGISTERED AGENT: DANIEL LIKES. TYPE: DPC. DATE: 12/26/07.

ROBERTS PROPERTIES LLC, 615 ERIC ST., FORT COLLINS, CO 80524. REGISTERED AGENT: CLAYTON ROBERTS. TYPE: DPC. DATE: 1/1/08.

ROCKY MOUNTAIN AQUATICS INC., 2826 WILLIAM NEAL PARKWAY, FORT COLLINS, CO 80525. REGISTERED AGENT: MATTHEW KURTZ. TYPE: DPC. DATE: 1/6/08.

ROCKY MOUNTAIN DISTRIBUTION INC., 451 E. BOARDWALK DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: DAVID HANSON. TYPE: DPC. DATE: 1/11/08.

ROCKY MOUNTAIN QB1 LLC, 6981 MOUNT NIMBUS ST., WELLINGTON, CO 80549. REGISTERED AGENT: PATRICK WILLIAMS. TYPE: DPC. DATE: 1/4/08.

ROI II PARTNERS LLLP, 536 ALBION WAY, FORT COLLINS, CO 80526. REGISTERED AGENT: ALLAN VAUGHAN. TYPE: DPC. DATE: 1/9/08.

ROTHBOX DESIGNS, 1322 E. FOURTH ST., LOVELAND, CO 80537. REGISTERED AGENT: WILLIAM ROTH. TYPE: DPC. DATE: 1/8/08.

RP REINERT & ASSOCIATES CONSULTING LLC, 850 BRUCE DRIVE, BERTHOUD, CO 80513. REGISTERED AGENT: RICHARD REINERT. TYPE: DPC. DATE: 1/22/08.

RUGGLES & CO. CONSTRUCTION, 1013 HERSINGER COURT, LOVELAND, CO 80537. REGISTERED AGENT: DUSTIN RUGGLES. TYPE: DPC. DATE: 1/20/08.

S & D MARKETING LLC, 3279 WHITE BUFFALO, WELLINGTON, CO 80549. REGISTERED AGENT: SCOTT JOHNSON. TYPE: DPC. DATE: 1/2/08.

S.A. ROBOTICS/WEIDLINGER NNM LLC, 1148 E. FOURTH ST., LOVELAND, CO 80537. REGISTERED AGENT: EVAN HUSNEY. TYPE: DPC. DATE: 1/18/08.

SAB LLC, 4660 GETAWAY DRIVE, BERTHOUD, CO 80513. REGISTERED AGENT: STEPHANIE BRUNNER. TYPE: DPC. DATE: 1/7/08.

SALON SALON LLC, 612 MANSFIELD DRIVE, FORT COLLINS, CO 80524. REGISTERED AGENT: TATUM GILBERT. TYPE: DPC. DATE: 1/4/08.

SAME DAY AUTO INC., 1104 WHEDBEE ST., FORT COLLINS, CO 80524. REGISTERED AGENT: IAN MCWHIRT. TYPE: DPC. DATE: 1/3/08.

SC ENTERPRISES CO., 1412 WEBSTER AVE., FORT COLLINS, CO 80524. REGISTERED AGENT: JAMES MALON. TYPE: DPC. DATE: 1/7/08.

SCARBOROUGH INVESTMENTS, P.O. BOX 273362, FORT COLLINS, CO 80527. REGISTERED AGENT: JUDITH MEYER. TYPE: DPC. DATE: 12/31/07.

SCHAEFFER LTD., 805 W. 44TH ST., LOVELAND, CO 80538. REGISTERED AGENT: GUY SCHAEFER. TYPE: DPC. DATE: 1/9/08.

SCHWARTZ ELECTRIC LLC, 2109 W. LAKE ST., FORT COLLINS, CO 80521. REGISTERED AGENT: ROBERT SCHWARTZ. TYPE: DPC. DATE: 1/1/08.

SECURE ASSET FUNDING EXPERTS LLC, 2108 PONDEROSA DRIVE, LOVELAND, CO 80538. REGISTERED AGENT: WILLIAM MYERS. TYPE: DPC. DATE: 1/14/08.

SF PERFORMANCE HORSES LLC, 1828 LILY PLACE, LOVELAND, CO 80537. REGISTERED AGENT: SETH FENDER. TYPE: DPC. DATE: 1/1/08.

