

Northern Colorado BUSINESS REPORT

\$1
June 20-July 3, 2008
Vol. 13, No. 20
www.ncbr.com

NEWS



Sutton vows to take NCMC even higher
Former McKee CEO plans to better align two banner hospitals
Page 2



Water investment plan shot down
Water district pulls plug on C-BT fund over 'speculation'
Page 3

PayChex Inc. buys A & A Payroll
Payroll industry giant enters NoCo market through acquisition
Page 3



Health Care

MCR attracts docs, practitioners, to offices

Page 19

Greeley's top CPA firm heads west

Kennedy & Coe to occupy offices in Centerra project

By Tom Hacker
thacker@ncbr.com

LOVELAND — The largest accounting firm in Greeley will

vacate its offices next July, opting for prime office space just southeast of the Promenade Shops at Centerra.

Kennedy & Coe LLC, with 45 employees at its offices on 56th Avenue at 19th Street, will take the entire second floor of a new 30,000-square-foot office building at the Sky Pond Business Park, perched on the edge of the Chapungu African sculpture park that has become a

centerpiece at McWhinney's east Loveland development.

"This is the signature, the best location in Centerra," McWhinney cofounder and CEO Chad McWhinney said. "There's nothing else like it here."

The 3,000-acre Centerra development that spans Interstate 25 just north of U.S. Highway 34 has attracted dozens of new office users in the past year, particularly since

the opening of Medical Center of the Rockies in February 2007. Among the newer residents are:

- Heart Center of the Rockies, the cardiology practice that in March moved its administrative offices and 40 employees to office space near the new hospital.

- Constant Contact, a Massachusetts-based electronic marketing and survey company that

See KENNEDY, 24

Reclaimed water can be turned to beneficial uses

By Steve Porter
sporter@ncbr.com

WELLINGTON — When farmer Richard Seaworth and oil producer Brad Pomeroy began swapping stories about their business challenges several years ago, they discovered what they had in common: water.

Seaworth needed water to build houses on part of his land, while Pomeroy was spending money returning wastewater from oil production to the ground.

Pomeroy noted that of every 100 barrels pumped from a rig in the Wellington oil field on and near Seaworth's property, about 98 barrels are water and only two barrels are oil.

"I had to figure out a way to get rid of all this (waste) water and disposal wells are expensive," he said.

"When Brad and I got together, his problem was to get rid of the water and I was trying to build some houses but the county denied me because no water was available," Seaworth said. "That's kind of how the whole thing started."

That began a six-year, multimillion-dollar effort to gain state approval to put purified water from the oil wells to beneficial use. Crop irrigation, dairy and beef production, domestic water for development, augmentation of Wellington's water supply as well as several potential commercial ventures are among the possibilities

Unique partnership mixes oil and water



Steve Porter, Northern Colorado Business Report

STORING WATER — Richard Seaworth closes a valve on his reservoir north of Wellington. Seaworth and oil producer Brad Pomeroy are separating water from oil pumped from wells on Seaworth's land in a process that's drawing attention from a variety of interested parties.

that now exist thanks to the approval finally received in March.

Seaworth said the state water court found the oil field water is coming from an isolated underground

geologic formation not in contact with a tributary source that could impact other water rights holders.

"We can use the water for almost

See WATER, 28

National banks in worse shape than region's

Average results for first quarter seem positive

By Kristen Tatti
ktatti@ncbr.com

As some of the nation's largest banks continue to see losses in the billions of dollars, Northern Colorado's banks are seeing only mild declines compared to last year.

The Federal Deposit Insurance Corp., which insures and monitors the banking industry, painted a rather bleak picture in its report summing up the first quarter. Actually, the FDIC's Quarterly Banking Profile shared no positive news in its bulleted highlights:

- Industry earnings decline 46 percent from year-earlier level.

- Loss provisions absorb a higher share of revenue.

- Troubled loans accumulate in real estate portfolios.

- Lending growth slows.
- Fourth quarter 2007 earnings are revised below \$1 billion.

Likewise, Federal Reserve Board Vice Chairman Donald Kohn had little positive news to share with the

See BANKS, 23

THE EDGE



When it's finally time to leave home

Move beyond home office important one for entrepreneurs
Page 9

LISTS

Medical clinics
Page 20

Bioscience companies
Page 22



Rick Sutton vows to take NCMC to new heights

Former McKee CEO plans to better align two Banner hospitals

By Steve Porter
sporter@ncbr.com

GREELEY — Rick Sutton wants to bring the same evangelical approach to North Colorado Medical Center in Greeley that he brought to McKee Medical Center in Loveland when he arrived there three years ago.



SUTTON

Sutton, 44, was named NCMC's CEO in

late April after former CEO Gene O'Hara accepted a position at a new Banner Health system hospital in the Phoenix area. Sutton said the five ground rules he laid out when he came to McKee in 2005 — employee engagement, patient satisfaction, quality care, strong physician relationships and financial strength — will be the mantra at NCMC as well.

"We never deviated from those five priorities," he said. "It really drove McKee to a new level and we were named best hospital in the system last year."

Employee morale at McKee, which had been suffering under revolving-door leadership, immediately improved when the high-energy Sutton took over. Sutton turned the situation around, and the long-awaited opening of nearby MCR in February 2007 did not hurt McKee's patient numbers.

In fact, the numbers actually increased

over the previous year in the months after MCR opened.

That kind of performance by Sutton helped position him for his appointment by Phoenix-based Banner Health to head up the much-larger NCMC, the biggest hospital in Northern Colorado when it comes to numbers of licensed beds.

"I wouldn't say I lobbied for (the CEO position)," he said. "But when it became available I did express interest."

More synergy

Sutton said as CEO of NCMC he will try to create a stronger synergy between NCMC and McKee while at the same time keeping them separate and distinct entities.

"We'll always be two separate organizations but we'll be working together on strategies so it's a Banner strategy," he said.

Sutton speaks of a stronger "alignment" between the two hospitals as his vision of

their future. "The whole Banner headquarters is very supportive," he said. "I know what they're looking for me to do and as long as we hit the results we're trying to hit, they're going to be very supportive."

As he did at McKee, Sutton said he found NCMC needing a shot of morale when he arrived. "I can't sit here and tell you we're in a rose garden," he said. "Yes, we have some work to do and we'll do it. People who don't want to be on the team and work hard, won't."

McKee remains without a CEO, and Banner has said it plans to replace Sutton with someone within the system's 21-hospital organization. Betty Patterson, McKee spokeswoman, said the selection process is continuing and she could not predict when a replacement will be named.

Sutton, who worked his way up through the Banner ranks, said if he was to give

See SUTTON, 29

Banner, PVHS keep pressure on each other



SOURCE: BUSINESS REPORT ARCHIVES

25
34

The Address of Choice

Sites Available at I-25 & US 34





RETAIL | OFFICE | LIGHT INDUSTRIAL










CHRISLAND

Brokerage • Development • Investment

For more information contact:

Nick Christensen :: 970-663-3150 x 3

Ryan Schaefer :: 970-663-3150 x 4

www.chrislandinc.com

THE EYE

Backyard barnyards for chicks in the city

This summer's hottest comedy could be coming to a backyard near you soon. Call it "Chicks in the City."

The Eye was wide-open to poke fun at Fort Collins city council's latest attempt to join the ranks of world-class metropolises such as Ann Arbor, Mich., Madison, Wis., and most of unincorporated Arkansas by adding poultry to the ranks of dogs, cats, reptiles

and rabbits as allowable pets — or as they prefer to be called, animal companions.

But unidentified wits in the local real estate community beat us to the poke by circulating a **Fort Collins Chicken Occupancy Disclosure** form, which requires, in part:

"Seller to verify no more than 6 unrelated chickens have occupied the coop at any one time (not to be confused with City of Fort Collins 3-unrelated student rule).

"Seller has no roosters (notwithstanding the 'Don't Ask, Don't Tell' policy; Seller to provide gender proof).

"Seller to provide copy of Certificate of



See **THE EYE**, 18

Water investment proposal shot down

Water district pulls plug on C-BT fund over 'speculation'

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

BERTHOUD — A water investment scheme that banked on the rising value of Colorado-Big Thompson water is dead after the Northern Colorado Water Conservancy District decided it would not sanction financial speculation on its precious commodity.

Craig Harrison, a longtime local real estate and water broker and owner of Harrison Resource Corp. in Fort Collins, was offering investment opportunities in C-BT water last fall

through the US Capital Water Fund I. Partnering with Harrison in the venture was Zack Neumeyer, co-founder of Sage Hospitality Resources LLC, a Denver-based hotel development and management company.

A confidential executive summary of the fund issued Oct. 15, 2007, concluded that "Northern Colorado provides excellent immediate and long-term investment potential due to the unique, advanced marketplace represented by Big T water rights and a seven-year historical low per-unit price."

The summary notes that the C-BT water supply is finite and, with the current downturn in residential development resulting in less water needed to meet city growth requirements,



HARRISON

the price of C-BT water is a bargain when compared to its likely future value.

"The Fund believes there is less than seven and 10 years (sic) of Big T supply left in the marketplace," the summary states. "Internal analysis has shown that a hold of approximately five to seven years will generate optimum returns.

"Based on these dynamics, the Fund believes the five to seven year price per unit of Big T water will fall in the \$25,000 to \$35,000 range. Based on a \$30,000 per unit exit price, the Fund projects a cumulative LP (limited partner) cash-on-cash return of 245 percent and an IRR (internal rate of return) of 18.10 percent."

C-BT water has recently been selling for about \$10,000 per unit.

The Colorado-Big Thompson project has been providing water from the Western Slope to

See **WATER**, 18

F O C U S



Tom Hacker, Northern Colorado Business Report

HEAVY WORK — Obermeyer Hydro Inc. president and founder Henry Obermeyer, below, and vice president for operations Rob Eckman stand on a catwalk next to a 25-foot-tall autoclave, a pressurized chamber that is used in the manufacture of rubber components of the company's spillway gates for hydroelectric and water diversion projects.

Future of clean-energy firm in county's hands

Larimer commissioners hold keys to company's expansion, job growth

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

WELLINGTON — As many as 160 high-paying manufacturing jobs will hang in the balance when Larimer County's board of com-

missioners considers a request by a Wellington manufacturer of equipment for hydro-electric projects to expand its operation.

Obermeyer Hydro Inc., a fast-growing player in the region's renewable energy sector, has gained support for its expansion plans from the Colorado governor's office and economic development officials. But some members of the Larimer County Planning Commission, and the planning department staff, so far have given Obermeyer a cool reception.

Three county commissioners on June 23

See **OBERMEYER**, 31

A&A Payroll bought out by PayChex Inc.

Payroll industry giant enters NoCo market through acquisition

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

Another of the region's local payroll services firms has been acquired by a national professional services outsourcing firm.

PayChex Inc. closed on a deal to purchase A & A Payroll in February and just finalized its integration. The deal gives PayChex a physical presence in the Northern Colorado market, where it has been trying to get a foothold for about 10 years.

"We were trying to penetrate the area with a sales force," said Joelle Risolo, regional sales manager for PayChex.

The company also has offices in Denver and Colorado Springs.

"Over the years, A & A Payroll got to the point where they were ready to form a partnership with us," she said. PayChex hired on one of A & A's two employees and anticipates adding more staff in the future.

Risolo said that PayChex will maintain A & A Payroll's previous services — mostly payroll processing — as well as offer many new ones, including — 401(k), workers' compensation, unemployment and other employee-related functions.

Even PayChex, which offers a full breadth of human resources and benefits services, was once strictly a payroll firm. The company, founded in 1971, didn't branch into other offerings until 1987 with its benefits services division. The next year, the company added personnel services, and continued to add new offerings almost every year through the 1990s.

By the late '90s, PayChex had switched into acquisition mode, picking up several large service providers, along with some software solutions. While A & A Payroll doesn't fall under

See **PAYCHEX**, 8

INSIDE

Briefcase	12
Calendar	15
Classifieds	31
Commentary	32
Daily Review	16
Leads	35
Economic Indicators	39
On The Job	13
Real Estate	6
Technology	7

Lawn Care / Plant Health Care
 Tree & Shrub Pruning / Landscape / Holiday Lighting
 Outdoor Perimeter Pest Control

Copyright 2008 Swingle, Inc. All Rights Reserved. Servicing Residential and Commercial Customers.

ESTABLISHED 1947
SWINGLE
 LAWN, TREE & LANDSCAPE CARE™

When it comes to your outdoors, choose Swingle.™

Denver / Castle Rock / Boulder | Monument | Fort Collins / Loveland / Greeley | Longmont
 303.337.6200 | 719.302.5117 | 970.221.1287 | 720.204.1846

www.myswingle.com

Our 100% Guarantee: All work will be done correctly and to your complete and total satisfaction.

MILE HIGH BANKS
 An Elevated Level of Banking

Business Banking • Commercial Lending • Construction Financing

Loveland • 2950 North Garfield • 970.669.6424

www.milehighbanks.com

MEMBER FDIC

NCBR adds bloggers, three new columnists

HR, summer baseball online; environment, law, art in print edition

By NCBR Staff

FORT COLLINS — The *Northern Colorado Business Report* has introduced two new bloggers on the Web site www.ncbr.com.

Carrie Pinsky, local expert on all things HR-related, guides readers on a journey along The Business Route Less Traveled, while college baseball player Joe Schmidtbauer takes us inside the Fort Collins Foxes' dugout for the summer season.



PINSKY

Pinsky is a freelance commercial writer, recruiter and training specialist based in Fort Collins. As an adjunct faculty consultant for Right Management, she uses her experience in recruitment, human relations, training and development to facilitate full-service career search workshops to those in transition. She graduated magna cum laude from Regis University with a bachelor's degree in organizational development and holds a PHR Certification.

Schmidtbauer, a 2007 graduate of Fort Collins High School, plays third base for the Mesa State College Mavericks in Grand Junction during the school year. He is

spending this summer playing for the Mountain Collegiate Baseball League champion Fort Collins Foxes and posting an online journal of his experiences in Outside the Batter's Box.



SCHMIDTBAUER

Carrie and Joe join Web editor Noah Guillaume, who crunches business stats in Noah's Arkive, and Managing Editor Kate Hawthorne and her exploration of the randomly interesting in All About M.E. on www.ncbr.com. All welcome comments, complaints and feedback, and look forward to the conversation.

On July 4, *NCBR* introduces a trio of new columnists to cover expanding industry areas, when Kevin Houchin, an attorney based in Fort Collins, begins covering legal matters with a look at issues involved in technology transfer deals.

On Aug. 1, Kiki Gilderhus, professor of art history at the Rocky Mountain College of Art and Design in Denver, will debut her column about the business of the arts. A Fort Collins native, Gilderhus has published locally and internationally on a range of arts-related topics.

Then, on Aug. 29, Lara Williams, owner of The Green Team Real Estate and organizer of local Green Drinks events, starts off her column about environmental issues with a case study of one business' efforts to go green without going broke.

If you have topics to suggest for any of our columnists, questions for our bloggers or new tips for our reporters, drop us an e-mail at news@ncbr.com.

C O R R E C T I O N S

A list of golf courses in the *Business Report's* publication Links omitted the new Hamony Golf Club in Timnath. Harmony would have placed second on the list, with the criterion being men's regular slope. The *Business Report* regrets the error.

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

To SUBSCRIBE OR ADVERTISE, CALL 800-440-3506

Volume 13, Number 20 Copyright 2008.
 The Northern Colorado Business Report Inc.
 Reproduction or use of editorial or graphic content without written permission is prohibited.

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 Fort Collins 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
 E-mail: editor@ncbr.com • www.ncbr.com

Bus, van company carries green practices

Shamrock's efforts earned silver level from Climate Wise

By Jenna Jordan
intern@ncbr.com

It seems fitting that a company named after a symbol of the Emerald Isle has been recognized for being green, despite its consumption of fossil fuels and contribution to reduced air quality.

Shamrock Transportation, based in Fort Collins, has become environmentally friendly enough in recent months to receive a Silver Partnership with the City of Fort Collins Climate Wise Program.

Shamrock has been a Climate Wise partner for less than a year. The company first became a member of the program in October 2007, according to Bob Flynn, Shamrock's general manager. "We felt like we needed to be part of the solution," he said, since Shamrock buses and vans drive across the Front Range on several daily round trips to Denver International Airport and other destinations.

Shamrock and 74 other local businesses were honored at the Climate Wise Envirovation reception on April 24 for environmental stewardship, a category that includes efforts in recycling, reducing waste, conserving water, saving energy, and



Courtesy Shamrock Transportation

GREEN APPRECIATION – Shamrock Airport Express riders unload at the Harmony Transfer Center in Fort Collins. The transportation company modified its scheduled pick-up times to conserve fuel, which helped earn silver level status in Fort Collins' Climate Wise program.

See SHAMROCK, 30

NEED INDUSTRIAL SPACE? CALL REALTEC TODAY!

Northern Colorado's
COMMERCIAL REAL ESTATE LEADER
*More Listings. More Deals.
More Experience.*

REALTEC
COMMERCIAL REAL ESTATE SERVICES

255 E Monroe Dr, Suite 4
Fort Collins • 970.229.9900

123 N College Ave, Suite 350
FC - Downtown • 970.407.9900

1711 61st Ave, Suite 200
Greeley • 970.346.9900

350 E 7th St, Suite 2
Loveland • 970.593.9900

Check out our listings on the web!