SHARTRADER, 674 RUGGED ROCK ROAD, LOVELAND, CO 80537. REGISTERED AGENT: SHARON STRANBERG. TYPE: DPC. DATE: 1/10/08.

SHC LTD., 2464 N BOISE AVE., LOVELAND, CO 80538. REGISTERED AGENT: GUY SCHAEFER. TYPE: DPC. DATE: 1/9/08.

SHELTER TRANSPORT LLC, 1112 OAKRIDGE DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: RUSS SPRAGUE. TYPE: DPC. DATE: 1/8/08.

SHILOH SKIN SPA INC., 2586 W. 44TH ST., LOVELAND, CO 80538. REGISTERED AGENT: KARISSA LANGENBAHN. TYPE: DPC. DATE: 1/14/08.

SHOWCASE INVESTMENTS LTD., 620 W. HORSE-TOOTH ROAD, FORT COLLINS, CO 80526. REGISTERED AGENT: LEE NEWLIN. TYPE: DPC. DATE: 1/22/08.

SHREE LAXMI LLC, 123 N. COLLEGE AVE., FORT COLLINS, CO 80524. REGISTERED AGENT: . TYPE: DPC. DATE: 12/26/07.

SHREINER ENTERPRISES INC., 893 MEADOW MOUNTAIN, LAPORTE, CO 80536. REGISTERED AGENT: STEVE SHREINER. TYPE: DPC. DATE: 1/1/08.

SI COMO NO LLC, 4703-A BOARDWALK DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: PETER SCHULTZ. TYPE: DPC. DATE: 1/9/08.

SIERRA VISTA ELECTRIC LLC, 108 BOTHUN ROAD, BERTHOUD, CO 80513. REGISTERED AGENT: DANNY CANTU. TYPE: DPC. DATE: 1/10/08.

SIERRA'S RACE AGAINST MENINGITIS INC., 170 SCENIC DRIVE, LOVELAND, CO 80537. REGISTERED AGENT: LISA KRIZMAN. TYPE: DPC. DATE: 1/17/08.

SILENT TRAILS LLC, 1125 TWINBERRY COURT, FORT COLLINS, CO 80525. REGISTERED AGENT: PETE THRASHER. TYPE: DPC. DATE: 1/1/08.

SILVER LINING ENTERPRISES LLC, 3801 N. TAFT HILL ROAD, FORT COLLINS, CO 80524. REGISTERED AGENT: JANET OTTO. TYPE: DPC. DATE: 1/18/08.

SKYVIEW PINYON MESA PROJECTS LLC, 1024 CENTRE AVE., FORT COLLINS, CO 80526. REGISTERED AGENT: RICHARD THOMPSON. TYPE: DPC. DATE: 1/9/08.

SKYVIEW SKYLEGEND LLC, 2318 W. LARIMER COUNTY ROAD, 546, FORT COLLINS, CO 80524. REGISTERED AGENT: RICHARD THOMPSON. TYPE: DPC. DATE: 1/18/08.

SPY KEY CUSTOM ARTWORK LLC, 215 W. OAK ST., FORT COLLINS, CO 80521. REGISTERED AGENT: SHAWN YOUNG. TYPE: DPC. DATE: 1/18/08.

SQUARE STATE INTERIORS LLC, 4012 CLEVELAND AVE., WELLINGTON, CO 80549. REGISTERED AGENT: JAMES TAMEZ. TYPE: DPC. DATE: 1/7/08.

SRFM PROPERTIES LLC, 903 N. LINCOLN AVE., LOVELAND, CO 80537. REGISTERED AGENT: RYAN SPENCER. TYPE: DPC. DATE: 1/16/08.

STEAMBOAT PARTNERS INVESTMENTS LLC, 3030 S. COLLEGE AVE., FORT COLLINS, CO 80525. REGISTERED AGENT: MICHAEL DITULLIO. TYPE: DPC. DATE: 1/2/08.

STEMS LLC, 2100 GROSVENOR COURT, FORT COLLINS, CO 80526. REGISTERED AGENT: DEBORAH BENTON. TYPE: DPC. DATE: 1/18/08.

STEWARDS OF THE EARTH INC., 7635 EMERALD AVE., FORT COLLINS, CO 80525. REGISTERED AGENT: ROBERT JONES. TYPE: DPC. DATE: 12/27/07.