WWW.REALTEC.COM

<p>FOR SALE</p> <p>I-25 Gateway Center • Johnstown 0.87 - 2.13 acres for \$6.00 - \$9.00/sf. Contact: Larry Melton, Loveland Office or Michael Ehler, Fort Collins Office</p>	<p>FOR SALE</p> <p>1276 S Grant Ave • Loveland Available: 2,000 sf. Price: \$185,000. Contact: Ken McCrady or Jack Trethewey Loveland Office</p>	<p>FOR SALE OR LEASE</p> <p>302 3rd St • Loveland Bldg Size: 48,600 sf. Price: \$3,800,000. Lease Rate: \$25,000/month NNN (est.\$1.50/sf). Contact: Jim Mokler, FC Downtown Office</p>	<p>FOR SALE OR LEASE</p> <p>237 22nd St • Greeley Available: 10,000 - 54,000 sf. Lease Rate: \$4.50/sf Price: \$1,700,000 (\$18.21/sf). Contact: Mark Bradley, Greeley Office</p>
<p>FOR SALE OR LEASE</p> <p>1304 Duff Dr • Fort Collins Available: 5,250 sf. Price: \$1,800,000 (\$73.47/sf). Lease Rate: \$6.00 - \$7.00/sf NNN. Contact: Peter Kast or Jeff Doran Fort Collins Office</p>	<p>FOR SALE</p> <p>Hwy 34 Bypass & 83rd Ave • Greeley Available: 42.578 acres. Price: \$3,100,000 (\$1.67/sf). Contact: Steve Griffith, Greeley Office</p>	<p>FOR SALE</p> <p>517 Link Ln • Fort Collins Bldg Size: 9,000. Land Size: 25,003 sf. Price: \$459,000 (\$51.10/sf). Contact: Steve Stansfield or Peter Kast Fort Collins Office</p>	<p>FOR SALE OR LEASE</p> <p>5873 Lockheed Dr • Loveland Available: Nine - 1,200 sf units. Lease Rate: \$6.50/sf. Price: \$1,600,000 (\$111.11/sf). Contact: Steve Stansfield or Jeff Doran Fort Collins Office</p>
<p>FOR SALE</p> <p>2432 E 13th St • Loveland Available: 10,255 sf. Site Size: 39,380 sf. Price: \$850,000 (\$82.88/sf). Contact: Tom Reznik or Larry Melton Loveland Office</p>	<p>FOR LEASE</p> <p>717 S CR 9 • Loveland Available: 4,525 Bldgs (40 acres). Lease Rate: \$4,500/month gross. Contact: Ken McCrady or Jack Trethewey Loveland Office</p>	<p>CAN BE SUBDIVIDED FOR SALE</p> <p>TBD Hwy 392 • Windsor Available: 55.83 acres. Price: \$6,079,888 (\$2.50/sf). Zoned Limited Industrial, Town of Windsor Contact: Michael Ehler, Fort Collins Office</p>	<p>FOR LEASE</p> <p>3825 E Mulberry St • Fort Collins Available: 3,445 - 59,027 sf. Lease Rate: \$4.00 - \$9.00/sf NNN. Contact: Nate Heckel, Fort Collins Office or Dan Eckles, FC Downtown Office</p>
<p>FOR SALE</p> <p>Boxelder Business Park 9000 N 1st St - Wellington Bldg: 3,800 sf. Price: \$485,000. Fenced yard. Also available, lots from \$2.35 - \$3.00/sf. Contact: Michael Ehler, Fort Collins Office or Jim Mokler, FC Downtown Office</p>	<p>FOR SALE</p> <p>1280 S Grant Ave • Loveland Available: 2,000 sf. Price: \$185,000. Contact: Ken McCrady or Jack Trethewey Loveland Office</p>	<p>FOR LEASE</p> <p>5609 Goldco Dr • Loveland Warehouse: 3,600 sf. Office: 4,590 sf. Warehouse: \$8.00/sf gross. Office: \$12.30/sf gross. Contact: Jeff Doran or Peter Kast Fort Collins Office</p>	<p>FOR SALE OR LEASE</p> <p>1713 E Lincoln Ave, Units B1 & B2 • Fort Collins Available: 4,500 sf. Lease Rate: \$6.75/sf NNN. Price: \$382,500 (\$85.00/sf). Contact: Steve Stansfield, Fort Collins Office</p>

Bohemian Foundation plans new downtown digs

Space at Mountain, Walnut will double foundation's offices

FORT COLLINS — A four-story building at the northwest corner of Mountain Avenue and Walnut Street in Old Town Fort Collins will provide new space for the Bohemian Foundation, the non-profit charitable group founded by philanthropist Pat Stryker.



REAL ESTATE
Tom Hacker

Bohemian will take about 25,000 square feet in the yet-unnamed 35,000-square-foot building, occupying most of the second, third and fourth floors of the project that Everitt-MacMillan Development Inc. has steered through the city's planning process for the past year. That share would be more than double the space Bohemian has at its current location on the southwest corner of College and Mountain avenues.

"I think in so many ways Pat continues to demonstrate her commitment to the city of Fort Collins," said Joe Zimlich, CEO of Bohemian Cos., the commercial twin of the Bohemian Foundation. "You see it all the time in the foundation and what

they're involved with. This is where she wants her company and her foundation to be located."

Project developers had originally planned five stories, but agreed to settle for four when objections surfaced during a hearing before the city's Landmark Preservation Commission.

"It was just too much mass sitting on that corner, they thought," developer Stu MacMillan said. "We're not in the historic district, but we're right next door. We took it to the LPC as a courtesy, and we ended up pulling back, going four stories."

With the endorsement of the preservation commission, and a subsequent approval by the Zoning Board of Appeals, the project appears set on a fast track that will first require the demolition of two existing buildings that occupy the triangular 10,000-square-foot site.

One building, a chalet-style, two-story frame structure widely regarded as a downtown eyesore, was once scheduled to become the home for Otterbox Products. But Everitt-MacMillan's \$900,000 purchase of that building after Otterbox founder Curt Richardson changed his plans set in motion an assemblage of the rest of the property on the block.

The Benedict-Campbell Insurance Agency, the Farmer's Insurance Group affiliate on the corner, will also give way, with principal Craig Campbell taking space in the new building when it's ready for occupancy.

Fort Collins preservation planner Karen McWilliams said once the building height



Photo illustration courtesy The Neenan Co.

BOHEMIAN HOME — An architectural rendering depicts a four-story building that will rise on the northwest corner of Mountain Avenue and Walnut Street in Old Town Fort Collins, destined to be the new home for philanthropist Pat Stryker's Bohemian Foundation.

issue was settled it was easy to get behind the project.

"I think the development team and the architect have come up with a very nice plan for this," McWilliams said of Everitt-MacMillan and The Neenan Co. architect Bob Hosana.

"They worked hard to come up with a really good building. They went a lot further than most other developers do. We're also just delighted to have such a wonderful supporter of Fort Collins take space at that location."

The project will be the first step in

framing the entrance to Old Town at the Mountain-Walnut intersection. The Everitt-MacMillan connection is also at work on the northeast corner of the intersection, with the January purchase of the Armadillo restaurant by MacMillan partner David Everitt and Dan Eckles, partner in Realtec Commercial Real Estate Services.

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.

NCBR Corporate Golf League Recap

WEEK 1, JUNE 9



Jared Powell > Low Gross Winner

WEEK 1, JUNE 9



Mike Brown > Low Gross Winner



Reeser's time-out from tech industry almost over

Former 3t exec looks forward to new work in alternative energy

Sometimes it takes time out of business to decide what to do in business.

That is a lesson that Tim Reeser has learned during his months-long sabbatical, which began when he sold his remaining interest in 3t Systems to his business partners. When Reeser sold his company Engineering Computer Consultants Inc. to 3t in 2005 the contract stipulated he would stay on for at least three years. When the contract expired, he and 3t's other executives decided it would be a good time for him to exit.

"I never had time to think about what I wanted to do," Reeser said.

He founded ECC in the mid-1990s, two years out of Colorado State University, while working in the product engineering group at WaterPik Technologies in Fort Collins. He and co-worker Tony English were doing some design consulting for friends after work, and the far-thinking English got Reeser to commit to focus entirely on the consult-



TECHNOLOGY
Kristen Tatti

ing as soon as it began generating more revenue than they were getting paid. About four months later Reeser was held to his word, and the two officially started ECC.

The company evolved from a design consultancy, where the customers are engineers, to information technology, where the customers are everybody else. Overall, it's an easier market for sellers.

"It was a different world," Reeser said of the early days of the company. Back then, a customer estimated his company could continue operations for about one month if the computer system went down. Two years ago, the same customer answered the same question with 15 minutes. The change, Reeser said, is that now if the computer system is down, there is business that is not being done.

"I do think the speed of adoption of innovation has slowed," he said. "A key lesson was when business executives had to come to terms with the fact that not every IT innovation will have a return on investment."

A big issue early on was that business owners did not understand that the initial capital costs of implementing a new information technology system was not all of the cost involved. Early technology can also carry a high cost of ownership.

But times have changed. Executives are more informed about what solutions are necessary and more businesses are realizing that IT outsourcing allows them to afford specialists rather than generalists.

Time off highly recommended

While Reeser knows he will always have some involvement in the IT world, he is also taking his extended time off to decide what else he might do.

"I'd recommend it to everyone," he said. "It's a great time to reevaluate."

Reeser admitted that when he first started thinking about what the next step in his career might be, he wasn't immediately drawn toward entrepreneurship. He remembered the early days of ECC, when he was the executive, IT guy and janitor all rolled into one.

After reading Timothy Ferriss' "Four-Hour Work Week," he decided that he shouldn't shy away from another startup. While he didn't subscribe to all of the points in the book, Reeser really latched onto the idea that being an entrepreneur doesn't have to be the hardest thing and that a startup doesn't have to grow into a huge company.

"I am an entrepreneur," he said. "I love the idea of starting something new."

And he already is. For Reeser, time off hasn't really been time off. He continues to do some freelance IT consulting for friends and colleagues, and is finishing his fourth co-authored book — all of which have been guides to Citrix.

And he is already dipping his toes into new business ventures.

"I'm actually excited about starting



REESER

"I love the idea of starting something new."

Tim Reeser
Founder, former owner
3t Systems

some enterprises that are technology but not information technology," he said.

Reeser is looking at working in the alternative energy/power industry. The market, he says, is ripe since energy costs are improving prospects for technology that was previously too expensive for mass adoption. And costs of those technologies are likely to decline as production ramps up. He is also looking at possibilities in the home automation market.

And as if working on two or three ventures isn't enough, he is also toying with the idea of another book.

"I want to write something that is more business-oriented, general rather than technical," he said. Such a feat could be five to 10 years out, but writing is definitely on his "to do" list.

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



The Difference

Local Knowledge Combined with National Resources

- Northern Colorado's largest national commercial real estate company
- Pro-active marketing services
- Expanded resources, tools and network
- Building upon decades of regional experience with a national marketing platform
- Exposure to a wider range of clients, locally, and nationally

Sperry Van Ness.
The Group Commercial, LLC

Sperry Van Ness/The Group Commercial, LLC

2020 Caribou Drive, Suite 201, Fort Collins, Colorado 80525

970.207.0700 | www.svn.com

THE CAMPUS AT LONGMONT

THE RIGHT CHOICE FOR HIGH VALUE/LOW COST



Electrical costs are

- **30% lower** than the state average
- **35% lower** than the national average



Lower property taxes and lower rents than in Boulder, plus...



Lowest operating expenses in Boulder County for similar property



MAKE IT YOUR CHOICE.

WWW.THECAMPUSATLONGMONT.COM

Owned and managed by Circle Capital Partners, the Campus at Longmont is a 38 building, highly-landscaped business park catering to office/flex/R&D uses, located in an amenity-rich area near the intersection of S. Hover St. and the Longmont Diagonal/Highway 119 in Longmont.



303.892.1111

Scott Garel
sgarel@frederickross.com

Joe Heath
jheath@frederickross.com

Don Misner
dmisner@frederickross.com



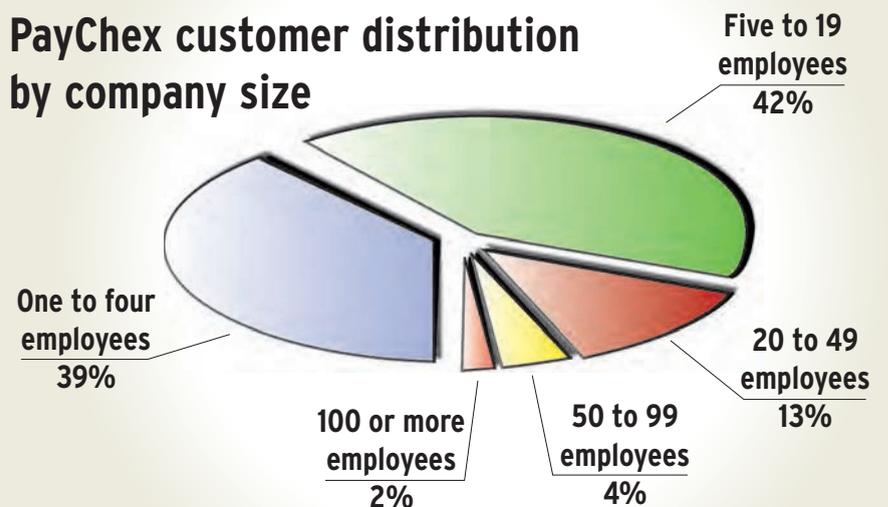
303.449.1420

Becky Callan Gamble
bgamble@deancallan.com

Hunter Barto
hbarto@deancallan.com

Dryden Dunsmore
dryden@deancallan.com

PayChex customer distribution by company size



SOURCE: PAYCHEX INC. VIA JP MORGAN

THE SMALL PICTURE – PayChex Inc., a giant in the payroll and human resources outsourcing industry, recently expanded its physical footprint to Northern Colorado with the purchase of A & A Payroll. The company focuses on the little guys – its biggest customer segment is company's with five to 19 employees.

PAYCHEX, from 3

the “major acquisition” category, it does establish the firm in the region.

“It’s truly to give us a really strong local presence,” Risolo said.

No locals in top 3

Local payroll and human resource outsourcing firms have garnered much attention in recent years. A & A Payroll was the third largest payroll firm in Northern Colorado last year, with 210 clients and more than \$40.85 million processed. The top two firms have already been through acquisitions of their own.

In April 2006, Payroll + was scooped up by Moorestown, N.J.-based PayChoice. Founded in 1995, Payroll + was the largest payroll firm in the region — a title that PayChoice still holds. Last year, the company had 950 local clients and processed \$240 million.

Payroll + was the 10th acquisition for PayChoice. The company was formed in 2005 when three high-powered private equity firms pooled funds to purchase industry-leading software developer Payroll Associates. The next move was to compile the Payroll Associates licensees into a single company — PayChoice.

Loveland’s Employer Solutions Group is no stranger to acquisition, either. Mark Weaver, the Colorado general manager for ESG, has seen the firm through several of them.

Weaver served as COO at The Employer Source, founded in 1997 by Jeryl Benner, who spun it off of the Benner Smith Insurance Agency. Unlike many firms that start with payroll and branch out, The Employer Source started as a professional employer organization or PEO. A PEO “co-employs” workers by handling virtually all of the human resources and benefits processes.

“It grew pretty rapidly in the first few years,” Weaver recalled.

In 2005, the Loveland firm was acquired by Utah-based ESG. The acquisition brought about quite a few changes.

“The how changed more than the what,” Weaver explained. Many of the behind-the-scenes functions were centralized at the company’s Utah headquarters, and ESG opened an Aspen Cove Insurance office connected to the Loveland location. Weaver said the firm also added online accessibility for its clients and more investment options through a John Hancock 401(k) plan.

Then last year, ESG itself was acquired by Indianapolis-based technology provider Fortune Industries Inc. in a deal worth

\$11.2 million in cash and stock. ESG was the second PEO bought by Fortune Industries, a publicly traded company, in a 90-day period.

So far, there have been few changes related to the acquisition, according to Weaver. Much of the backroom functions are still being handled out of Utah. A few additional services, such as access to a 401(k) broker and new dental insurance offerings, have been made available. Weaver is anticipating the company will start offering a large group health plan starting next year. Such a product would not be possible if ESG were not part of the larger Fortune Industries network.

Acquisitions slowing

While there seems to have been a recent flurry of acquisitions, the human resources and payroll industry is actually backing away from its merging heyday, according to J.P. Morgan analyst Tien-Tsin Huang. Huang said that a majority of the large acquisitions for PayChex and Automatic Data Processing Inc. — its biggest rival — occurred around the start of the decade.

ADP also has a Northern Colorado connection. The publicly traded firm acquired Fort Collins-based Avert Inc. in June 2001. Avert, also publicly traded, focused on employee background screenings.

Most of the acquisitions occurring now are small ones, like A & A Payroll, that expand a company’s geographic footprint or into a new service.

“I would expect these companies to continue to do (small acquisitions),” Huang said. “What ADP and PayChex both enjoy is a lot of scale.”

Large companies in the payroll/human resources outsourcing industry are able to standardize base functions, such as payroll, and leverage the margins to offer tangential products, such as health insurance, benefits administration and record keeping.

Even with the large companies and local competitors jockeying to serve metro markets around the nation, Huang said there are good growth prospects.

“I think payroll outsourcing is a mature market, it’s just under-penetrated,” he said, adding that only about 30 percent of all U.S. payroll functions are outsourced and even less are outsourced internationally. It wouldn’t be unlikely, though, to see more small, local firms targeted for acquisition.

“It’s a business model that works better on a large scale,” said Weaver.

And with increasing complexity of added regulation in many of the potentially outsourced areas, the industry is counting on continued growth.



COLUMNS



Geek news
Robots will kill us off through sheer annoyance
Page 10



Adventures in management
For employee recognition, little can be bigger
Page 11

ETC. Briefcase
Regional business developments
Page 12

On The Job
People in the news, on the move
Page 13

Calendar
Events, seminars and dates to look forward to
Page 15

Daily in Review
A look back at top news stories
Page 16

LISTS Medical clinics
Page 20

Bioscience companies
Page 22

When it's finally time to leave home

Move beyond home office important one for local entrepreneurs

By Jessica Centers
news@ncbr.com

Maury Dobbie started her multimedia company — Media Tech Productions — out of her home office in 1994. That meant, as a single mom, she got to be there every afternoon when her kids got home. But as the years passed, and her kids and her business grew, Dobbie started thinking about making the leap from running her business out of her home to renting office space.

Dobbie, who is also president of the Northern Colorado Economic Development Corp., thinks her own experience can teach owners of other startups about when it's time to move out of the home office — and how to make sure the space they're moving into is one the business can afford.

Dobbie's move came at a time when Media Tech already had three employees.

"Even one employee may be too much (for a home office), depending on your space," she said. "That separation of family and personal life from business needs to take place. It became apparent that I needed to move."

See LEASING, 17

What to look for in a commercial lease

When you've outgrown your home office, leasing a commercial space can be an excellent move. But there are no standard lease agreements, so you should consult a lawyer for help negotiating the best deal.



Every commercial lease should be in writing and should include:

- How much rent is due, including any increases, called escalations. Escalations should be for specific dollar amounts or tied to a known method of calculation, such as cost of living indexes.
- How long the lease runs, when it begins, and under what conditions you can renew.
- Whether your rent includes utilities, such as phone, electricity, and water, or whether you'll be charged for these items separately.
- Whether you'll be responsible for paying any of the landlord's maintenance expenses, property taxes, or insurance costs, and if so, how they'll be calculated.
- Any required deposit and whether you can use a letter of credit instead of cash.
- A description of the space you're renting, square footage, available parking and other amenities.
- A detailed listing of any improvements the landlord will make to the space before you move in.
- Any representations made to you by the landlord or leasing agent, such as amount of foot traffic, average utility costs, restrictions on the landlord renting to competitors, compliance with Americans With Disabilities Act requirements, and so forth.
- Assurances that the space is zoned appropriately for your type of business. (Of course, you'll also want to check out this information with local zoning authorities before you sign.)
- Whether you'll be able to sublease or assign the lease to someone else, and if so, under what conditions.
- How either you or the landlord can terminate the lease and the consequences.

SOURCE: U.S. SMALL BUSINESS ADMINISTRATION

When golf becomes more than a simple game



GETTING STARTED
Brooks Mitchell

Real celebrities on tournament stand tall despite missing limbs

If you are expecting to read about entrepreneurship in the column, stop now. Instead, I want to tell you about Corporal Ryan Dion, Second Battalion, Sixth Marines, First Platoon. I met Cpl. Dion last week at a four-day golf event hosted by the U.S. Marine Corps at Camp Lejeune, N.C.

See GETTING STARTED, 37



THE FEW, THE PROUD — Brooks Mitchell with his new golf partner, Marine Cpl. Ryan Dion, on course near Camp Lejeune, N.C.

Photo courtesy Brooks Mitchell

"THERE'S NO WAY YOU'LL BE ABLE TO HEAR YOUR PHONE. COOL."

Your House of Choice

WILD WEST MOTORSPORTS INC
GREELEY, CO



3010 West 29th Street • Greeley, Colorado 80631

(970) 351-8150 or WildWestMs.com



2008 Honda CBR1000 RR

Robots will kill us off with sheer annoyance

Rage against all machines only logical response

We have a long-running debate in my household. My youngest son is convinced that, once the robots finally take over, they'll get rid of us all; we'll be useless, compared to them, primitive and useless.

I, however, agree with Ray Kurzweil and believe that the robots will look after us because they'll be, in effect, our descendants. Most of us don't kill off our grandparents once they become dependent on us, we look after them.

As for my oldest son, he thinks both of us are mad, although now and then, when we're talking about the development of the human/machine interface, I've heard him mumble "nobody's putting Microsoft Windows in my head!"

Still, I think there may be another possibility. The damn things will irritate us to death. In fact, I think they've already started. They've certainly been having a good go at me recently. As I look around, everything seems to be breaking.

I should state up front that machines — in particular computers — and I have always had a difficult time. Ironic, considering that I'm an e-commerce consultant and computer-book author. But it's true, and my difficult relationship with computers has actually helped me in some ways. Want to find all the bugs in your new program? Give it to me, I'll find them! The number of times I've heard "but nobody else has complained about that," as if somehow the fact that only one person has found a problem means the problem can't exist.

I can get computers to break, but it's more than that. I can get computers to confess their weaknesses. I seem to be able to see software bugs, like I have X-Ray Vision glasses. If a computer can break, it will break — for me.

The last week or two I've had the misfortune to experience a whole bunch of these problems all strung together, beginning about 10 days ago when Windows Vista decided it wasn't going to work anymore; it just wouldn't boot. This was the second time Vista had stopped, and although the first time I was able to get it fixed, this time I couldn't.

To cut a long story short, I lost most of a week of work, as I had to reinstall Vista and all my software; had to reinstall again after a sophisticated backup program killed my drive when it tried to partition it; ran into problems with my My Windows Home Server; ran into the usual Windows-networking problems. Networking is

stopped working yesterday, though admittedly I got it running by just switching batteries. I replaced the battery on my bathroom scales a few days ago, and yet now when I stand on the scales all I see is "lo." The Jawbone Bluetooth headset my kids bought me for my birthday is going back — the piece that inserts into the ear snapped off. My girlfriend's audio system won't turn off; she tells me it's the spirits that keep turning it back on every time I turn it off, but I know it's just that the stupid thing hates me.

But it's not just electronics. I returned a ladder recently that could open, but was almost impossible to close. My swamp cooler's thermostat stopped working recently, then started working again. I don't know why, but I think that once it had convinced me to climb up on the roof to check the water pump — then return the ladder — it had had enough fun. But it's just waiting to play the same game again sometime soon — probably on the hottest day of the summer.

Yes, machines hate me; and I haven't even mentioned cars yet. There's more, much more, than I can fit into this space. No, the robots won't kill us. But living with them will be so damn irritating they'll drive us out into the wilderness to live as far from them as we can get.

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



GEEK NEWS
Peter Kent

"If a computer can break, it will break — for me."

always a delight with Windows, but even more of a delight with Windows Vista, and enough to take a day to figure out. My computer's up and running, my network's doing fine, everything's good right now. But the machines are still out to get me.

My phone's sick; people call to complain that I've dialed them a dozen times in rapid succession, while my phone has been sitting, untouched, on my desk. It also occasionally plays music, unprompted, and sometimes won't let me dial. (My oldest son's phone died recently too, though I swear I hadn't been near it.) I'll have to send my phone back, though I bought it only recently when my last phone died.

The garage-door-opener switch has stopped working; the one in the car works, but nine times out of 10 times pressing the button in the garage doesn't. My mouse

e-Power Checking
powered by BancVue

e-Power Rate
5.26%
Annual Percentage Yield*
Paid on balances less than \$50,000

Tier 2 rate
5.26% to 2.80%
Annual Percentage Yield*
*Paid on the portion of the balance of \$50,000 and above.
The APY depends on the balance in the account. The APY* range for this tier assumes a minimum balance of \$50,000 and a maximum balance of \$100,000.

Non-Qualifying Rate
0.76%
Annual Percentage Yield*
Paid when the requirements are not met

To earn the e-Power rate, perform the following each qualification** cycle:

- 12 Debit Card Transactions
- One Direct Deposit or One ACH Auto Debit
- Receive Electronic Statement
- Access Online Banking

Earn CD-like rates on your checking account!

NFB
NEW FRONTIER BANK
"A NEW GENERATION OF BANKING"

2315 N. Main Street / Longmont / 303.772.2112
1130 Main Street / Windsor / 970.674.9080
2425 35th Avenue / Greeley / 970.339.5100
www.newfrontierbank.com

*Annual percentage yields are accurate as of 6/20/08. Interest rates and APYs are subject to change after account is opened. Minimum deposit of \$100 required to open this account. Available for personal accounts only.
**"Qualification Cycle" means a period beginning one business day prior to the current statement through one business day prior to the close of the current statement. If monthly requirements are not met, we will pay not less than the non-qualifying rate on your account.

EVENT PLANNING+DECOR+LIGHTING
970.495.0891 • 888.495.0891
WWW.CALDERACREATIVE.COM

Caldera
CREATIVE SERVICES
GREEK HIVE

For employee recognition, little things can mean lots

Let teams know how much you appreciate what they do for you

Everyone in your business needs to know they are valued. Recognition is crucial to building morale and loyalty by motivating people to higher performance levels with greater accountability. It fills our basic human need of being appreciated.

Money may be a good short-term motivator but doesn't do much for the long term. Once the extra money is spent the employee is left wishing for more.

Incentive programs may include formal or informal reward systems that recognize individuals, groups, or teams for achieving specific goals. Designing flexible and responsive systems that meet the needs of your team members in areas such as safety, performance, or motivational awards need not be expensive. Sometimes a simple act of appreciation goes a long way.

Every team member can be involved and recognized to reinforce what matters



ADVENTURES IN MANAGEMENT
Donna Beaman

most to you and your business through career achievement or service awards. It is important that you present, with passion, a well-thought-out package featuring essentials that blend to create a commanding, unforgettable service award experience with communication, presentation, administration and quality branded merchandise.

Recognition awards and incentives communicate your highest aspirations, your shared vision and goals to team members. Leaders praise often and sincerely. The greatest impact on team members is when the awards are presented with class, style, caring and preparation. It touches people's hearts as well as their egos and builds mutual respect when leaders take their valuable time to honor their team.

Ceremonies filled with passion build cohesive strong teams by connecting people with a greater sense of purpose, a willingness to go the extra mile and engagement in excellence. The true grace of this is in how it serves to strengthen corporate culture by building team spirits that soar.

Creativity counts

Just one personal example: I am involved with a raffle through the Northern Colorado Corvettes that benefits Habitat for Humanity. A local employer purchased 20 tickets as an appreciation gift for his employees. Now, he could have given each employee the \$100 that the tickets cost, but they would

"The greatest impact on team members is when the awards are presented with class, style, caring and preparation."

have spend that in a week, and probably on something less than memorable. The raffle tickets, on the other hand, caused quite a buzz in the organization. The owner was creative and thoughtful while donating to a great cause. He and business received much more than \$2,000 worth of motivation and created a fun place to work.

Here are some other thoughts and ideas you may want to consider as part of your company's incentive program:

- Say a simple, sincere "Thank You." Appreciation of good work, especially in a personal note, can sometimes be the most sincere reward.
- Start a program for rewarding employees who do volunteer work outside of the company.
- Hold staff meetings anywhere but

the office, possibly a nice diner or café.

■ Make a "Thanks for your help" box, where employees can put the name of a fellow employee who went beyond the call to help them. Draw a name monthly for a reward.

■ Start a birthday program and have a gift delivered to an employee during his or her birthday week.

■ Organize employee "field trips" at least once a year and rent out a skating rink, bowling alley, or get some tables at a restaurant.

■ Reward perfect attendance with time-off certificates.

■ Praise a job well done.

■ Give company swag — hats, shirts, jackets with the company name or logo. Don't give logoed pens, notepads and mugs — those are better for your clients.

■ Send employment anniversary cards, in either paper or electronic format.

■ Spring for event tickets when a goal is reached — let the group with the goal choose the event.

■ Invite teams to a casual lunch to gauge how things are going.

Customize some of these ideas to fit your corporate culture and go for it. You'll be amazed at the positive impact the little things have on your business!

Donna Beaman works with successful business owners to build the business they require for the lifestyle they desire. Contact her at 970-402-9260 or Donna@Resultsfortoday.com

All New All Wheel Drive! Order Today!

2008 Saab Lynx Convertible Limited Edition

We recently took a road trip to Santa Fe, NM. Our gas mileage was 32.07 mpg! I was pretty impressed. Starting with a full tank each direction still left me with plenty of fuel to run around before requiring a fill up. - Fred Madden

2004 Saab 9-5 Arc

S80399

\$16,499***

27 MPG**

INCLUDES CERTIFIED PRE-OWNED

2004 Saab 9-3 Aero

S80411

\$15,900***

27 MPG**

INCLUDES CERTIFIED PRE-OWNED

2004 Saab 9-5 Arc

S80391

\$16,800***

27 MPG**

INCLUDES CERTIFIED PRE-OWNED

Certified Pre-Owned

Includes:

- 6 year or 100,000 miles warranty
- 24 HR road side assistance

- Car fax report
- 112 point inspection

Based on <http://fuelconomy.gov/> *Price does not include Taxes and fees. See dealer for details

FAMILY OWNED AND OPERATED SINCE 1963

TYNAN'S

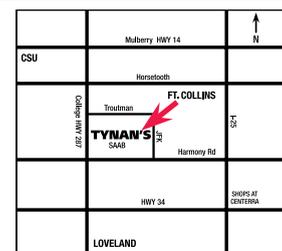


BORN FROM JETS

Shop 24-7 Online @ tynansdeals.com

221 East Troutman Pkwy Ft. Collins, CO

800-810-1796



Perfection on a plate.

Domenic's
BISTRO & WINE BAR

970/207.0411
931 East Harmony, Number: 3
(NE corner of Sam's parking lot)
www.domenicsrestaurant.com

Vincent
HEAVENLY PIES & PASTA

970/472.0201
902 West Drake Road
(NW corner of Marketplace Centre)
www.vincent-restaurant.com

Poppy's
JOINT

970/407.8100
130 South Mason Avenue
(Located in Old Town Fort Collins)
www.poppysjoint.com

BRIEFCASE

KUDOS

Information Technology Experts Inc. in Fort Collins has been named a Top 10 finalist among the 50 Fastest-Growing Asian American Businesses by the **US Pan Asian American Chamber of Commerce.**

The **Fort Collins Housing Authority** was recognized with two awards of Excellence by the **National Association of Housing and Redevelopment Officials Colorado Chapter.** FCHA received the NAHRO Award of Excellence in Affordable Housing Design, and FCHA Facilities and Maintenance Manager Jeff Valloric received the NAHRO Outstanding Staff Member Service Award.

NEW PRODUCTS AND SERVICES

National Recycling Inc. of Lucerne has received \$244,641 from the state's Recycling Resources Economic Opportunity Grant Program to build a recycling drop-off center for the city of Greeley. National Recycling is working with the city to identify a site for the project, which will begin construction this summer with an opening targeted for January. National Recycling started as Colorado Office Recyclers in 1996.

Otter Products LLC in Fort Collins has partnered with the **Avon Foundation** to offer limited-edition pink cases to support the fight against and survivorship of breast cancer. Otterbox will donate 10 percent of the purchase price to the Avon Breast Cancer Crusade to support access to care and finding a cure for breast cancer, with a focus on the medically underserved. Otterbox will offer the Defender Series line for the iPhone and third-generation nano as the limited-edition pink cases.

Avvo, a free Web site featuring profiles and ratings for the legal profession, has expanded to Colorado. Avvo Profiles include attorneys' practice areas, work experience, industry recognition, and disciplinary sanctions. The site also displays client reviews submitted by consumers and peer reviews submitted by attorneys. For more information visit www.avvo.com.

Super Suppers has opened at 2580 E. Harmony Road, Suite 102 in Fort Collins. Designed to help take the trouble out of preparing dinner each night, customers can pick up entrees, sides and desserts already prepared or call in advance to have custom-made meals prepared. For more information visit www.ssfortcollinsco.com.

NEW LOCATION

The **Cyclogist**, a bicycle shop specializing in custom and semi-custom bicycles, precision bicycle fittings, and repairs has opened a location in Old Town Fort Collins location at 217 Linden St. This year also marks the company's 10th year in business.

Mid-market merger and acquisition advisory firm **Citadel Advisory Group** has moved to 2120 Milestone

Nonprofit notes

K99 morning radio team Brian Gary and Todd Harding raised nearly \$106,000 during the 10th Annual 28 Hours of Hope held April 10, to benefit child abuse prevention. Donations went to A Kid's Place in Greeley, Larimer County Child Advocacy Center in Fort Collins and Namaqua Center in Loveland. In 2007, the K99 Good Morning Guys raised over \$90,000.

Drive, Suite 103 in Fort Collins. Citadel can be reached at 970-267-0802 or by visiting www.citadeladvisory.com.

Project Self-Sufficiency has moved to a new office at 1000 Centre Ave., Suite 150 in Fort Collins. The larger, dedicated facility will allow PS-S to serve an additional 30 families. PS-S assists low-income single parents in Larimer County to achieve economic independence, and become free from community and government assistance.

DEALS

Aurora Organic Dairy in Boulder and **Colorado State University** have made a multi-year master research agreement that will focus on animal welfare, veterinary medicine, growing perennial forage crops and optimizing soil fertility for organic pasture development in the Rocky Mountain West. The research initiative will be funded by a three-year \$500,000 grant from the **Aurora Organic Dairy Foundation.** The university's **College of Agricultural Sciences, College of Veterinary Medicine and Biomedical Sciences and Department of Food Science and Human Nutrition** will be involved.

The **Coca-Cola Co.** will contribute \$19,000 in cash and in-kind product donation to the **City of Fort Collins Recreation Department.** The contribution will benefit city of Fort Collins Recreation programs, activities, facilities and the **Edora Pool Ice Center** for a period of two years.

MISCELLANEOUS

Summit Process Engineering announced its reorganization and company launch in Loveland. The software engineering firm provides consulting, training and appraisal services locally and internationally. The reorganization also marks the 10-year anniversary of the firm's partnership with the **Software Engineering Institute at Carnegie Mellon University** in Pennsylvania.

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.

CREW
NORTHERN COLORADO
Commercial Real Estate Women

Advancing the success of women in commercial real estate

Wednesday, July 2, 2008 11:30am-1:00pm

Join CREW Northern Colorado at Ptarmigan Country Club
5416 Vardon Way, Fort Collins (East of the I-25/Windsor Interchange)
Register by June 26, 2008 — \$25/members or \$35/non-members

Bring your business card for the monthly drawing and to share with your table-mates.
Network over lunch with Northern Colorado's top women in Real Estate!

Join Northern Colorado's Commercial Real Estate Women in a discussion about high ranking women in real estate. It will prove to be a lively talk about the direction women are forging in real estate

CREW is dedicated to helping women achieve their full professional and leadership potential in the commercial real estate industry. We do this by providing members with business tools and opportunities to showcase talents, gain professional recognition and do deals together.

REGISTRATION: "High Ranking Women in Real Estate"
Registration is by phone only.
Please call CREW Northern Colorado at 970-232-3066 no later than Thursday June 26, 2008. Payment is due at the door.
Please bring a check in the amount of \$25/members or \$35/non-members made payable to CREW-NC, 155 E. Boardwalk, Ste 400, #501, Fort Collins, CO 80525.

Everyone is welcome!
For more information about CREW, call Jennifer Wagner at 970-282-9621.

Gold Level

Northern Colorado **BUSINESS REPORT**

FRII

Bronze Level

FAHCO First American Heritage Title Company

REALTEC
COMMERCIAL REAL ESTATE SERVICES

Business Level

1 First National Bank
You're Always First With Us

INSPECTION

EVERITT
Commercial Partners

SHANNON & ASSOCIATES
Real Estate Appraisers and Consultants

McWHINNEY
Bring Your Dream

NORTH AMERICAN TITLE COMPANY
Like Clockwork®

STBANK

EMERGE COLORADO: A Young Professionals Networking Club

Please join us...

Emerge Colorado presents a Sultry Summer Nights Jazz Social on July 8th. Escape the summer heat with some hot jazz and cool conversation while mingling with Northern Colorado's best and brightest emerging young professionals. Don't miss the networking social of the summer, with surprise special guests, plenty of food and drink and sizzling musical entertainment!

When? July 8th, 5:30 p.m. - 7:30 p.m.

Where? Fort Collins Museum, 200 Mathews Street, Library Park; Old Town Fort Collins

Cost? *Emerge Colorado members attend for FREE!!*
Pre-registered guests: \$30, pre-registered non-profit guests: \$25
Entry is \$5 more after 7/4/2008! Pre-register today!

Questions? Contact Julie at 970.420.6006 - Register at www.emergecolorado.com/events

colorado™
A Young Professionals Networking Club

Thank you to our sponsors

ON THE JOB

FINANCE

Karen Burd has joined the Merrill Lynch Northern Colorado office in Fort Collins as a financial advisor. Burd specializes in working with affluent retirees, business professionals and business owners throughout Northern Colorado.



BURD

John Heddens, a registered representative with AXA Advisors LLC in Fort Collins, has become a Gold Member of the Cambridge Who's Who Executive and Professional Registry. Inclusion in the Registry is limited to individuals who have demonstrated leadership and achievement in their industry.

ACADEMICS

Lynn Karowsky, the first director of the Monfort Executive Professor Program at the University of Northern Colorado's Monfort College of Business, has returned to the college to direct the program. Karowsky headed up the program until 1996, when he was appointed to the Weld County Court as a judge.

Home-schooled student **Joshua Nelson** of Fort Collins and Mountain View High School senior **Tim Stumbaugh** of Loveland have been awarded the National Federation of Independent Business Young Entrepreneur Award. Mountain View High School senior **Brianne Beemer** and Brighton High School senior **Laurie Reid** were each awarded the NFIB/EI Pomar Foundation Award.

Polly Kurtz has been named vice president of administration and finance/CFO of the University of Northern Colorado Foundation. Kurtz is responsible for overseeing human resources, accounting, grant funds management and the overall Foundation budget process. UNC alumnus **Michael Muskin** has been named

associate director of development for the College of Education and Behavioral Sciences of the Foundation. Muskin is responsible for helping connect alumni, donors, and University and community members with the College of Education's stewardship efforts. Former UNC Foundation associate director of alumni relations **Allie Steg** has been named director of corporate and foundation relations of the Foundation. Steg is responsible for securing corporate and foundation gifts in support of University programs and priorities.

The Institute of Business and Medical Careers has promoted **Charissa Swope** to medical assisting instructor specialist. **Tonya A. Morse** has joined the Institute as the new business/paralegal instructor specialist and **Linda Poyner** as the new adjunct instructor of massage therapy at the Fort Collins campus. **Dale Meyer** of Greeley has been named the new school director of the Greeley campus.

HEALTH CARE

Orthopedic spine surgeon **Douglas Beard** has joined the Front Range Center for Brain & Spine Surgery PC with offices in Fort Collins, Greeley, Loveland and Cheyenne, Wyo. Beard focuses on minimally invasive solutions to spinal problems and has a special interest in motion preservation—both disc arthroplasty and dynamic stabilization.

Jean R. Paquelet, MD, FACR, has joined Advanced Medical Imaging Consultants in Fort Collins. Board certified in diagnostic radiology, Paquelet is involved in breast-related accreditation programs of the



BEARD



PAQUELET

American College of Radiology and serves on the ACR's Mammography Accreditation and Breast Ultrasound Accreditation Committees.

MEDIA/MARKETING

MMG Worldwide, a global marketing communications firm in Fort Collins, announced the addition of **Claire Cunningham** as one of the agency's art directors. In her new position, Cunningham will oversee concepts, design, art direction and execution on the agency's travel and tourism advertising campaigns which include the Colorado Tourism Office account.