STUDIO 17 HAIR SALON LLC, 500 WELD COUNTY ROAD 84, WELLINGTON, CO 80549. REGISTERED AGENT: KATHERINE JACKSON. TYPE: DPC. DATE: 1/11/08.

SUICIDAL LIFESTYLES STUNT TEAM, 3364 LAREDO LANE, FORT COLLINS, CO 80526. REGISTERED AGENT: JOSEPH TRIMBATH. TYPE: DPC. DATE: 1/2/08.

SUMMIT SKIDSTEER SERVICE LLC, 1205 N. LARIMER COUNTY ROAD 3, FORT COLLINS, CO 80524. REGISTERED AGENT: CHRISTOPHER OLSON. TYPE: DPC. DATE: 1/9/08.

SUNRAY CONSTRUCTION LLC, 202 HUBBELL ST., BELLVUE, CO 80513. REGISTERED AGENT: JONATHAN W. TYPE: DPC. DATE: 1/21/08.

SUSAN'S MUSIC STUDIO, 2500 E. HARMONY ROAD, LOT 121, FORT COLLINS, CO 80528. REGISTERED AGENT: SUSAN SNYDERMAN. TYPE: DPC. DATE: 1/21/08.

SUZ HUTCHINSON LLC, 4617 W. LARIMER COUNTY ROAD 2, BERTHOUD, CO 80513. REGISTERED AGENT: SUZAN HUTCHINSON. TYPE: DPC. DATE: 1/15/08.

SYMBIOS TECHNOLOGIES, 1307 SILK OAK DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: JUSTIN BZDEK. TYPE: DPC. DATE: 1/11/08.

TADROS WIRELESS INC., 2725 ROCKY MOUNTAIN AVE., SUITE 200, LOVELAND, CO 80538. REGISTERED AGENT: ISSA TADROS. TYPE: DPC. DATE: 1/15/08.

TATIN'S CAULKING LLP, 6698 WELD COUNTY ROAD 104, WELLINGTON, CO 80549. REGISTERED AGENT: OSBALDO GALLEGOS. TYPE: DPC. DATE: 1/16/08.

TAXICOLOGY INC., 503 REMINGTON ST., FORT COLLINS, CO 80521. REGISTERED AGENT: ERIK MARTINSON. TYPE: DPC. DATE: 12/27/07.

TCT ENTERPRISES INC., 4437 SUNKNOLL DRIVE, LOVELAND, CO 80538. REGISTERED AGENT: TINA TARANGO. TYPE: DPC. DATE: 1/15/08.

T-DOG HOUSE LLC, 7227 RANGER DRIVE, FORT COLLINS, CO 80526. REGISTERED AGENT: SCOTT BUS-TEED. TYPE: DPC. DATE: 1/1/08.

THE HORSE FARM LLC, 1338 TRUXUN DRIVE, FORT COLLINS, CO 80526. REGISTERED AGENT: JENNIFER ROGERS. TYPE: DPC. DATE: 1/10/08.

THE SOCIETY OF MOUNT KIA/MIA INC., 276 KATHRYN DRIVE, LOVELAND, CO 80537. REGISTERED AGENT: KEITH SHORT. TYPE: DPC. DATE: 1/7/08.

THE SUHLER GROUP LLC, P.O. BOX 334, LOVELAND, CO 80547. REGISTERED AGENT: DOUGLAS SUHLER. TYPE: DPC. DATE: 1/22/08.

THINK COMPASSION INC., 1013 ENGLEMAN PLACE, LOVELAND, CO 80538. REGISTERED AGENT: ERIN HUMMEL. TYPE: DPC. DATE: 12/27/07.

THINKHUMANITY INC., 1862 CADDOA DRIVE, LOVELAND, CO 80538. REGISTERED AGENT: JIM HECKEL. TYPE: DPC. DATE: 12/27/07.

THIRSTY'S OK INC., 460 S. COLLEGE AVE. F&G, FORT COLLINS, CO 80524. REGISTERED AGENT: KYU YOUNG LEE. TYPE: DPC. DATE: 1/14/08.