CUNNINGHAM



HARTLEY



VALDEZ

Candice Hartley has joined Lamp Rynearson's Northern Colorado office as a marketing team member. Hartley was previously employed in the Lamp Rynearson office in Omaha, Neb. She has a bachelor's in Marketing Management and an associate's degree in Graphic Design and Computer Illustration.

REAL ESTATE

Marcus Valdez of Keller Williams Real Estate has earned the EcoBroker Certified designation, having successfully completed a training program on the energy and environmental issues that affect real estate transactions.

CONSTRUCTION

Associates in Building and Design Ltd. in Fort Collins hired **Terry Bennett** as salesperson and lead estimator. Bennett was the owner of an Ohio-based construction company for 30 years and a seven-time Cleveland Remodeler of the Year.



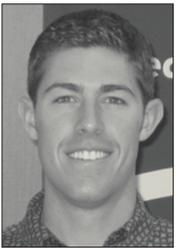
SHUFFLER

TECHNOLOGY

Information Technology Experts Inc. in Fort Collins announced the addition of **Julie Shuffler** as the software development manager. In addition to managing ITX's software developers, Shuffler is responsible for client management and business development. Also joining ITX is **Troy Clark** as a Web designer and developer.



CLARK



WARNER

Scott Warner has been named voice specialist at Connecting Point in Greeley. Warner will manage and maintain all current voice accounts as well as generate new business accounts for the networking, telephony, security, managed services and product procurement provider.

MISCELLANEOUS

Scott and Monica Graham, owners of Carpet Network in Loveland, received a Customer Satisfaction award, an Outstanding Vinyl Sales award and the \$100,000 Club award at the company's national convention in Philadelphia last month.

WITHOUT DIRECTION, MOMENTUM WON'T GET YOUR BUSINESS ANYWHERE.



Momentum is a good thing. But if you don't know exactly where you're going, you might end up running in circles. Which is why the professionals at Kennedy and Coe offer expertise that goes far beyond accounting. Our financial planners, IT consultants, human resources experts, industry experts and strategic planners can help you improve virtually every facet of your business — all in one place. Giving you the direction you need to move forward.

Call Mike Kelley at 970-330-8860 or visit us at www.kcoe.com.



KENNEDY AND COE, LLC
CERTIFIED PUBLIC ACCOUNTANTS AND CONSULTANTS

Not your average accountants.SM

TIME OUT



NETWORKING – 1. David Jordan, left, senior portfolio manager Tributary Capital Management, Barbara Pingrey, executive director of Foothills United Way, and Gordan Thibedeau, executive director of United Way of Northern Colorado, catch up at the American Red Cross Centennial Chapter luncheon on June 6 at the Marriott Fort Collins. **2.** Doug Johnson, left, director of UniverCity Connections, and Ed Goodman, chief experience officer at TST Engineering grab a refreshment at the Loveland Chamber of Commerce's ribbon cutting event for the Garden Room Event Center on May 29. **3.** Molly Conahan left, office manager of Conahan's Driving School, and Jenna Linington, human resources coordinator with IBMC, learn about the local retail scene at the June 4 Envision Young Professionals event at the former location of the Gap at Foothills Mall. **4.** Amy Madden Copp, marketing director of FRIL, and husband Robb Copp, project manager for Wirestone, get some quality time at the Fort Collins Area Chamber of Commerce Business After Hours event on June 5 hosted by the Greeley Stampede at Old Chicago's.

photos by *Business Report* staff

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

\$1,199,341 Dividend Breaks Record for BBB Workers' Comp Group

Qualified BBB Accredited Businesses in the BBB Worker's Compensation Group will share in a record-breaking dividend from Pinnacol Assurance for the 2006-2007 policy year.

With 338 participants for a combined premium of \$7.3 million, the BBB group is one of the largest Pinnacol Assurance group plans in Colorado, and has received almost \$4.9 million in dividends since its inception.

A company must be licensed to do business in Colorado, be a BBB Accredited Business and have a good safety record to qualify. Participants then receive a 4% upfront discount plus the possibility of dividends.

For additional information about BBB accreditation and a list of accredited insurance agents that manage the BBB Workers' Comp Group, call 970.488.2031 or 800.564.0370, ext 116.



Shown left to right: John Hintzman, owner Brooke Insurance, Charlie Tomlinson, Business Director of Pinnacol Assurance and Wes Sargent, senior vice president of Guaranty Bank & Trust.



Better Business Bureau
 8020 S Cty Rd 5, Ste 100
 Fort Collins, CO 80528
www.bbb.org

CALENDAR

June 21 - 22 – EarthWorks Expo 2008, from 10 a.m. to 7 p.m., Denver Merchandise Mart, 451 E. 58th Ave., No. 4270 in Denver. Denver's largest green living event. Purchase tickets at www.earthworks2008.com and get 25 percent off. Cost: \$8/adults, \$5/seniors, \$4/youth.

June 21 – Big Buckle Ball, starting at 6 p.m., Island Grove Park Events Center, 501 N. 14th Ave. in Greeley. The Ball kicks off the Annual Greeley Stampede. Contact: Stampede Box Office at 1-800-982-BULL.

June 21 – Out of Africa Bash, starting at 5:30 p.m., The Hill at Cobb Lake, in Fort Collins. Travel on safari with delicious food, cocktails, entertainment, auctions and more to benefit the youth of Larimer County. Contact: RSVP at 970-223-1709.

June 21 – Blogging Basics, from 9 a.m. to noon, Windsor Recreation Center, 250 N. 11th St. in Windsor. Requirements: Basic familiarity with computers. Cost: \$55/NCW members, \$65/nonmembers. Contact: Kerrie Flanagan at 970-282-7754 or kerrie@ncwc.biz.

June 24 – Right Start II - Taxes & Recordkeeping, from 8:30 a.m. to noon, Key Bank Tower, 125 S. Howes St., Suite 150 in Fort Collins. Step-by-step guidelines for business record keeping and tax filing (including sales, use tax and payroll taxes) will be presented for different business entities. Get the latest information from a practicing Certified Public Accountant. Cost: \$40. Contact: SBDC at 970-498-9295 or sbdc@frii.com.

June 25 – HBA Golf Tournament, from 8 a.m. to 7 p.m., Southridge Golf Club, 5750 S. Lemay Ave. in Fort Collins. Sign up includes four golfers, sponsor sign, lunch, carts, golf, range balls and breakfast. Cost: \$625. Contact: Dotti Weber at 970-686-2798 or djweber@hbanco.com.

June 25 – Financial Fitness 2, from 6:30 to 8:30 p.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. The wise use of credit, obtaining credit reports, avoiding identity theft and predatory lending precautions is covered in this class. Cost: Free. Contact: Kathy Cox at 970-494-3307 or kathyc@cccsnc.org.

June 25 – United Way of Larimer County presents 8th Annual Eat, Drink and Be Caring. At all participating restaurants in Larimer County including: Austin's American Grill, Bisetti's Italian Restaurant, Canino's Italian Restaurant, Caribbean Food Shack, CooperSmith's Pub and Brewing, Enzio's Italian Kitchen, Fish Restaurant, Jay's Bistro, Johnson's Corner, Kilwin's Chocolates and Ice Cream, Maya Cove Restaurant, Mountain Cafe, Rio Grande Mexican Restaurant, The Moot House, Tiger Lily Chinese Cuisine. Contact: Lynn Lundebrek at 970-407-7006 or llundebrek@uwaylc.org.

June 26 – Health Care Summit, from 7:30 a.m. to 1:30 p.m., Fort Collins Marriott, 350 E. Horsetooth Road in Fort Collins. The Northern Colorado HealthCare Summit delves into the critical issues facing health care and Northern Colorado's economy. The half-day summit moves through informative topic sessions featuring all-star panels of local and regional business leaders who will highlight important issues facing health care access and delivery, costs, regionalization, HMOs, PPOs, and others in Northern

Colorado. A keynote speaker highlights the Health-care luncheon. Cost: \$49. Contact: De Dahlgren at 970-221-5400, ext. 202 or ddahlgren@ncbr.com.

June 26 – Fort Collins Area Chamber of Commerce Business After Hours, from 5:30 to 7:30 p.m., Rocky Mountain Raptor Program, in Fort Collins. Contact: Erin Collins at 970-482-3746 or ecollins@fcchamber.org.

June 26 – Greeley Chamber of Commerce Business After Hours, from 5 to 7 p.m., North American Title Co., 3459 W. 20th St. in Greeley. Cost: \$10/members, \$20/nonmembers. Contact: Greeley Chamber of Commerce at 970-352-3566 or info@greeleychamber.com.

June 27 – Investment Club of the Rockies presents Learn How to Save Thousands in Taxes Through Real Estate, from 7 to 8:30 p.m., Best Western Hotel & Conference Room, 5542 E. U.S. Highway 34 in Loveland. Cost: \$15/repeat guests, free/first-timers and members. Contact: Greg Vogel at 970-223-5369 or greg@thefinancinggroup.com.

June 27 – Feed and Grain Gala Event, from 5 to 8 p.m., The Overlook at Mariana, W. First and Cove Drive in Loveland. Tickets will be available through Novo Restoration Inc., Anthology Books, Lux, and the Loveland Museum Gallery. Cost: \$30.

June 27 – Hands-on QuickBooks, from 9 a.m. to 4 p.m., Front Range Community College. This six-hour class covers how to manage your checkbook, handle credit card payments and reconciliation of accounts. QuickBooks Overview is a recommended pre-requisite. Cost: \$75. Contact: FRCC at 970-204-8686.

June 28 – Coldwell Banker Client Appreciation Picnic, from 11:30 a.m. to 2 p.m., Fossil Creek Park (east side), Lemay Avenue south of Harmony in Fort Collins. Bring family, friends and neighbors to enjoy great food, great fun and lots of great activities. RSVP by June 23rd. Cost: FREE. Contact: Chris Hardy at 970-223-6500 or chris.hardy@coloradohomes.com.

July 1 – Associated Builders and Contractors presents Technological Accountability, from 4 to 5:30 p.m., CITI, 646 Mariposa St. in Denver. Lance H. Harlan, Consultant, will present. Contact: ABC at 303-832-5812.

July 1 – Front Range PC Users Group Meeting, from 7 to 9 p.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. The annual Hardware/Software Zoo. Members will demonstrate the results of their hardware and software experiments.

July 5 – Johnstown-Milliken Chamber of Commerce Business After Hours, from 7 to 9 p.m., Ace Hardware, 9 S. Parish Ave. in Johnstown. Contact: Johnstown-Milliken Chamber of Commerce at 970-587-7042.

July 9 – Greeley Chamber of Commerce Business Before Hours, from 7 to 8:30 a.m., AppleOne, 1801 59th Ave. in Greeley.

July 10 – Loveland Chamber of Commerce Business After Hours, from 5:30 to 7 p.m., Park Regency Senior Living, 1875 Fall River Drive in Loveland. Cost: \$12 if pre-registered, \$15 at the door. Contact: LCC at 970-667-6311.

July 11 - 12 – Loveland Loves Barbecue, from 11 a.m. to

9 p.m., Downtown Loveland, Fifth and Cleveland St. (southbound 287) in Loveland. Barbecue teams will come from all over the country to compete for cash and prizes. Individual food tokens are available at \$1 each. Cost: \$1 per person over 12 years of age. Contact: Linda Larsen at 970-635-3647 or lovelandlovesbarbecue@yahoo.com.

July 11 – Sales and Use Tax 101, from 10 to 11 a.m., Community Room, First Floor, 215 N. Mason St. in Fort Collins. This class will be presented at a broad level allowing time for specific questions to be addressed. Anyone currently engaged in business, or planning to be engaged in business, or anyone just wanting more information on sales and use tax are encouraged to attend. Cost: No charge. Contact: Sales Tax Division at 970-221-6780 or training@salestax.fcgov.com.

July 15 – Financial Fitness 1, from 6:30 to 8:30 p.m., Loveland Habitat for Humanity, 1154 S.E. Second St. in Loveland. Learn the basics of money manage-

ment in this two-part upbeat course. The first week we'll discuss money personalities, goal setting, tracking expenses and easy budgeting techniques. Cost: Free. Contact: Kathy Cox at 970-962-2386 or kathyc@cccsnc.org.

July 15 – Talking to Teens about \$\$\$, from 6 to 8 p.m., Loveland Habitat for Humanity, 1154 S.E. Second St. in Fort Collins. Learn how to talk to your teen about money. Cost: Free. Contact: Kathy Cox at 970-494-3305 or kathyc@cccsnc.org.

July 16 – Fort Collins Area Chamber of Commerce Speed Networking, from 7:30 to 9:30 a.m., Fort Collins Area Chamber of Commerce, 225 S. Meldrum St. in Fort Collins. Contact: Erin Collins at 970-482-3746 or ecollins@fcchamber.org.

July 17 – Fort Collins Area Chamber of Commerce Business After Hours, from 5:30 to 7:30 p.m., The Ranch, 5300 S.E. Frontage Road in Loveland. Contact: Erin Collins at 970-482-3746 or ecollins@fcchamber.org.



reliable
re • li • a • ble [ri-lahy-uh-buh] adj.

1. something that may be relied on
2. dependable in achievement, accuracy, honesty, etc.: *reliable information.*

Fiber Connectivity • Colocation • Email Archiving **frii.com 212.0700**

Children in Northern Colorado Need Your Help!

Turning Point Center for Youth & Family Development is a nonprofit 501(c)3 agency serving high risk Colorado youth. We have offered therapeutic treatment options to youth and their families since 1967.

Get involved.
Make a difference in the life of a troubled kid.
Donate or volunteer today.
Learn more at turningpnt.org or call 970.567.0885

Turning Point. We Turn Lives Around...with your help!

Seat an entire board of directors.

2008 Lexus ES350 Luxury Sedan

- Leather Interior
- Premium Package
- Sunroof
- Bluetooth Audio

\$365 /month



2008 Lexus RX400h Hybrid

- All-wheel drive
- Leather Interior
- Premium Package
- Sunroof

\$630 /month



STEVINSON
LEXUS OF FREDERICK

On I-25, just south of highway 119
866.647.7100

STEVINSONLEXUSOFFREDERICK.COM

Payment examples based on 36-month, 10,000 annual mile leases. \$5,000 Customer cash or trade equity due at signing, plus taxes and dealer fees. LFS Tier One Plus rate on approved credit. RX400h stock #81062, \$50,095 MSRP (12 available at this price); ES350 stock # 80966. \$37,800 MSRP (1 available at this price).

DAILY IN REVIEW

Leprino chooses Greeley for newest cheese factory

Editor's note: Daily in Review is a partial digest of stories reported in the Business Report Daily online service between June 2-13. 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.

GREELEY — Leprino Foods Co. of Denver has selected Greeley for its newest cheese and whey production facility.

City and company officials signed a development agreement and Leprino closed on the property June 13. The first phase of the project will include a facility of at least 400,000 square feet and 260 new jobs. The facility should be operational by 2012. The final build-out of the facility could reach 870,000 square feet with employment reaching 500.

The company purchased the site for \$5 million. Estimated construction cost for the new plant is \$143 million, plus an additional \$122 million for equipment. Wages of \$17 per hour — the current county average — for those 500 workers would inject an additional \$35 million into the region's economy.

The company's plans to expand became public late last year and for the past several months executives indicated they were deciding between the Great Western Sugar factory site in east Greeley and another location in Kansas. In January, Greeley City Council approved a tax-increment financing district for the area around the Great

Western site as well as a water incentive for redevelopment. Several other key approvals were secured this spring.

In addition to jobs at the factory itself, industry experts expect it to increase demand from local dairies by between 5 million and 6 million pounds of milk each day as well as attract new businesses to the area. Overall economic impact to Northern Colorado could reach as high as \$15 billion over the next 20 years, according to estimates by local economists.

Leprino is the world's largest manufacturer of mozzarella cheese, supplying companies including Pizza Hut, Domino's and Papa John's. It has nine plants in the United States, including one in Fort Morgan, and two in the United Kingdom.

400 new jobs headed for Loveland

LOVELAND — A Massachusetts-based e-mail marketing and Internet survey company will add 90 jobs to Northern Colorado's economy this year, and at least 400 during the next five years.

Constant Contact Inc. (Nasdaq: CTCT) will expand beyond its Waltham, Mass., headquarters for the first time by leasing space on Hahn's Peak Drive in Centerra and will build a 50,000-square-foot office building at Centerra's Precision Office Park, where employees will locate in early 2009.

An economic impact analysis of the company's expansion says the company

payroll would reach \$13.1 million over the next five years if the company hits its employment target. Average annual compensation would be \$32,750 per employee, or an hourly wage of \$15.75, higher than the rate paid to most call-center and customer-service workers in the region. The company also offers a benefit package that includes health insurance and a stock purchase plan.

Timnath approves pre-annexation plan

TIMNATH — The Timnath Town Council on June 11 gave its unanimous approval to a pre-annexation agreement that would encompass 300 acres of land just west of Interstate 25 currently in Fort Collins' growth management area.

The Riverwalk development, proposed by Fort Collins developer Jay Stoner, sits at the southwest corner of the I-25 and Harmony Road interchange and has long been eyed by Fort Collins as its southern gateway into the city. But a less-than-enthusiastic response from the Fort Collins City Council earlier this year prompted Stoner to take his plan to Timnath.

Fort Collins Mayor Doug Hutchinson and City Manager Darin Atteberry attended the Timnath meeting and asked the town council to reconsider any move to annex land west of I-25. But the council rejected those pleas and unanimously approved the pre-annexation plan.

Atteberry expressed disappointment that he had not been given a chance to fully explain Fort Collins' position on the project but was optimistic that "we're going to work these things out" and that Fort Collins and Timnath and Stoner would find a solution that worked for everyone.

Stoner and the Timnath Town Council have six months to work out an annexation agreement or dissolve the idea.

Vestas chooses Houston for research center

HOUSTON — Vestas Wind Systems has chosen Houston as the location of its new U.S. research center, ending speculation that the Danish wind turbine maker might site the center in Colorado after opening a turbine-blade manufacturing plant in Windsor earlier this year.

Economic development agencies throughout the state had been courting Vestas, with Metro-Denver Economic Development Corp. leading the way. That agency's executive vice president in May expressed optimism that Vestas might choose to locate near the university communities on the Front Range, but acknowledged that Texas also was making a strong pitch.

The Houston research center will open in 2009 and be fully operational in 2010, employing at least 100. Research at the center will focus on mechanics, electricity, control systems, advanced materials and aerodynamics.

© 2008 Porsche Cars North America, Inc. Porsche recommends seat belt usage and observance of all traffic laws at all times. Optional equipment shown is extra.



Why put off what you'll never stop wanting?

Ed Carroll Motor Company

970-226-3000
3003 S College Ave
Fort Collins, Co 80525
ed-carroll.porschedealer.com
M-F: 8:00am - 8 pm
Sat: 8:00am - 7:00 pm



New Inventory

- | | | |
|---|---|---|
| 2008 Boxster
Macadamia Metallic / Sand Beige Leather | 2008 Cayenne S
Green Olive Metallic / Sand Beige Leather | 2008 Carrera S Cabriolet
Arctic Silver / Black Leather |
| 2008 Cayenne GTS
Silver / Black Leather | 2008 Cayman S
Black / Black Leather | 2008 Cayman
Guards Red/Sand Beige Leather |

Honor
the thousands of veterans in Larimer County.

Celebrate
the years they served.

Support
military personnel now serving our country and community.

Show your gratitude with a tax-deductible donation to help build a Veterans Plaza.



The Plaza.