THOMAS KAPAUN INC., 22322 SCHULTZ LANE, BERTHOUD, CO 80513. REGISTERED AGENT: THOMAS KAPAUN. TYPE: DPC. DATE: 1/9/08.

TINGA LLC, 1360 E. EISENHOWER, LOVELAND, CO 80537. REGISTERED AGENT: CRAIG POORTINGA. TYPE: DPC. DATE: 1/2/08.

TIPTON INK INC., 5303 COUNTY SQUIRE WAY, FORT COLLINS, CO 80528. REGISTERED AGENT: MARTHA TIPTON. TYPE: DPC. DATE: 1/7/08.

TLC PACKING SERVICE, 2121 E. HARMONY ROAD, SUITE 361, FORT COLLINS, CO 80528. REGISTERED AGENT: CHERYL ANDREDE. TYPE: DPC. DATE: 1/17/08.

TNT PROPERTIES LLC, P.O. BOX 121, FORT COLLINS, CO 80528. REGISTERED AGENT: CONNIE REUTER. TYPE: DPC. DATE: 1/11/08.

TOUCAN MAPS INC., 2627 RED FOX COURT, FORT COLLINS, CO 80526. REGISTERED AGENT: RAY KRUEGER-KOPLIN. TYPE: DPC. DATE: 1/1/08.

TRINITY FOUNDATION, 1437 N. DENVER AVE., LOVELAND, CO 80538. REGISTERED AGENT: . TYPE: DPC. DATE: 12/27/07.

TRITON GROUP INC., 2248 BRECKRIDGE DRIVE, BERTHOUD, CO 80513. REGISTERED AGENT: WILLIAM WAGNER. TYPE: DPC. DATE: 1/17/08.

TROYER CARPENTRY LLC, 1730 S. COLLEGE AVE., SUITE 301, FORT COLLINS, CO 80525. REGISTERED AGENT: MICHAEL TROYER. TYPE: DPC. DATE: 1/8/08.

UHLENBROCK BROTHERS LLC, 1550 FALL RIVER DRIVE, LOVELAND, CO 80538. REGISTERED AGENT: BRIAN UHLENBROCK. TYPE: DPC. DATE: 1/15/08.

UNITED STRATEGIES INC., 1003 CASTLEROCK DRIVE, FORT COLLINS, CO 80521. REGISTERED AGENT: JASON ARRANTS. TYPE: DPC. DATE: 1/8/08.

UNIVERSAL HARMONY LLC, 1397 GLACIER VIEW LANE, ESTES PARK, CO 80517. REGISTERED AGENT: JACQUELINE CHIPLIN. TYPE: DPC. DATE: 1/21/08.

UPTREND SYSTEM LLC, 1909 FALCON RIDGE DRIVE, FORT COLLINS, CO 80528. REGISTERED AGENT: DAN-LO SILVA. TYPE: DPC. DATE: 1/10/08.

UTHMANN ENTERPRISES LLC, 1628 E. PIKIN ST., NO. 3, FORT COLLINS, CO 80524. REGISTERED AGENT: NICOLE UTHMANN. TYPE: DPC. DATE: 1/18/08.

VINES OIL AND GAS LLC, 1209 PINE ST., LOVELAND, CO 80537. REGISTERED AGENT: SHARI VINES. TYPE: DPC. DATE: 1/7/08.

VITAL VIDEO PRODUCTIONS LLC, 721 LONGS DRIVE, ESTES PARK, CO 80517. REGISTERED AGENT: CLIFFORD ARMITAGE. TYPE: DPC. DATE: 12/30/07.

WELLINGTON TOY STORAGE LLC, 5607 WELD COUNTY ROAD 66, WELLINGTON, CO 0. REGISTERED AGENT: BRIAN GRAVES. TYPE: DPC. DATE: 1/19/08.

WESTERN STATES BUILDERS LLC, 3308 SNOW-BRUSH COURT, FORT COLLINS, CO 80521. REGISTERED AGENT: VICKI WAGNER. TYPE: DPC. DATE: 1/7/08.

WILLIAMS INC. LLC, 906 BATTSFORD CIRCLE, FORT COLLINS, CO 80525. REGISTERED AGENT: AMANDA WILLIAMS. TYPE: DPC. DATE: 1/3/08.