The Veterans Plaza will be located at Spring Canyon Community Park in Fort Collins, Colorado on three acres of land graciously donated by the City of Fort Collins. The Plaza will be made possible by the generous donations of the Northern Colorado community.

More Information.

Complete information on the Veterans Plaza is available on the plaza website, www.fortcollinsveteransplaza.org. If you wish to make a donation, contact the Community Foundation of Northern Colorado at (970) 224-3462. As a component fund of the Community Foundation of Northern Colorado, donations are tax deductible.

LEASING, from 9

There were other signs too. Working from home had become isolating. She was tired of meeting people in coffee shops, and wanted a place where her clients could come see her. And she craved the synergy of being close to other likeminded people and industries she could do business with.

"I remember many times just being bored because I wanted to be around people," she said.

Set on moving, Dobbie picked a 1,500-square-foot space on College Avenue that she renovated for her business, and stayed there until buying her own property. In the long run, it all worked out, but looking back now, she doesn't think the space she chose was worth the cost. The lease, utilities and renovation were a drain on her cash flow.

"My best suggestion is to look around, and put pencil to paper with your CPA," she said. "Everyone should have professionals around them to get advice from. Figure out the actual costs, and can you recoup those costs quickly? Had I done that a little more stringently, I probably would have done it differently because in the end it did start to drain my cash flow and reserves. It made me have to get bigger clients."

Without the benefit of hindsight or a crystal ball, Dobbie tells people to weigh their options carefully. What are their goals in moving out of the home office? What are the pros and cons? Is your ultimate goal to be exposed with signage? If it's not a business that needs the exposure, don't pay extra for a space with visibility.

Whatever plan you make, take it to your mentors and others in your industry and test your theory about the benefits and costs of a specific location with them. "Start asking other entrepreneurs and collect your data and see how it fits," she said.

Had she known about them at the time, Dobbie says she would have seriously considered moving from her home office to an executive suite where firms can rent an affordable office space and share the conference room and receptionist services with others in the building.

Growing industry for growing companies

Front Range Business Centers has executive suites in office business centers at Centerra in Loveland and in south Fort Collins. President Sandra Greer says it's an industry that's been growing for the past two or three decades, and it's ideal for any small business looking to go the next step.

Most of her tenants — attorneys, accountants, financial advisors, consultants, nonprofit agencies, architects, software developers — provide a service that requires them to meet with clients, and they needed the assistance of a receptionist or secretary as that list of clients grew.

Greer says there are a lot of reasons to leave the home office. Not only does it separate your home life from work and protect your privacy, but it gives off a more professional image. She thinks it's time to abandon the home office when it starts getting in the way, like when potential clients aren't coming your way because they hear you're home-based.

"It really depends on the business you're in and who your clients are, but it can give the impression that you're not as committed, maybe not as reliable or successful as some of your competitors," she said. "There are a lot of good reasons to be home based, but I think those can be some of the drawbacks."

Office business centers can be a much more affordable alternative to renting an office because you're sharing the cost of common facilities, such as conference rooms. You're saving on equipment — everything from furniture to high-end tech-

nology and phones. Most significant, you save on personnel costs.

For those not quite ready to take the plunge, Front Range Business Centers also has virtual offices that can range from \$29 to \$250 a month depending on the services. With a virtual office, you can keep the home office while having a mailing address that is not your home, a receptionist who takes your calls, and a conference room when you want to meet with clients. Virtual offices have been popular in major cities for years and are now starting to take root in smaller and suburban communities, Greer says.

Using sophisticated software, the receptionists know what business an incoming call is for and answer accordingly, following that business' specific set of instructions. "It's a very cost-effective way to create a big-company image even if you're a very small company," Greer says.

When it's finally time to lease

While Greer's business centers have some tenants with as many as a dozen employees, she says there is a time when a business outgrows that environment and should look to leasing an office. How much time you need the conference room, and whether that becomes a conflict with the other tenants, is usually a good indicator.

Richard Pickett, director of the Small Business Development Center for Weld County, says finding an office space is a very individualized decision that requires a lot of research and forecasting by each small business owner.

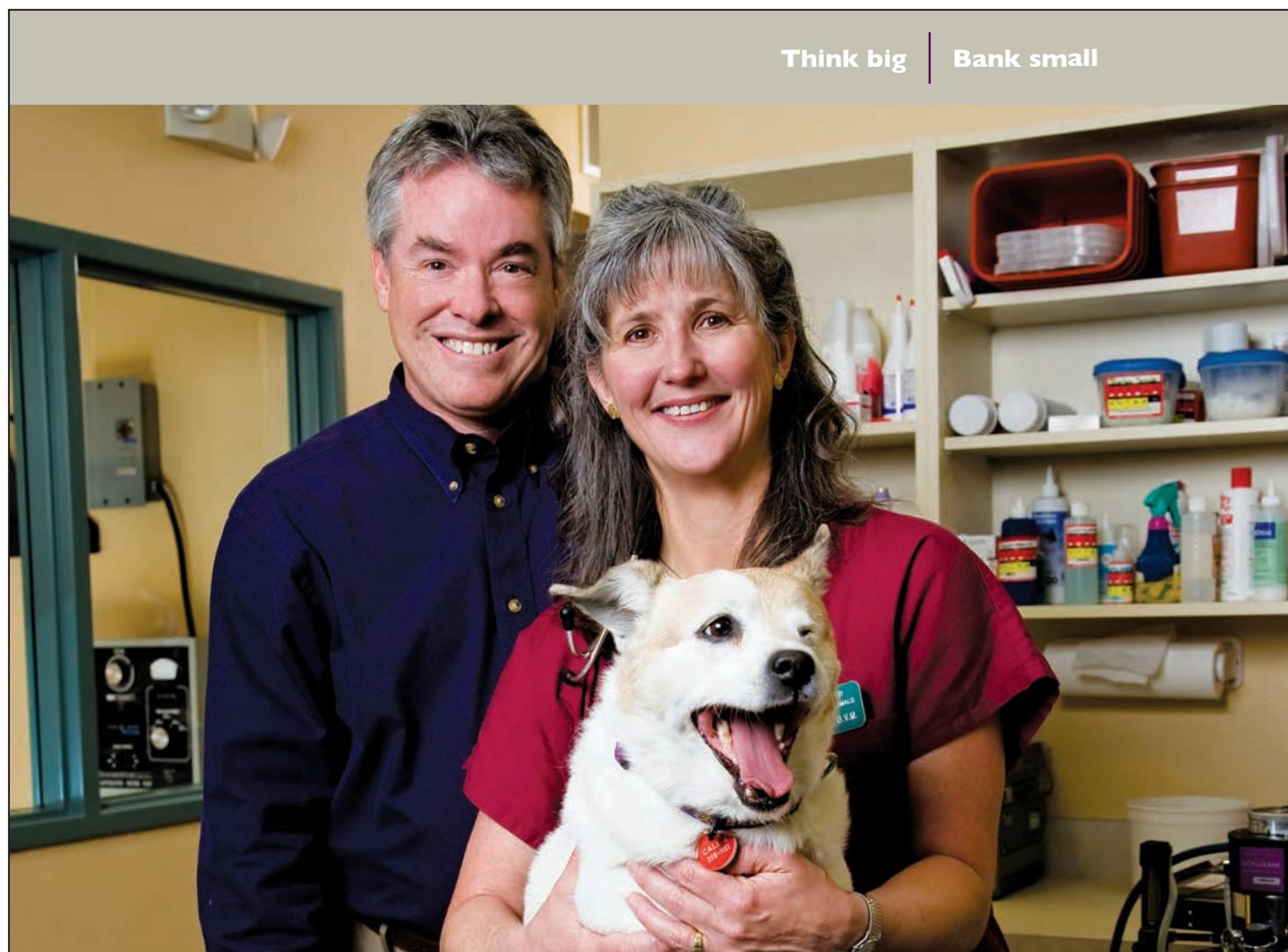
There are good reasons to leave a home office, he said. One is the physical limitation of the space at home, particularly for someone selling a product. There may come a point when the garage or laundry room won't physically cut it anymore.

The second is if the owner determines that the expansion and exposure into a retail space or manufacturing location would justify the cost.

The process of deciding if and where to move a business should be very similar to that done prior to starting a business. It's a lot of forecasting, and it's not an exact science. "You really have to know your business and be able to intelligently guess based on what you know," Pickett says. "You just try to minimize risk as much as you can."

Locations are graded based on exposure, location and traffic counts and there are costs associated with each of those elements. Deciding which of those elements are worth the cost is a very relative question, which is why careful forecasting is so important.

The Small Business Development Center can counsel entrepreneurs to determine what's going to be best for their business.



"We wanted a bank with a big heart."

At a nationally recognized clinic like **Friendship Hospital for Animals**, advanced technology is essential for a fast diagnosis and decisive treatment. But for **Dr. Cat Cross**, her husband **Jeff**, and **Callie the Wonder Dog**, great patient care is all about heart.

"It's about taking the time to get to know our patients and their owners," says Dr. Cross. "That's why we schedule appointments for 30 minutes instead of the usual 15. We're focused on people and the pets they love — not watching the clock."

A thriving hospital needs a strong bank to stay healthy. That's why Jeff and Cat chose **Home State** for their business accounts and merchant processing — along with their personal accounts and home equity credit line.

"Home State gives us everything we'd get in a big, corporate bank," says Jeff. "But at Home State the bottom line is people, not just business."

If you're looking for a veterinarian who'll love your pet as much as you do, call Friendship Hospital for Animals. But if you're looking for a strong bank with a big heart, call **Home State Bank. 203-6100.**



Member FDIC

www.HomeStateBank.com

WATER, from 3

Front Range agriculture, municipalities and industry since 1957, with the Berthoud-based NCWCD acting as project manager.

Eric Wilkinson, district's general manager, said his agency cannot condone any attempt to make money off the CB-T project through an investment scheme.

"Our focus is to make the benefits of the project available to people who can place it to beneficial use and not to assure a monetary return on an investment," he said.



WILKINSON

No rules violated

Wilkinson said Harrison's investment proposal did not violate any specific water district rule or policy. "Basically, it's just the philosophy of the district," he said. "That's the way the district has looked at (speculation) historically."

Wilkinson said new district policies about water speculation and so-called "parking agreements," where water from one property is removed and temporarily attached to another property before being sold, are being developed and will be voted upon by the district's board of directors most likely at the board's July meeting.

Harrison said the investment fund proposal has been scuttled in light of the district's response to it. "We didn't do the fund and the water we acquired has been put to municipal use," he said.

Harrison, who has been involved in the transfer of more than 30,000 units of C-BT water over the last 30 years, said he did not want to get into a confrontation with the district that might impact future transfers.

"It seemed like the path of least resistance was to sell it municipally," he said.

Harrison said he believed the proposal was a good investment opportunity, although he noted it had the same risk as most any investment.

"As with any investment it could go up or down," he said. "There're no guarantees."

But what made the investment attractive, Harrison noted, was that the Colorado-Big Thompson system and market has a solid track record for dependability.

"The Big T water is perceived as the freest, most-efficient water market in the

"It seemed like the path of least resistance was to sell it municipally."

Craig Harrison, owner
Harrison Resource Corp.

world," he said. "We're talking about a water market that's been at work for 50 years."

Control issue

Harrison acknowledged he did not inform the water district before offering the investment opportunity because he believed it did not violate any policies and was no different in its "speculation" than a farmer who speculates that he will grow a profitable crop irrigating with C-BT water.

"We have never run any water purchases by the water district first," he said. "That's the beauty of the free market that's existed for the last 50 years."

A local water attorney who asked to remain anonymous said he believes the investment proposal was a legitimate one that the district simply wanted to nip in the bud.

"This was the first time someone came in with the capital to control a big block of water," he said. "Quite frankly, they like control and this is their way of controlling that water."

Harrison said he's waiting to see what policies are actually adopted by the water district before deciding if he'll make any other forays into C-BT water investments.

And he notes that it was water pioneers like W.D. Farr and Benjamin Eaton who found ways to invest in water that helped develop the water systems in place today.

"If it wasn't for (Eaton's) profit-oriented ventures, we probably wouldn't have the water resources we have now," he said. "It was that private capital that made the difference."

THE EYE, from 3

Occupancy for chickens, COC (pronounced cock)."

Other clauses stipulate that if chickens are stored in a historic chicken coop, the Fort Collins Historical Society must provide written proof of uninterrupted occupancy — the Grandpoultry clause — and that the seller will verify the Pet Status of chickens by providing their names.

The Eye's favorite clause deals with hen byproducts that aren't eggs: "While no current regulations concern themselves with bird feces, sellers are on their honor to ensure the chicken sh*t is properly composted."

The council approved the ordinance that also bans slaughter of said chickens — but remains silent on whether that applies to local wildlife as well as homeowners — by a 5-to-2 vote on first reading, and is set to give final approval July 1.



HealthCare

S U M M I T

Bringing Business & Health Care Together

June 26, 2008 7:30 AM to 1:30 PM at the Marriott, Fort Collins

Presented by:



POUDRE VALLEY HEALTH SYSTEM

Title Sponsor:



WATER VALLEY

Breakfast Sponsor:



The Imaging Center

Lunch Sponsor:



POUDRE VALLEY HOSPITAL Foundation

7:30 a.m.	Registration and continental breakfast
8 a.m.	<p>Session One</p> <p>Where do we go from here?</p> <p><i>The Colorado legislature received recommendations from the 208 Commission but budgetary constraints limited what could be accomplished. Now what can and should be done to help ease the health care crisis</i></p>
9:15 a.m.	<p>Session Two</p> <p>The next big WOW</p> <p><i>What's coming in health care. News and views from our panelists on breaking technology, system changes and economic impacts.</i></p>
10:30 a.m.	<p>Session Three</p> <p>Electronic record-keeping</p> <p><i>Weighing in on the benefits and risks. What are the privacy issues, and how will the risks be managed? Are the benefits of convenience and portability of records outweighing the inherent risks? How will patients be protected from identity theft?</i></p>
11:45 a.m.	<p>Health Care Summit Lunch</p> <p>Keynote speaker: Dr. Leland Kaiser, Kaiser Consulting Network</p> <p><i>Good Health is Good Business</i></p>

Northern Colorado

BUSINESS REPORT

Media Sponsor:



\$49 per person (Online registration www.ncbr.com. Deadline June 21)

\$59 per person (At-the-door registration)

\$220.50 for a block of 5 tickets

(Companies may purchase discounted tickets by calling 221-5400 extension 202.)

PVHS built it, now businesses will come

FEATURES

Northern Colorado's health image grows

Medical imaging technology spreads throughout region

Page 21



MCR eyes expansion to former Cloverleaf

City council to hear McWhinney rezoning request on June 24

Page 27

LISTS

Medical clinics

Page 20

Bioscience companies

Page 22

Medical Center of the Rockies attracts docs, practitioners to offices

By Marc Rikmenspoel
news@ncbr.com

LOVELAND — Since Medical Center of the Rockies opened last year, medical and care provider offices have been drawn to McWhinney's Centerra development at the intersection of Interstate 25 and U.S. Highway 34.

Ron Kuehl, vice president for office, medical and industrial real estate with McWhinney, estimates that 25 different health providers have moved to, or opened offices in, the Centerra area since construction began on MCR in early 2006.

Many of these were accommodated in the Medical Office Building adjacent to the hospital, now re-designated the South Medical Office Building, which opened at the same time as MCR. It

See MEDICAL CENTER, 26



Courtesy Poudre Valley Health System

HEALTHY BUSINESS MAGNET — Ron Kuehl, vice president for real estate with McWhinney, estimates 25 different health care providers have moved to, or opened offices in the Centerra area since construction began on Medical Center of the Rockies in 2006. Kuehl expects more businesses, such as dentists, medical suppliers and janitorial, to move into the area in the next few years.

Medical tourism could cure high costs

Throw in an exotic vacation spot for big health-care adventure

Jennifer Blankenship needed stem-cell therapy for her multiple sclerosis, medical care that was going to cost more than \$100,000 if she received it in the United States.

Blankenship, a Lakewood resident, turned to the Internet to see if she could find less expensive treatment. That led her to BridgeHealth International in Denver, a medical tourism company that put her in touch with a hospital in Costa Rica where she could get the same therapy for \$7,000.

Blankenship, who will travel to Costa Rica in August, said the experience so far has been a good one.

"(The BridgeHealth consultant) took care of everything," Blankenship said. "She called the doctor and set up the place. They took care of everything, and I had many, many questions. She was just delightful."

Blankenship is one of a growing number of Americans who are deciding to travel to other countries to get health care in the expanding world of medical tourism. With constantly rising health-care costs in the United States and an increasing number of overseas hospitals now having the latest state-of-the-art medical equipment and fewer restrictions on the services they offer, many Americans are traveling abroad to get cheaper medical care and do a little sightseeing with the money they're saving.



HEALTH CARE
Steve Porter

Vic Lazzaro, CEO and co-founder of BridgeHealth International, said his firm last year acquired Medical Tours International — in business since 2002 — and has provided medical care and travel arrangements for "thousands" of patients.

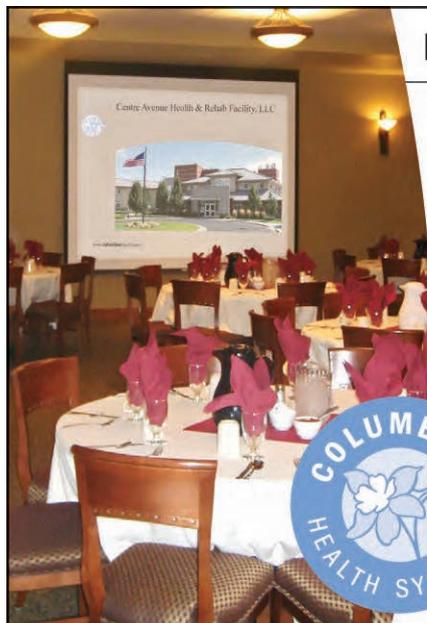
Lazzaro said getting more affordable health care is the main reason medical tourism is becoming more popular, but the tourism part of the experience is also attractive for some.

Big savings

"We find about 30 percent of people going abroad ask about tourism," he said. "It's like, 'I saved \$40,000, so what's \$3,000 more?'"

And with many health-care destinations in places like Costa Rica, Brazil, China, India, South Korea, Thailand and Turkey, there's an appeal for those who'd like to tuck in an exotic vacation as part of their travel.

See TOURISM, 25



BANQUET & CONFERENCE ROOMS

A perfect space for entertainment events, club meetings, educational presentations, business presentations, lectures, or celebrations.

Café Columbine & Bakery

Rooms Available
6:00 a.m. - Midnight
970.494.6445

802 West Drake Road, Fort Collins
Centrally located • Excellent parking



Famous last words of small business owners:

"My accountant says his kid is super creative, maybe he can do our brochure."

You want professional marketing materials, leave it to the professionals.

p: 970.225.0563
115 E. Harmony Rd.
Suite 160
Fort Collins, CO 80525

PISTORE
marketing.simplified.

Largest Medical Clinics

Ranked by Number of Employees



RANK	PRACTICE NAME ADDRESS PHONE/FAX	EMPLOYEES 2008 NO. OF MD 2008	NO OF PHYSICIANS ASSISTANTS NO OF NURSES NO MISC. LICENSED STAFF	SPECIALTIES	E-MAIL WEB SITE	PERSON IN CHARGE TITLE NO OF LOCATIONS YEAR FOUNDED
1	SALUD FAMILY HEALTH CENTERS 1115 Second St. Fort Lupton, CO 80621 303-892-0004/	398 40	14 N/A N/A	Radiology, obstetrics, gynecology, pediatrics and family practice.	jbrasher@saludclinic.org www.saludclinic.org	Stanley (Jerry) J. Brasher Executive director 9 1970
2	GREELEY MEDICAL CLINIC 1900 W. 16th St. Greeley, CO 80634 970-392-4725/970-313-2744	350 56	14 11 10	Multiple specialties.	barbara.yosses@greeleymedclinic.com www.greeleymedclinic.com	Barbara A. Yosses CEO 8 1934
3	BANNER MEDICAL CLINICS (1) Multiple locations, CO 970-663-0135/	250 45	7 N/A N/A	N/A	N/A www.bannerhealth.com	N/A N/A 10 1995
4	ORTHOPAEDIC CENTER OF THE ROCKIES - LOVELAND 2923 Ginnala Drive Loveland, CO 80538 970-663-3975/	212 20	8 37 N/A	Orthopaedics (all specialties), surgery, sports medicine, podiatry	info@orthohealth.com www.orthohealth.com	Michael A. Bergerson CEO 2 1969
5	SUNRISE COMMUNITY HEALTH INC. 2930 11th Ave. Evans, CO 80620 970-350-4606/	195 10	17 3 13	Community health center providing family practice, pediatrics, dental, mental health and pharmacy.	imorris.sunrise@nocoaha.org N/A	Mitzi Marie Moran CEO and President 6 1973
6	ASSOCIATES IN FAMILY MEDICINE PC 2025 Bighorn Road Fort Collins, CO 80525 970-229-9800/970-229-1421	125 31	5 12 N/A	Family practice, sports medicine, pediatrics, OB/GYN.	jsprowell@afmfc.com afmfc.com	James A. Sprowell and Beth Tindall Executive director and Office manager 7 1962
7	HEART CENTER OF THE ROCKIES 6801 W. 20th St., Suite 208 Greeley, CO 80634 970-330-9180/	70 19	1 N/A N/A	N/A	N/A www.heartcenteroftherockies.com	Dale Richardson Administrator N/A N/A
8	CANCER CENTER OF THE ROCKIES 2121 E. Harmony Road, Suite 150 Fort Collins, CO 80528 970-493-6337/970-493-3528	30 5	1 5 N/A	N/A	N/A www.cancerhealth.com	Tania Adams CEO N/A 1979
9	MIRAMONT FAMILY MEDICINE 4674 Snow Mesa Drive, Suite 140 Fort Collins, CO 80528 970-482-0213/	25 4	4 1 4	Family medicine, licensed clinical counseling, physical therapy.	info@miramont.us www.miramont.us	Teresa Bender and John Lumir Bender Practice administrator and Director 1 1940
10	TIMBERLINE MEDICAL 131 Stanley Ave., Suite 202 Estes Park, CO 80517 970-586-2343/970-586-0439	19 4	N/A N/A 1	Family practice	pmuchow@timberlinemedical.com www.timberlinemedical.com	Shari L. Sell-Premer Practice Administrator 1 1980
11	SURGICAL SPECIALISTS OF THE ROCKIES 2315 E. Harmony Road, Suite 130 Fort Collins, CO 80528 970-221-5878/970-221-3564	15 7	3 5 N/A	General, vascular, cardiac, trauma, cancer, thoracic, robotic, and laparoscopic surgery.	N/A www.ftcss.com	John A. Collins and Toni Hooten Practice manager N/A 2003

N/A-Not Available
 (1) Banner Medical Clinics include Aspen Internal Medicine, Big Thompson Inc., Berthoud Family Medicine, Columbine Family Practice, Family Practice Associates, Fossil Creek Family Practice, Banner Medical Clinic - North Loveland, Banner Medical Clinic - Highland Meadows, Loveland Pediatrics, OB/Gyn Associations, Skyline Urgent Care, and Banner Medical Clinic - Harmony Road (as of July 2008)
 Based upon responses to Business Report survey researched by Kathleen Chaballa
 To be considered for future lists, e-mail research@ncbr.com

LUXURY MOTORS

OF COLORADO

WWW.LUXURYMOTORSOFCOLORADO.COM

SALES- WIDE SELECTION OF LATE MODEL LUXURY VEHICLES IN PRISTINE CONDITION WITH LOW MILES BUT PRICED THOUSANDS LESS THAN KELLY BLUE BOOK RETAIL VALUES!

SERVICE- NO NEED TO DRIVE TO DENVER FOR SERVICE!! WE PERFORM ALL MANUFACTURE REQUIRED SERVICE AS WELL AS ANY SERVICE ON ANY NON-LUXURY VEHICLE.

COMPLIMENTARY INSPECTION & CAR WASH WITH EVERY SERVICE VISIT!

SALES | SERVICE | CONSIGNMENTS

SALES: MON-SAT 8:30-6:30 **LOCATED AT I-25 & PROSPECT**
SERVICE: MON-FRI 8:00-5:30 **(AT THE OLD HARLEY STORE)**

(970) 221-7100

HEALTH CARE

Northern Colorado's image of health grows

By Kay Rios
news@ncbr.com

As doctors look for quicker and more specific answers and treatment options, medical imaging has taken on a more pronounced role in health care. The imaging options in Northern Colorado now run the full spectrum from computed tomography (CT) scans, magnetic resonance imaging (MRI), ultrasound, interventional radiology and positron emission tomography (PET) scans.

Poudre Valley Hospital in Fort Collins had been the premier provider of medical imaging until the past few years. The Imaging Center, owned in part by Poudre Valley Health System, opened at the system's Harmony campus in 2000. That was followed in December 2005 by Fort Collins' PET Imaging, owned by Nashville-based e+ Healthcare that has 13 imaging centers across the country including one in Thornton. And, on Feb. 14, 2007, PVHS' Medical Center of the Rockies opened in Loveland with its own imaging equipment.

The proliferation of imaging locations was the supply answer to the increasing demand, said Liz Fegley, director of radiology/medical imaging at PVH. "The volume was getting so out of control," Fegley said. "Based on the population growth and the fact that we are aging, the numbers said that we needed another place to go. It was a matter of providing the resources to take care of

the needs of the community and the region."

"Look at the patient population," said Jack Retzlaff, director of radiology services at MCR. "Last year, PVHS was up in volume, McKee (Medical Center in Loveland) was up and Northern Colorado Medical Center (in Greeley) was up. The reason we built (MCR) was that we were at the limit at PVH. We looked at the growth factor and saw the possibilities at I-25."

Is there enough business to go around? Absolutely, Fegley said. "We stay very busy. We see a lot of the oncology patients here, we do a lot of bariatric work, and the emergency department keeps us busy."

There's plenty of business, agreed Rick Doritty, executive director of The Imaging Center. Part of that is because each area has its own specialty.

"Our business is focused on outpatient and the hospital's focus is inpatient and emergency. Clients coming to a facility like ours don't have to compete with ER patients and in-patients that might bump them," he said.

"We have different purposes," Fegley said. "PVH serves the community here, Wyoming and eastern Colorado. And the key focus at MCR is on trauma and cardiac."

And, while MCR shares most of the imaging capabilities as PVH, it does not have a breast diagnostic center, she said.

There is another factor that ensures standardization and consistency, Doritty said. "The glue that keeps the health-care com-

munity together in terms of radiology is Advanced Medical Imaging Consultants," he said. "They are an independent group of 25 radiologists and they provide services for the hospitals and many others in Northern Colorado so that the standard of care is the same."

It's a system that works well, Doritty said. "My experience is that this is the best organization and integration I've ever worked in," he said. "It doesn't feel like we have several businesses competing but it's more that we are all part of the same team."

Competition drives growth

With all the new equipment and additional facilities, cost becomes a discussion point. "The relatively low cost of market entry has led to a plethora of centers concentrated in metropolitan areas around the state," according to Jim Hertel, publisher of Colorado Managed Care newsletter. "The volume of services being provided, while life-saving for many individuals, is considered to be far in excess of what might be more rationally appropriate."

Competition between providers has also encouraged that growth.

"Given the nature of health-care competition in Northern Colorado, the growth of the centers is simply another facet of that competition," said Hertel, whose newsletter provides industry news for Colorado's insurers and health-care providers.

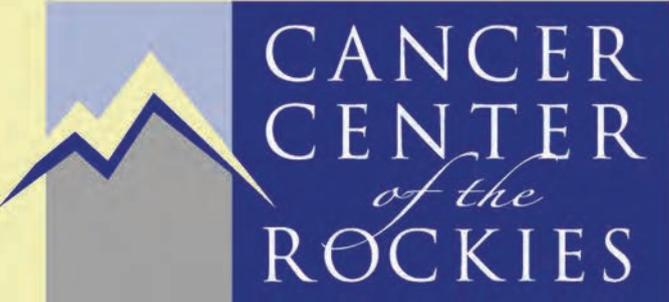
Hertel, who holds both a bachelor of

pharmacy degree and a master's in business administration, added that he understands why physicians are prone to order imaging tests so easily. "The tests are being used as protection because of the pervasiveness of the malpractice environment. But the use of the imaging tests can often lead to increasing the cost of the procedure to payers."

On the other hand, Retzlaff sees imaging as a way to reduce time and risk to patients. "Our goal is to provide the best diagnostic possibilities in the shortest amount of time. It saves the physician and the patient time. The technology makes a big difference. If we get better images, it improves the decision-making process: what will be the most effective treatment for the person. If we compress that time from diagnosis to treatment, we can get people back on the road to recover as quickly as possible."

Another benefit to the new digital technology is a reduction in radiation exposure levels. "The exposure levels with this technology has dropped and we are using 25 percent of what we were using five years ago with film technology," he said, adding that changes are ongoing.

Fegley also sees more change coming. "We're switching the Breast Diagnostic Center to digital mammography. Mammograms are still on film and the technology has not kept up until now. That will happen late summer or early fall of this year."



CANCER CENTER of the ROCKIES

Hematology Oncology Associates • Board Certified



ONCOLOGY/HEMATOLOGY CARE
PSYCHOLOGICAL COUNSELING
COMPLEMENTARY SERVICES
PAIN MANAGEMENT
GENETIC COUNSELING
CANCER PREVENTION

Poudre Valley Harmony Campus
 2121 E Harmony Rd., Ste.150 Fort Collins, CO
 www.cancerhealth.com 970.493.6337
"Caring for the whole person"
 Since 1979

Changing The *Caring* Experience...



Gentle.

Diagnostic Images You May Need, Close To Home.

- Diagnostic Imaging
 - Digital Radiography
 - Computed Tomography (CT)
 - 16 slice and 64 slice
 - Fluoroscopy
 - Magnetic Resonance Imaging (MRI)
 - Breast MRI
 - Mobile PET/CT
 - Nuclear Medicine
 - Ultrasound
 - Women's Imaging
 - Digital Mammography coming
 - Full array of Interventional Services

Thoughtful words, reassurance - if you need a diagnostic test, gentle care will help you feel at ease. At Longmont United Hospital Diagnostic Imaging, we provide state-of-the-art image capture in an environment of comfort and caring. There is no need to leave the community for quality care. Our investment in the latest digital technology and our commitment to future technological changes ensures you will receive quality imaging.

If you like gentle care during the imaging process, stay close to home with Longmont United Hospital.



LONGMONT UNITED HOSPITAL
 www.luhcares.org
 303.485.3590

Longmont United Hospital: Member of VHA, The Joint Commission & Planetree. Tobacco Free Campuses.
 1950 Mountain View Avenue, Longmont

Largest Bioscience Companies

Based in region, ranked by number of local employees



RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES 2008 EMPLOYEES 2007	REVENUES 2007 REVENUES 2006	PRODUCTS AND SERVICES	E-MAIL WEB SITE	PERSON IN CHARGE W/ TITLE YEAR FOUNDED
1	1	HACH CO. 5600 Lindbergh Drive Loveland, CO 80539 970-669-3050/970-669-2932	550 550	N/A N/A	Water-analysis systems and hydro lab instruments.	orders@hach.com www.hach.com	N/A 1947
2	2	HESKA CORP. 3760 Rocky Mountain Ave. Loveland, CO 80538 970-493-7272/970-619-3003	180 180	\$82,335,000 \$75,050,000	Advanced veterinary diagnostic and other specialty veterinary products; instruments, supplies, point-of-care tests, vaccines and pharmaceuticals.	market@heska.com www.heska.com	Robert Burton Grieve, CEO 1988
3	4	JORGENSEN LABORATORIES INC. 1450 N. Van Buren Ave. Loveland, CO 80538 970-669-2500/970-663-5042	62 62	N/A N/A	Veterinary specialty instruments and animal-health products.	info@jorvet.com www.jorvet.com	Hans Jorgensen, President 1965
4	3	PR PHARMACEUTICALS INC. 1716 Heath Parkway Fort Collins, CO 80524 970-484-5560/970-484-0809	50 70	N/A \$5,000,000	Improves human and animal health with drug-delivery technology.	info@prpharm.com www.prpharm.com	Patrick Bols, President 1998
5	5	COLORADO HISTO-PREP 319 Lincoln Court Fort Collins, CO 80524 970-493-2660	16 16	N/A N/A	Prepares microscopic histology slides, conducts hematology/clinical chemistries and complete pathology services.	rbawa@histoprep.com www.histoprep.com	Rajan Bawa, President 1983
6	6	BIOBUBBLE INC. 3024 W. Prospect Road Fort Collins, CO 80526 970-224-4262/970-224-2419	15 15	N/A N/A	Softwall clean and containment enclosures, HEPA air systems, and consulting services for biotechnology and life sciences facilities.	sales@biobubble.com www.biobubble.com	Chuck Spengler, Director of research & development and President 1985
7	8	OPTIBRAND LTD. LLC 123 N. College Ave., Suite 240 Fort Collins, CO 80524 970-490-6022/970-490-6025	15 15	N/A N/A	Biometric animal identification method and universal data collection devices.	info@optibrand.com www.optibrand.com	Joseph Ritter, CEO and DVM 1998
8	7	AGRIPRO COKER 806 N. Second St. Berthoud, CO 80513 970-532-3721/970-532-2035	14 15	N/A N/A	Wheat seed, wheat seed genetics.	N/A www.agriprowheat.com	Rob Bruns, General manager and Paul Morano, National marketing manager 1973
9	9	IMU-TEK ANIMAL HEALTH INC. 3541 E. Vine Drive Fort Collins, CO 80524 970-493-7033/970-493-6461	14 14	N/A N/A	Developer and manufacturer of colostrum for veterinary supplements.	info@imutek.com www.imu-tek.com	Henry Dyjak, President 1988
10	11	ROCKY MOUNTAIN INSTRUMENTAL LABORATORIES INC. 108 Coronado Court Fort Collins, CO 80525-4910 970-266-8108	7 12	N/A \$1,100,000	Contract pharmaceutical analysis, including HPLC/Mass spectrometry.	rklantz@rockylab.com www.rockylab.com	Robert K. Lantz, Ph.D., Director 1980
11	10	XY INC. 1108 N. Lemay Ave. Fort Collins, CO 80524 970-493-3113/970-493-3114	6 13	N/A N/A	Commercialization of sex selection in livestock industries.	info@xyinc.com www.xyinc.com	N/A 1996

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

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



The **Best** Executives Lead by Example

Encourage your employees over 50 to get colon cancer screening and don't forget to make an appointment for yourself

Colon Cancer Screening • Colonoscopy • Upper GI

the American Cancer Society recommends colon cancer screening every 10 years starting at age 50



Fort Collins
970.207.9773
3702 Timberline Drive, Building A

Greeley
970.207.9773
7251 W. 20th St., Building J

Loveland
970.669.5432
2555 E. 13th St., Suite 220

www.digestive-health.net

BANKS, from 1

U.S. Senate Committee on Banking, Housing and Urban Affairs in a June 5 address. He reported that the 50 largest bank holding companies were back in the black for the first quarter, reporting profits of \$5.2 billion, compared to a more than \$9 billion loss during the fourth quarter. However, during the first quarter of 2007 the companies reported profits of \$36.5 billion.

"We expect bank holding companies to continue to report weak earnings and further asset valuation writedowns and/or significant credit costs in coming quarters," he testified, later citing the housing situation as a major contributor. "In addition, weak economic conditions could well extend problems to other segments of lending portfolios including consumer installment or credit card loans, as well as corporate loan portfolios."

It's not often that "it could have been worse" works as an encouraging business sentiment, but Northern Colorado's banks, in general, didn't fare too badly during the quarter.

Locally-based banks saw a 7.8 percent decline in total net income for the first quarter compared to the same period last year. That followed an 11.5 percent decline from the year before (see chart). Comparatively, all Colorado banks saw a 26.3 percent decline in net income and nationally banks experienced a 45.7 percent decline.

Bucking the trend

Some of the region's banks have even bucked the downward growth trend.

"Our model is a little different than a lot of banks in the market," said Pat Brady, president of FirstBank of Northern Colorado. "We have a slow-growth model."

The bank, which merged its Fort Collins and Greeley charters last summer, saw a 68 percent increase in net income to \$616,000 for the first quarter compared to last year. The FirstBank network, which includes 120 branches throughout Colorado, expects to see a record year and a 30 percent to 40 percent profit increase.

"We're a steady, conservative underwriter," Brady said, adding that the bank's policies have remained unchanged for about a decade.

During what might be called the boom years earlier this decade, during which the Northern Colorado banking industry was fiercely competitive, FirstBank of Northern Colorado and FirstBank of Greeley were seeing slight net income declines during the first quarter. The banks experienced dropping incomes for five straight years through 2007. But the conservative model is serving the bank well in the slower market.

For example, FirstBank has focused on putting more fixed-rate than adjustable-rate loans on the books. That move, coupled with little to no brokered deposits, allows FirstBank more control over its income and expense variables. FirstBank of Northern Colorado saw an uptick in its net interest margins to 3.42 percent.

The FDIC pointed out in its quarterly report that the interest rate environment has been especially hard on community banks — defined by those with less than \$1 billion in assets. Larger institutions were able to reprice funding costs more rapidly than community banks.

Interest margin squeeze

In Northern Colorado, the average net interest margin was 3.8 percent — down from 4.1 percent during the first quarter of 2007. Industry-wide, the net margin was 3.33 percent and community banks reported an average net margin of 3.7 percent, its lowest level since the fourth quarter of 1988.

"Interest margins are squeezed tremendously," said Darrell McAllister, president and CEO of Bank of Choice. The bank saw a 40 percent decline in first-quarter profit compared to last year to \$406,000. It was the bank's lowest first-quarter profit since 2003. Its net interest margin was at 2.47 percent from a quarter high of 4.89 percent in 2004.

"The other piece that is dragging the industry down is asset quality," McAllister said.

Asset quality has generally declined in Northern Colorado during the past year. Real estate owned, known as REO, increased 233.6 percent from first quarter 2007 to this year. Total REO at Northern Colorado bank's reached \$48.6 million, up slightly from \$45 million during the fourth quarter. REO was up 118.4 percent for the state and 107.7 for the whole industry.

Assets in non-accrual, those no longer booked as earning interest, also took a large leap, up 132.5 percent in the region to \$101 million in the first quarter. That growth is not unprecedented — between the first quarters of 2005 and 2006, non-accrual assets increased 143.9 percent. And though Northern Colorado-based institutions only accounted for 10 percent of the banks in the state, the region held 25 percent of the state's non-accrual assets.

"It takes time," McAllister said of the

process of identifying and resolving problem loans. "It's at least a five-month process."