WINDWOOD LLC, 3218 NESBIT COURT, FORT COLLINS, CO 80526. REGISTERED AGENT: LESTER LITTON. TYPE: DPC. DATE: 1/10/08.

WISHING WELL GIFTS LLC, 11012 FLATIRON MOUNTAIN ROAD, LOVELAND, CO 80537. REGISTERED AGENT: SHARON OFT. TYPE: DPC. DATE: 1/3/08.

WITTDG PRODUCTIONS, 2321 FLAGSTONE COURT, FORT COLLINS, CO 80525. REGISTERED AGENT: JEFFREY WITTENAUER. TYPE: DPC. DATE: 1/2/08.

WORLD EXPERIENCES LLC, 323 S. COLLEGE AVE., LOVELAND, CO 80524. REGISTERED AGENT: ELIZABETH BOESE. TYPE: DPC. DATE: 1/11/08.

WYATT INDUSTRIAL SERVICES LLC, 1508 IDA AVE., LOVELAND, CO 80537. REGISTERED AGENT: . TYPE: DPC. DATE: 1/8/08.

YURO INTERNATIONAL INC., 400 REMINGTON ST., SUITE A, FORT COLLINS, CO 80524. REGISTERED AGENT: ROB SAMUEL. TYPE: DPC. DATE: 1/11/08.

ZIMMERLE SYSTEMS ANALYSIS LLC, 1224 POMONA ST., UNIT C, FORT COLLINS, CO 80521. REGISTERED AGENT: DENISE ZIMMERLE. TYPE: DPC. DATE: 1/4/08.

WELD COUNTY

ZSAFEPAY INC., 301 10TH ST., FREDERICK, CO 0. REGISTERED AGENT: HANGJUN WU. TYPE: DPC. DATE: 1/4/08.

5125 LACOSTA LLC, 776 PONDEROSA, WINDSOR, CO 80550. REGISTERED AGENT: CHERYL VAN ACKERN. TYPE: DPC. DATE: 1/1/08.

A & C RADIATOR SERVICE INC., 1839 13TH AVE., GREELEY, CO 80631. REGISTERED AGENT: SHAWN LAMBERT. TYPE: DPC. DATE: 1/21/08.

A DOG FOR LIFE LLC, 3403 COVEWAY, EVANS, CO 80620. REGISTERED AGENT: JENNIFER ANDRADE. TYPE: DPC. DATE: 1/19/08.

A&R TREE AND LANDSCAPING LLC, 5515 TRIPLE CROWN DRIVE, FREDERICK, CO 80504. REGISTERED AGENT: SHERRY FAIROW. TYPE: DPC. DATE: 1/2/08.

ABSOLUTE CASINO SUPPLY, 625 THIRD ST., NO. D, GREELEY, CO 80631. REGISTERED AGENT: DUSTIN SANTINO. TYPE: DPC. DATE: 1/6/08.

ACE COATINGS & ASPHALT INC., 5112 W. NINTH ST., GREELEY, CO 80634. REGISTERED AGENT: ZACHERY MILEWSKI. TYPE: DPC. DATE: 1/14/08.

ADL ENTERPRISES, 325 THIRD ST., DACONO, CO 80514. REGISTERED AGENT: ANTHONY DE LANGE. TYPE: DPC. DATE: 1/3/08.

AGB REAL ESTATE INVESTMENTS INC., 16073 WILLOW WAY, BRIGHTON, CO 80602. REGISTERED AGENT: CELESTE HUSS. TYPE: DPC. DATE: 1/11/08.

AIRCRAFT PROJECTS LLC, 5023 PAWNEE DRIVE, GREELEY, CO 80634. REGISTERED AGENT: ERNEST MARTIN. TYPE: DPC. DATE: 1/18/08.

CLASSIFIEDS

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Northern Colorado BUSINESS REPORT

ECONOMIC INDICATORS



Population	2006	2010	2015	2020	2030	Last update
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	283,993	282,636	0.48%	271,435	4.63%	1/08
Unemployment	14,003	12,178	14.99%	12,246	14.35%	1/08
Colo. Unemp. Rate	4.70%	4.30%	N/A	4.60%	N/A	1/08
Lmr. Unemp. Rate	4.30%	3.80%	N/A	4.20%	N/A	1/08
Weld Unemp. Rate	5.30%	4.60%	N/A	5.10%	N/A	1/08

Jet fuel (gallons dis.) F.C.-Loveland Airport	73,444	77,494	-5.23%	69,763	5.28%	1/08
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Motor vehicle reg.	53,722	52,398	2.53%	48,258	11.32%	2/08
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Vectra Small Business Colorado index	92.8	95.6	-2.93%	94.4	-1.69%	2/08
U.S. index	82.4	85.2	-3.29%	85.3	-3.40%	2/08

Bankruptcies						
Larimer County						
Chapter 7	51	42	21.43%	N/A	N/A	1/08
Chapter 13	9	9	0.00%	N/A	N/A	1/08
Weld County						
Chapter 7	49	62	-20.97%	N/A	N/A	1/08
Chapter 13	7	11	-36.36%	N/A	N/A	1/08

Foreclosures						
Larimer County						
Value (000s)	\$22,073	\$36,115	-38.88%	N/A	N/A	1/08
Weld County						
Value (000s)	\$48,291	\$50,309	-4.01%	N/A	N/A	1/08

Patents						
Larimer County						
	31	25	24.00%	53	-41.51%	2/08
Weld County						
	9	7	28.57%	14	-35.71%	2/08

New businesses						
Larimer County						
	407	246	65.45%	454	-10.35%	1/08
Weld County						
	270	141	91.49%	287	-5.92%	1/08

Consumer Price (Colorado, Wyoming, Montana and Utah)						
Index (1982-84 = 100)						
Food & beverages						
	215.131	215.74	-0.28%	206.8	4.03%	2/08
Housing						
	225.132	224.35	0.35%	219.1	2.75%	2/08
Transportation						
	190.644	191.3	-0.34%	179	6.51%	2/08
Medical Care						
	366.56	362.65	1.08%	349.4	4.91%	2/08

REAL ESTATE						
Total construction (000s)						
Larimer County						
	\$50,000	\$25,649	94.94%	\$75,955	-34.17%	2/08
Weld County						
	\$35,388	\$36,286	-2.47%	\$50,029	-29.27%	2/08

Building permits	153	140	9.29%	236	-35.17%	2/08
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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						
	12.62%	11.89%	N/A	11.10%	N/A	12/07
Loveland						
	9.40%	8.77%	N/A	11.50%	N/A	12/07
Greeley						
	15.21%	15.72%	N/A	19.00%	N/A	12/07

Retail vacancy rates						
Fort Collins						
	6.59%	7.66%	N/A	5.60%	N/A	12/07
Loveland						
	5.47%	5.30%	N/A	3.90%	N/A	12/07
Greeley						
	9.59%	4.26%	N/A	6.70%	N/A	12/07

Industrial vacancy rates						
Fort Collins						
	4.71%	4.26%	N/A	4.10%	N/A	12/07
Loveland						
	4.79%	4.60%	N/A	5.30%	N/A	12/07
Greeley						
	6.44%	6.65%	N/A	8.60%	N/A	12/07

SALES						
Restaurant retail (000s)						
Larimer County						
	\$125,886	\$98,386	27.95%	\$112,241	12.16%	9/07
Weld County						
	\$55,770	\$53,000	5.23%	\$51,970	7.31%	9/07
Gross sales (000s)						
Larimer County						
	\$640,834	\$732,321	-12.49%	\$587,867	9.01%	10/07
Weld County						
	\$613,690	\$661,252	-7.19%	\$619,887	-1.00%	10/07
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); Realtor Commercial Real Estate Services Inc. (Office, retail, industrial vacancy rates); Colorado Department 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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BROUGHT TO YOU BY: COLORADO STATE UNIVERSITY, CITY OF FORT COLLINS, SEVEN GENERATIONS, USGBC, PLATTE RIVER POWER AUTHORITY

Get Your Building in Shape
Energy and Water: Assess your Situation
Energy and Water: Making Improvements
Sites & Landscaping: Designing for Efficiency
Indoor Environmental Quality: Comfortable,
Productive, and Healthy Work Spaces
Materials and Resource Management
Process and Organization: Implementing Efficiency
Case Studies: Successes and Lessons

**Only \$49 for a full day of
green building workshop.**
Register at www.ncbr.com

**Green
Tour** Saturday, April 26
See green residential & commercial
buildings around Fort Collins. Only \$25