McAllister added that the process takes longer for banks with a community mentality. Those banks are more likely to keep problem assets on the books to work through them, rather than writing them down and moving on. Bank of Choice saw a large bump in non-accrual assets — from \$2.8 million during the first quarter in 2007 to \$13.8 million this year.

'Grind it out'

"We're basically not looking to grow this year," he said. McAllister anticipates continued softening of the local market. This will be a year to "grind it out" and make sure that assets are healthy.

Even banks that are relatively new to the market and hold healthy assets are looking at this year with some caution.

"I don't think right now that bigger is better," said Gerard Nalezny, president of Fort Collins Commerce Bank. "All banks are being held to a higher bar."

Fort Collins Commerce opened in June 2005. While the bank has seen an increase in short-term past due assets, it has no assets past due 90 days or more or in non-accrual.

"I like this market, to be honest," Nalezny said. "It's an opportunistic market."

Since many banks are not looking to grow this year, there are "good deals not getting done," he explained. The market might not look great, but Nalezny points out that it's really just relative.

"I see as much reason for optimism as pessimism," he said, citing the job growth prospects. "The Northern Colorado economy is average, which relative to the rest of the country is positive."

Co's BMW Center



cosbmw.com
1-866-890-6947

The Ultimate Driving Machine®

Our best selling BMWs just got better. Receive option credits up to \$1910.00 plus, as low as 2.9% financing or special lease rates.



\$399 per mo.
2008 BMW 328xi All Wheel Drive \$3000 down, 39 mo. closed-end lease through BMW Financial Services WAC. MSRP \$37,675, Sale Price \$35,464, res. \$22,228, 10k miles/yr. Includes option credit of \$1210. #5216.



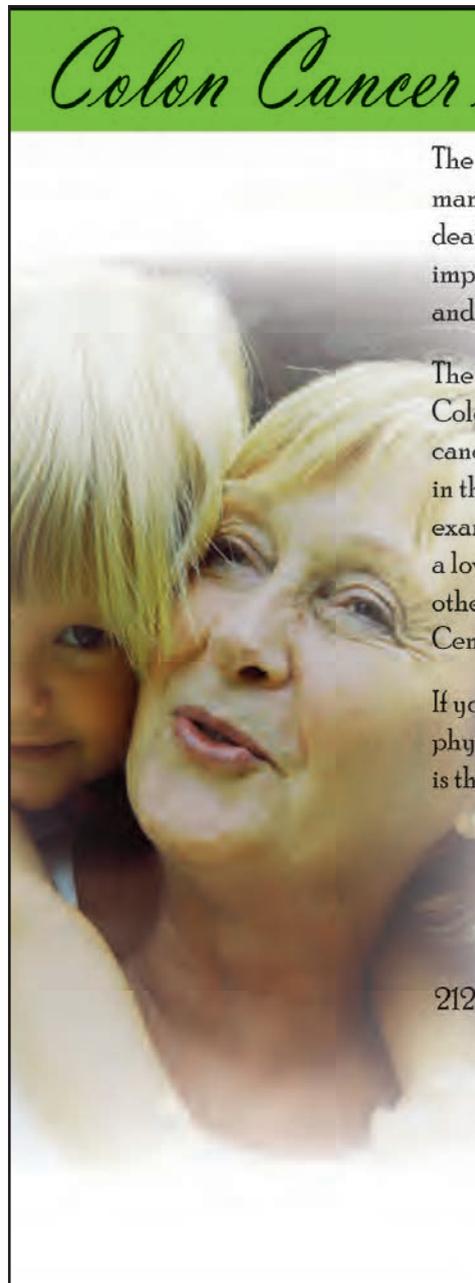
\$659 per mo.
2008 BMW 535xi Twin Turbo All Wheel Drive \$4500 down, 36 mo. closed-end lease through BMW Financial Services WAC. MSRP \$58,695, Sale Price \$55,585, res. \$34,043, 10k miles/yr. Includes option credit of \$1910. #5098.

Co's BMW Center

4150 Byrd Dr. • Loveland
 I-25 & Crossroads Exit 259
 (The Motorplex at Centerra)
 (970) 292-5200
 Toll Free: (866) 890-6947
 www.cosbmw.com

*60 mo. financing through BMW Financial Services APR WAC. Option credits available on all 3 Series w/steptronic automatic, 5 Series & X5s w/premium package & 550i w/navigation. Subject to prior sale & state & local taxes.

Colon Cancer is Preventable.



The American Cancer Society states that as many as 90% of all colorectal cancer cases and deaths are thought to be preventable through improvements to nutrition, physical exercise and early detection through timely screening.

The ACS now recommends Virtual Colonoscopy as a screening tool for colon cancer. The Imaging Center is the only facility in the northern Colorado region that offers this exam. Virtual Colonoscopy has been used as a low risk screening tool for colon cancer and other medical diagnoses since The Imaging Center opened in 2000.

If you're 50 or older, consult with your physician to determine if Virtual Colonoscopy is the right screening tool for you.

The Imaging Center at Centerra
 2500 Rocky Mountain Ave., Ste. 150
 Loveland, CO

The Imaging Center at Harmony
 2127 E. Harmony Rd., Ste. 130, Fort Collins, CO

Main: 970.282.2900
 Scheduling: 970.282.2912
 www.The-Imaging-Centers.com



The Imaging Center



Courtesy Vaught-Frye Architects

CENTERRA NEST – Vaught-Frye Architects in Fort Collins designed the building that Greeley accounting firm Kennedy & Coe LLC will occupy in Loveland’s Centerra development in July 2009.

KENNEDY, from 1

in late May announced it will build a 50,000-square-foot office building where 400 people will work.

■ Greeley Medical Clinic, that city’s largest private medical practice with 350 employees, that in January said it would occupy 40,000 square feet of the new North Medical Office Building.

A growing interest in adding more health-care businesses and medical practices to its client roster is just one of the reasons Kennedy & Coe chose to move west. The company has been diversifying its customer base beyond its agricultural roots, and many of its newer clients are in the I-25 corridor.

Where the clients are

“We need to be where our customers are,” said John Dollarhide, senior member of Kennedy & Coe. “More and more, our clients are going to be in this area.”

The firm last year explored the opportunity for space in an office project called the Eagle Crossing Towers just northeast of the I-25 junction with Crossroads Boulevard, but co-developers Martin Lind and Everitt-MacMillan Development Inc. shelved plans for the seven-story, two-building project late last year.

Meanwhile, McWhinney had also been angling for Kennedy & Coe’s tenancy at Centerra.

“I’ve been trying to get them here for more than two years,” said Ron Kuehl, McWhinney’s vice president for real estate. “For various reasons it didn’t work out, one of them being that they had a long-term lease in Greeley.”

The link that makes the Centerra move possible is developer Powell Prothe, president of Greeley-based Vintage Corp. and Kennedy & Coe’s landlord for 8,000 of the 10,000 square feet of office space it has in the city. Prothe and 50-50 partner Seth Ward, a principal in Greeley’s Landmark Communities LLC, will be the owner-developers of the new building at the Sky Pond park, investing about \$7 million in the project.

It’s likely that, in addition to the 15,000-square-foot second floor of the new building, Kennedy & Coe will take a portion of the first to accommodate its growth. The firm has nearly tripled in size since a merger in 2000 that brought the firm together with Kosmicki Dollarhide & Co., making it the largest of Greeley’s accounting firms.

“When we merged, I had 14 people and Kennedy & Coe had three,” Dollarhide said. “Now we’re at 45.”

Improve recruiting

Sid Fahsholtz, the newly appointed manager of Kennedy & Coe’s Greeley office, said the relocation would help solve a problem that most CPA firms face as they grow.

“You’re only as good as the talent you have, and this will really help in that regard,” Fahsholtz said. “I’ve been heavily involved on the recruiting side. I know there’s more tendency for students on the east side of I-25 to move west than the other way around.”

Kuehl said the Sky Pond development, with Kennedy & Coe as the catalyst, will attract other users for prime space between the Promenade Shops and the Grand Station mixed-use project that will develop just to the east of the office park.

“It’s a major coup for us to get them here,” Kuehl said. “When people find out that there is this kind of opportunity available, there will be plenty of interest.”

The building will aim for gold-level certification under the U.S. Green Building Council’s Leadership in Energy and Environmental Design, or LEED, program.

Vaught-Frye Architects in Fort Collins designed the project, and Dohn Construction Inc., also of Fort Collins, will build it.

The development team aims for an October groundbreaking and occupancy in July 2009.

Kennedy & Coe is among the top 100 accounting firms in the nation, with 250 employees in eight offices, six in Kansas and two in Colorado. The firm’s other Colorado office is in Lamar.

Not feeling very kissable?

Take me to MCR.



EMERGENCY DEPARTMENT
24 OPEN HOURS

MEDICAL CENTER OF THE ROCKIES
POUDRE VALLEY HEALTH SYSTEM
pvhs.org

LOVELAND, COLORADO

I-25 and Highway 34

(970) 624-2500

TOURISM, from 19

Lazzaro notes that many physicians and surgeons in these countries have been trained in the United States and Western countries and have access to the best equipment available.

"These doctors are very well educated and extremely experienced," he said. "In many of these countries there are a handful of truly superior hospitals and the equipment is international class. In fact, in many cases it's even newer than most places in the U.S."

Some destinations are becoming known for particular specialties when it comes to medical care. Costa Rica is a top spot for North American patients wishing to avoid a trans-oceanic flight and has garnered a reputation as a mecca for plastic surgery.

South Africa and Argentina are also popular plastic surgery destinations, while Thailand is the preferred destination for sex-change surgery. Heart-valve replacement surgery in India costs about \$10,000 compared to \$200,000 or more in the U.S.

Lazzaro said medical travelers can save generally "somewhere between 30 to 80 percent" compared to what the same services would cost in the States, even though they routinely pay entirely out of pocket.

Lazzaro said most American insurance companies are still on the fence when it comes to paying for offshore treatments.

Insurance companies look

"American insurance companies are mostly not offering it, but they're beginning to look at it," he said. "It's not yet widespread among insurers or employers but it is for consumers. Our goal is to get insurers and employers to become interested."

Daryl Richard, vice president of communications for UnitedHealth International, said he believes insurance companies will likely start coming on board.

"The medical travel phenomenon is still more or less in its infancy," he said. "However, as our world becomes increasingly global, the health-care market must adapt. We believe we have an obligation of sorts to explore this trend, both to serve the potential needs of our clients as well as to address the needs of the un- and under-insured."

Richard said some obstacles remain before medical tourism can really take off. He said the "top 20 or so foreign hospitals are at 80 to 90 percent capacity on a given day," which would not permit the treatment of a surge of additional Western patients.

Richard also notes "cultural barriers" regarding health care in foreign nations, a lack of nearby family support in most instances and possible complications when it comes to followup care as reasons why insurance companies are still wary of the concept.

Even so, Richard said a growing demand for more affordable care is prompting his company and others to seriously evaluate foreign coverage.

"UnitedHealth International is currently researching the many issues and challenges related to medical travel and hopes to decide within a few months whether it will design a formal medical travel product for its customers," he said.

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

FINDING UNKNOWN HEALTH PROBLEMS EARLY SAVES LIVES.



The earlier a health problem is detected, the better chance there is for a cure. Since 1976, Advanced Medical Imaging Consultants (AMIC) has helped doctors and their patients pinpoint unknown health problems using the most advanced medical imaging exams available. Our team includes over 27 board-certified radiologists, the majority of whom have completed subspecialty fellowship training.

AMIC CAPABILITIES

- CT (computed tomography), including CTA (computed tomography angiography), CT cardiac calcium scoring, CT lung scan, and CT virtual colonoscopy
- MRI (magnetic resonance imaging), including MRA (magnetic resonance angiography) and cardiac MRI
- Nuclear medicine, including PET (positron emission tomography)
- Neuroradiology
- Ultrasound, including Doppler studies
- Musculoskeletal/orthopedic radiology
- Interventional radiology, including diagnostic angiography, carotid stenting, radiofrequency ablation (RFA), uterine fibroid embolization (UFE), and vertebroplasty
- Bone densitometry (DEXA scans)
- Womens imaging, including digital mammography with computeraided detection (CAD), breast MRI, and stereotactic breast biopsy
- Traditional X-rays

CORPORATE OFFICE:

2008 Caribou Dr.
Fort Collins, CO

TELEPHONE: (970) 484-4757

www.AdvMedImaging.com



EXCLUSIVE PROVIDER FOR HOSPITALS IN NORTHERN COLORADO, SOUTHERN WYOMING, & SOUTHWEST NEBRASKA

SPORTS CHALLENGE 2008

Take the SuperStars Challenge

PARTNERS MENTORING YOUTH SUPERSTARS SPORTS CHALLENGE

Saturday, August 23

LOCATION
Fossil Creek Park
5821 S. Lemay Ave.
Ft. Collins, CO
8:00am - 1:30pm

REGISTRATION
Registration is available on ACTIVE.COM, or visit PartnersMentoringYouth.org

Each year local professionals form company teams to participate in the SuperStars Sports Challenge and raise money to support the youth of Larimer County. Register your team soon to join the fun, get to know your community and possibly become this year's SuperStars Grand Champion. Each team of 6-10 participants will compete in volleyball, bocce ball, basketball, dodge ball and a big wheels bike relay. There will also be a children's play area and complimentary lunch for all teams. Register your team now at active.com or by calling 970.484.7123. Registration for one team is \$500.

Centerra new medical magnet

Demand for health care is on the rise throughout Northern Colorado, and Medical Center of the Rockies has been drawing new practices and satellite offices to east Loveland for more than a year. New, expanded or relocated practices include:

- Greeley Medical Clinic at Centerra
- Heart Center of the Rockies
- 2534 Medical Campus
- Crossroads Medical Wellness Center
- Orthopedic Center of the Rockies (at Boyd Lake Village)
- Northern Colorado Pulmonary Associates
- Good Day Pharmacy
- The Women's Clinic of Northern Colorado
- Mountain West Medical (Foxtrail)
- Colorado Sleep Center of the Rockies
- Mobility & More
- Youth Clinic of Northern Colorado
- Harmony Imaging Center
- PVHS Occupational Medicine Clinic

SOURCE: BUSINESS REPORT RESEARCH

MEDICAL CENTER, from 19

will be joined soon by a North Medical Office Building due to open by the end of the year.

The south building, according to Kuehl, is 95 percent occupied, with the remainder under negotiation and full occupancy expected by this fall. The Greeley Medical Clinic has already purchased 50 percent of the north building for the satellite to their original facility next to Northern Colorado Medical Center in Greeley.

"Predominantly, physicians would prefer to own (their sites)," Kuehl said.

McWhinney's procedure for partnering with medical offices has followed three patterns, with the most common involving the occupant purchasing a share of ownership in a property. Other buildings are "condoized," with a client purchasing specific por-

"We've exceeded expectations."

Ron Kuehl,
Vice president for real estate,
McWhinney

tions of a building for their own use, or to lease to others. Finally, McWhinney has occasionally built buildings to suit a client's need, with the medical practice then either owning the entire building, or leasing it.

"We've exceeded expectations," Kuehl said. "We expected the south building to fill up in two and a half years." When it is essentially filled a year ahead of plan, construction accelerated on the north building.

Kuehl attributes the popularity of the location with medical practitioners to the incredibly near access to the brand-new hospital, which in turn gives patients a variety of services available in close proximity.

Population growth in the area where Windsor, Johnstown, eastern Loveland and western Greeley meet also plays a role. Research by Metrostudy in May 2007 showed that 572,359 people live within a 20-mile radius of Centerra, enough to make the synergistic blend of a large hospital, adjacent smaller practitioners, and sufficient patients successful.

More buildings going up

McWhinney and Centerra don't have a lock on medical facility growth in Loveland.

Medical Properties Group is building the Crossroads Medical Wellness Center at Crossroads Plaza, while Kirk Dando has seen Orthopedic Center of the Rockies relocate to his Boyd Lake Village project west of Centerra. Brinkman Partners is collaborating with lawyer Jeff Johnson and Greeley plastic surgeon Denis Gonyon to build the 2534 Medical Campus in the 2534 development in Johnstown. Dave Carlson, who heads construction for Brinkman, believes that having multiple, often competing companies building in the region is a positive thing. "This will create more interest out there," he said.

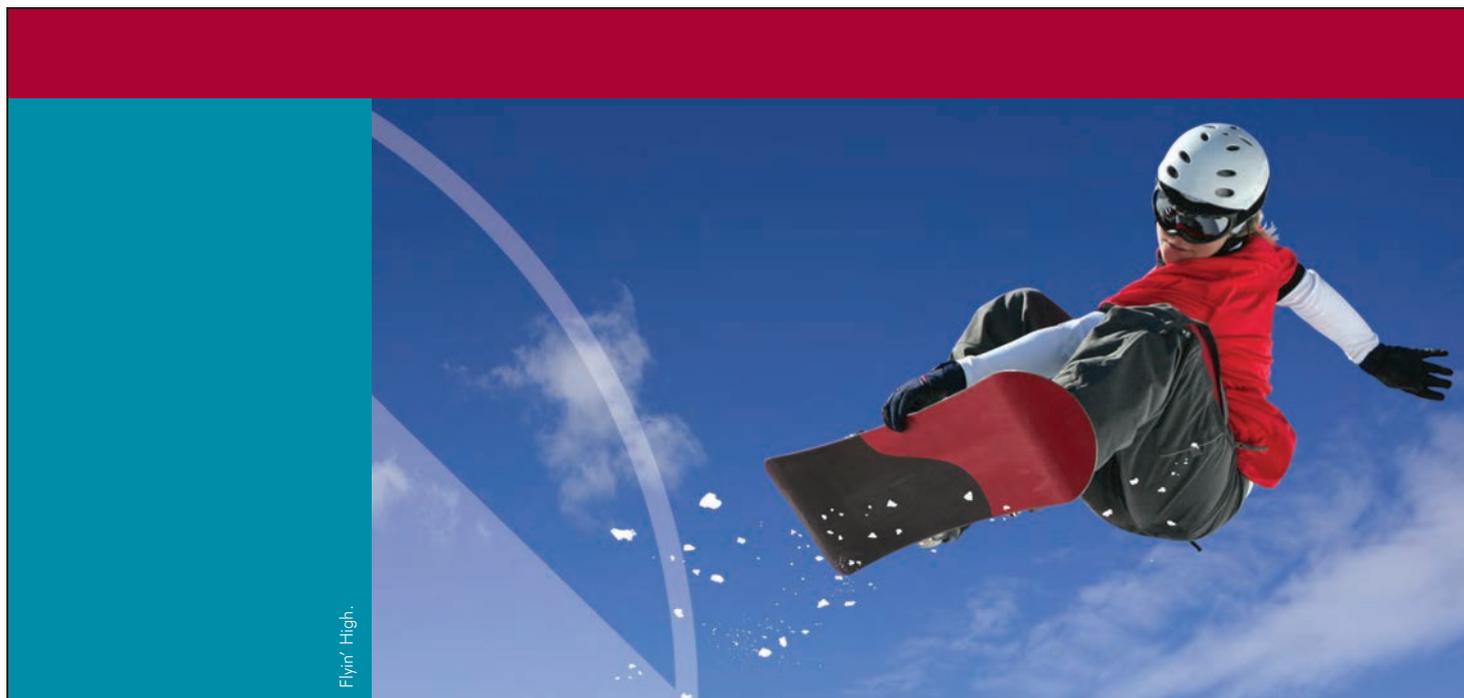
Kuehl sees medical-related growth in the greater Centerra region progressing in four stages.

"The specialists move in first," he explains, citing Heart Center of the Rockies as an example. They are followed by primary care physicians, who refer patients to the specialists. The area is now entering the third stage, in which dentists and pharmacies open up to provide services supplementary to those of the primary care practices. Finally, administrative offices for the various medical practices begin to find nearby office space not classified for medical use. This is just beginning to occur, according to Kuehl.

Kuehl and Poudre Valley Health System President and CEO Rulon Stacey feel that MCR has been the key to the growth of medical services in the Centerra area.

"To date, 80 percent of the associated businesses have opened since MCR opened its doors," Kuehl said.

These businesses account for 151,825 square feet of office space among McWhinney projects. He adds that this has created 450 health-care jobs, which generate \$22.5 million in payroll, with the total reaching 1,500 jobs if MCR is included. Kuehl expects the next few years to see more new medical practices open close to MCR, and for these to be joined by more dentists, alternative medicine practitioners, janitorial and related services, and companies supplying scrubs and similar medical gear.



Flyin' High.

Exceptional performance is important to you, and to us. So you'll appreciate that we scored "significantly higher than other Colorado plans for helpful customer service, trouble-free access to specialty care, and timely handling of medical claims."* Our financial performance is equally impressive.** Get that kind of performance for your group with our all-new line of Good Health Group Plans that include 100 percent preventive care, Rx choice and an optional accident rider. All this at refreshingly lower rates.

New plans. Lower prices.

For a quote, call your broker or a Rocky Mountain Representative.

rmhp.org/groupplans

866-592-6923
970-257-3993

*2007 Health Matters Colorado Health Plan and Hospital Quality Report
** A. M. Best and the Street, Inc.

Significantly
better
performance.



ROCKY MOUNTAIN
HEALTH PLANS®
Good health. That's the plan.

HEALTH CARE

MCR eyes expansion to former Cloverleaf site

City council to hear McWhinney rezoning request on June 24

By Anne Cumming Rice
news@ncbr.com

LOVELAND — Officials at Medical Center of the Rockies are interviewing master site planning firms to help the hospital cast a vision for an expansion.

The expansion would be onto the site of the former Cloverleaf greyhound racetrack, adjacent to the hospital's northernmost boundary.

"The decision-making about what we will build is still a year away," said Pam Brock, vice president of marketing and strategic planning for the Poudre Valley Health System, which opened Medical Center of the Rockies northwest of Interstate 25 and U.S. Highway 34 in February 2007.

Expansion would likely happen in three to five years, Brock said.

Declining business caused the Cloverleaf Kennel Club to close last December after 52 years in Northern Colorado. McWhinney acquired the property and has since applied to the city of Loveland for its annexation and rezoning.

The site is part of the 294-acre Grange

addition, which the Loveland Planning Commission approved in March. The Loveland City Council is scheduled to consider it at its June 24 meeting.

McWhinney plans to turn the Cloverleaf East parcel, which includes the former dog track, over to PVHS for the MCR expansion, said Kim Perry, McWhinney's vice president of community design.

A new 81,000-square-foot medical office building is under construction on the medical center's 91-acre campus. The Greeley Medical Clinic announced plans last December to anchor the building, which is scheduled to open in the fall.

Since it opened almost a year and a half ago, MCR has met its projections in terms of capacity, Brock said, although she declined to provide specific patient numbers. "So far we are right on track with where we thought we'd be," she said. "Of course you always want to be busier."

Regional demand growing

The day MCR opened, its sister facility, Poudre Valley Hospital in Fort Collins, was operating at 102 percent of its capacity, Brock said. The growing need for hospital space was one of the biggest reasons PVHS decided to build another hospital in Northern Colorado.

Medical Center of the Rockies is a level II trauma center — the second highest designation for medical facilities — and specializes in cardiac care. It has 136 beds with the capacity to grow to 440, Brock said. The

"It will be something that complements the services we already have."

Pam Brock, vice president of marketing and strategic planning, Poudre Valley Health System

mountain views and quiet atmosphere offer a different kind of experience than other hospitals in the area, she added.

The expansion onto the former Cloverleaf site won't necessarily be for medical facilities, Brock said.

"It will be something that complements the services we already have," she said. "We want to make sure what we do is sustainable in the area for a long time."

Hiring a master site planning firm is the first step. Health system officials will look at demographic studies and financial projections, Brock said.

Planners will also visit other hospitals that have done similar expansions.

"The idea is to figure out what the industry is doing and where it's heading," Brock said.

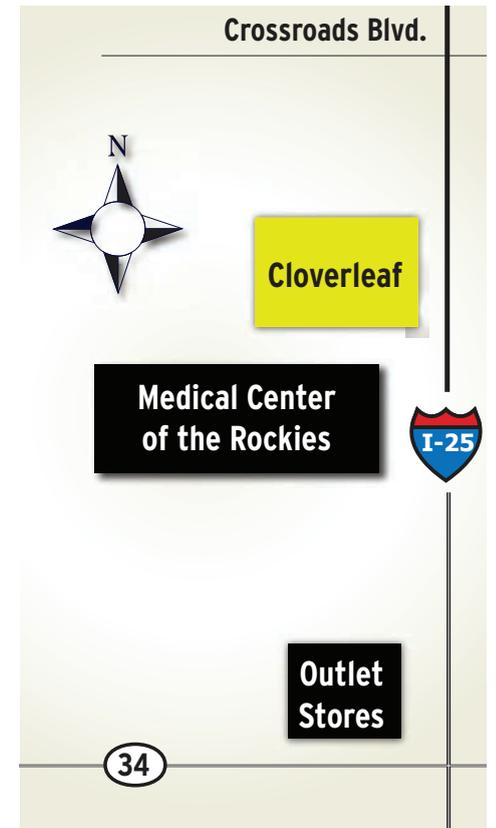


Illustration by Northern Colorado Business Report

NOT A GAMBLE — The Loveland City Council will hear a rezoning request by McWhinney for the former Cloverleaf racetrack June 24. Medical Center of the Rockies, south of Cloverleaf, is looking at the site for expansion.



PALMER PROPERTIES
WOULD LIKE TO WELCOME
BROCK AND COMPANY
TO FIRST COMMUNITY BANK PLAZA
3711 JFK PARKWAY
FORT COLLINS, CO 80525
970.204.4000
www.palmerpropertiesco.com

Marketed by:
REALTEC
COMMERCIAL REAL ESTATE SERVICES
Aki Palmer
970.229.9900
aki@realtec.com



BROCK AND COMPANY Certified Public Accountants
Business Advisors
A PROFESSIONAL CORPORATION







LAKEFRONT OFFICE SPACE AVAILABLE
Rangeview Three Office Condominiums

- Office space developed with a commitment to the guiding principles of LEED standards
- LEED registered for Silver certification
- Improve employee productivity and business profitability
- US 34 & I-25 at Centerra

Contact Ron Kuehl at 970.613.4562
or ronk@mcwhinney.com



McWHINNEY
Bring Your Dream
www.mcwhinney.com

FROM THE ARCHIVES

Find related stories free of charge in the Northern Colorado Business Report archives at www.ncbr.com:

- "Farmer, oil man develop fresh source of water," 2/3/06
- "Wellington's new rooftops affordable, gaining services," 7/21/06
- "Scuba good for mental as well as for physical fitness," 8/17/07
- "Big shrimp ranch proposed," 11/9/07

WATER, from 1

anything," he said. "It's brand-new water to the region, and non-tributary water can be used to extinction. Our plan is to store the water underground and we can pump it up for irrigation or whatever."

Seaworth said the \$1.5 million purification process is producing about 70 gallons of warm water each minute, with more than 12 million gallons produced since it started.

Seaworth said he's not sure exactly how he'll use the water, although his main objec-



SEAWORTH

tive is to build houses on part of his 600-acre property. The town of Wellington is also hoping to acquire some of Seaworth's water for its own development needs.

Unique in the world

The whole operation is "unique in the world," Seaworth said, and has drawn the attention of Colorado legislators Ken Salazar and Mark Udall along with the Army Corps of Engineers. "People come here and just say, 'Wow!'"

Dick Wolfe, state water engineer, said his office took a long look at the Seaworth-Pomeroy proposal before giving its blessing.

"Because it was the first one we ever issued in the state, we did look hard at it," he said. "We ultimately showed there was a disconnect between the (geologic) formation

"Our plan is to store the water underground and we can pump it up for irrigation or whatever."

Richard Seaworth, property owner



How businesses go from depositing checks in line to online.

Key Capture® online check depositing.

It's late afternoon. You still have deadlines to meet. And rush hour traffic is going to make it tough to get to the bank on time to deposit those customer checks. With Key Capture, there's no worry. You can make deposits online from your workplace, whenever it's convenient for you. Fast, easy, affordable and secure. Key Capture means less running around...and more time running your business.

Visit any KeyBank Branch, call **1-888-KEY4BIZ® (1-888-539-4249)** or visit key.com/smallbiz

Key Capture

- Easy to set up and use
- Saves time and money
- Deposit safely from your office, 24/7

KeyBank



and the stream system."

Wolfe notes there are more than 35,000 active oil and gas wells in the state producing more than 52,000 acre-feet of wastewater each year. But putting that water to use would be difficult because many of the wells are in remote areas without the infrastructure to transport the water and few fields would be as contained as Seaworth's.

"Geologically speaking, there's very few other areas like this in the state," he said.

Oilman Pomeroy said several factors — including rising oil prices and an increasing need for new water — came together to help the project succeed.

"The high price of oil has helped us to do things we wouldn't have otherwise been able to do because of the increased cash flow," he said. "The economics have changed to make this a viable option."

Seaworth said the water purification process is making it possible to revive old oil wells that had been shut down because the cost of re-injecting the water into the ground was prohibitive. While Pomeroy acknowledges the operation has helped squeeze more oil out of some aging wells, he says it's not likely to have a major impact on oil production statewide.

"It's an expensive proposition and it's taken us several years and lots of money to get to here and I'm not sure many other companies would want to," he said.

But Wolfe said the project presents some tantalizing possibilities. "I think there's a real opportunity over the next 20 to 40 years with the recognition that this water can be used and the technology that's cost-effective now," he said. "I think you'll see a lot of interest in doing that, at least in the short-term."

Scuba pool?

One possible use of the water, which comes out of the purification process at just under 100 degrees, is to lease some of it to Colorado scuba-diving groups desperate for a local warm-water pool for certification dives.

"We've been looking for a warm-water site to do certification for scuba for about six years," said Doug Donaldson, owner of Alpine Scuba in Fort Collins. Donaldson said Colorado divers must now travel to complete their required training, and the two closest warm-water locations are in Midway, Utah, and Santa Rosa, N.M.

Donaldson said the hope in the scuba community is to build a 100-foot-by-200-foot pool near Seaworth's water reservoir for divers from across the state and region to earn their certification — and spend money in the local economy.

"The benefit to Northern Colorado could be extraordinary," he said.

North Colorado Medical Center

1801 16th St., Greeley

- Number of licensed beds: 398
- Number of full-time employees: 1,852
- Operating revenue: \$286,340,187
- In-patient admissions: 16,313
- Average stay: 3.6 days
- Outpatient visits: 453,505

SOURCE: COLORADO HEALTH AND HOSPITAL ASSOCIATION (2006)

SUTTON, from 2

advice to his McKee replacement it would be to focus on his or her own plan and not be reactive.

"I understand we're competing with Poudre Valley Hospital and MCR, but set out your plan and execute it and don't become reactive," he said. "That causes you to lose momentum for what you started out to do."

Competition increasing

Sutton acknowledges that competition between the two largest health-care providers in Northern Colorado is heating up as each tries to increase its market share. He calls the competition simply "the situation that exists."

Sutton says he's up for the challenge.

"We're in an over-bedded situation right now, everyone knows that," he said. "Do I think there's enough market share for all four hospitals to be at capacity? No. At the

"Do I think there's enough market share for all four (Northern Colorado) hospitals to be at capacity? No."

Rick Sutton, CEO, North Colorado Medical Center

end of the day there's going to be empty beds but the question is where are they going to be?

"We will continue to focus on our growth initiative in Loveland, and we'll continue to expand and acquire clinics in Loveland and Fort Collins and around the region."

Sutton said he's excited about heading up NCMC and expects to take it to new heights of performance under his watch. But it won't come quickly, he noted.

"Hospitals are like big ships and they take time to turn," he said. "But as long as you can get everyone on board pulling in the same direction with the same common goals, you're going to have the same results only bigger."

"I'm not going to tell you it'll happen in six months," he added. "But the thing I do know is the NCMC team is solid and everybody wants to be successful. We want to get to where we're not just hitting the targets we set but blowing them out of the water, and that's going to be a great day in health care in Northern Colorado."

CBC ANNUAL GOLF TOURNAMENT FUNDRAISER

FRIDAY **AUGUST 1st**
8:30 a.m.

PELICAN LAKES
GOLF COURSE WINDSOR, CO



About Kallee

Kallee has been diagnosed with an inoperable brain tumor called a Pilocyctic Astrocytoma. At this time her doctors at The Children's Hospital in Denver are still searching for a successful treatment. Without a successful treatment Kallee's prognosis is 3-5 years.

All proceeds from the event will be paid to The Children's Hospital for Kallee's expenses.

THE COOL, FUN STUFF

- Every registered player will receive a **free pair of Oakley sunglasses (\$100 Value)!**
- Oakley Tent on the green
- Continental breakfast & lunch
- Silent Auction for tons of prizes!
- Prizes & Events on the course
- Raffle following the tournament



FREE OAKLEY SUNGLASSES FOR EVERY PLAYER!

Please contact Andrew Hoffmeyer at 970-215-3574 for more information



LUXURY *(Laid back)*

The freedom to live life on your own terms. Isn't that the ultimate luxury?

Eight lakes. Eight miles of landscaped trails. 200 acres of open space and parks. And views that will take your breath away.

A once in a lifetime opportunity to join a special Colorado community.

Learn more about Serratoga Falls in Timnath. www.serratogafalls.com

SERRATOGA FALLS
RETREAT TO SERENITY



SPACIOUS PREMIER, ESTATE & LAKEFRONT LOTS IN TIMNATH • 8 MILES OF TRAILS
HOMES FROM THE \$500's • 8 LAKES • MAGNIFICENT VIEWS • POUDBRE SCHOOLS

Model home open 1-5PM weekends, or by appointment.

THE GROUP INC.
Real Estate



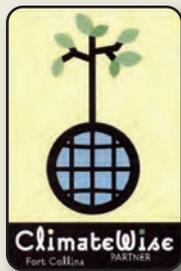
Joey Porter
Broker/Associate Partner, The Group, Inc.
970-229-0700 Office, 970-481-4814 Mobile
jporter@thegroupinc.com

DJ Johnson
Broker/Associate Partner, The Group, Inc.
970-221-0700 Office, 970-213-0648 Mobile
djohnson@thegroupinc.com



How to be Climate Wise

The city of Fort Collins recognizes Climate Wise partners in several shades of green. Each succeeding level includes everything in the lower levels.



Bronze:

- Sign partnership agreement.
- Attend at least two meetings and annual orientation.
- Complete site assessment with Climate Wise staff or share results of self-assessment.

Silver:

- Submit summary of activities for EnvirOvation event.
- Implement at least one climate related measure.

Gold:

- Serve on the Climate Wise Partner Steering Committee, mentor a new partner, or plan/host a quarterly meeting or event.
- Create and share a greenhouse gas reduction target, and indicated strategies and measures planned to achieve this target.
- Participate in and implement at least one measure through a City of Fort Collins or Utility program that has a climate benefit.

Platinum

- Demonstrate and maintain climate neutral status for your operation; participate in the Chicago Climate Exchange; participate in the California Climate Action Registry; develop a management system with climate focus; earn the Energy Star label for your facility or part of your facility; earn LEED certification for your facility or part of your facility; or implement an innovative program or initiative with significant climate benefits.
- Participate in the Green Works program and distribute information to employees and customers.

SOURCE: CITY OF FORT COLLINS CLIMATE WISE PROGRAM

SHAMROCK, from 5

using alternative transportation during 2007.

Shamrock's philosophy regarding the environment is to "reduce pollution in every way," Flynn said, and since joining Climate Wise, daily operations have undergone quite the overhaul. Recycling bins have been installed in the office, furnishings are reused rather than thrown away, and the staff avoids buying anything new for the offices — even the paint on the walls was acquired at the Fort Collins landfill.

The green team

As a result of the partnership with Climate Wise, Shamrock formed the GO Shamrock Green Team to implement these and other changes, such as donating old vehicles to a firefighters' training program and recovering a pound of paper clips otherwise bound for the trash can every week.

These changes initially increased the daily costs of running the business, according to Flynn. But the company avoided tacking these expenses on to customer fares, which have already jumped from \$26 in 2005 to the current \$32 as a result of rising fuel prices. However, Flynn feels that Shamrock will be able to avoid further upping the cost of a ride in the near future because of a new schedule that has reduced the daily trips to DIA from 18 to 14.

Shamrock has also added several new scheduled pickup times. Riders can now catch the bus in Fort Collins as early as 3:10 a.m. and can be picked up at DIA as late as 11:50. By stretching the time between pickups, each bus makes fewer trips and therefore use a significantly smaller amount of fuel each day.

Reduced fuel consumption has been one of Shamrock's biggest goals for 2008, and something Flynn felt was important to do to reach the next rung on the Climate Wise ladder, the Gold Partnership.

Business' big impact

Climate Wise program manager Kathy Collier says that the program was started specifically because of the impact local businesses have on greenhouse gas emissions. According to Collier, businesses contribute about 40 percent of these emissions, but the goal of the program is to "be flexible" with their partners.

"Obviously a small coffee shop can't build a LEED building and a large corporation cannot be entirely climate neutral; it would be too expensive," Collier said.

Platinum partnership "takes a little more work, but it's definitely more rewarding," she added. "[Platinum partners] can see their cost-savings and their employees getting more involved."

Although Shamrock has implemented its Climate Wise changes throughout the end of 2007 and the first half of 2008, the company has been taking measures to soften its impact on the environment for the last two decades, according to Flynn. Alternative fuels may seem like a fairly modern innovation, but Shamrock first began an initiative to use natural gas-powered vehicles in the late 1980s.

The company uses only a couple of these vehicles; he would use more, Flynn said, but there is a lack of natural gas fueling facilities in Northern Colorado. The nearest facility his drivers can use to fuel up is in Denver.

Clean Energy, a natural gas fuel provider, recently approached Shamrock to discuss building a facility on the company's site in Fort Collins, but because Shamrock does not own the property, discussions have not moved any further.

#1

IN NORTHERN COLORADO YEAR AFTER YEAR!



OBERMEYER, from 3

will decide whether Obermeyer can build new manufacturing space on the 80-acre tract the company owns northwest of Wellington. At issue is a provision in the county master plan that designates zoning for Obermeyer's 88-acre parcel as "open rural."

Mindful of that designation, Obermeyer in 1990 sought and received approval for a special exemption that allowed as many as 10 employees and 6,250 square feet of industrial and office space.

But soaring demand for the company's products, fueled in part by a global shift toward clean energy production, has driven employment to 56 workers who manufacture equipment for hydro projects in 35 states and 21 foreign countries.

Gathering support

"We know there are concerns that we've done things out here that are beyond the scope of the original agreement," said Reggie Kemp, a former Woodward Governor Co. executive who is special projects manager for Obermeyer. "We've been trying to get support around the area, and have been pretty successful."

More than 80 Wellington area residents have signed a petition supporting Obermeyer's growth plan. An exhibit that

commissioners will see as part of the company's pitch for the amended exemption shows that a majority of residents on land adjacent to Obermeyer support the plan.

Six members of the planning commission were evenly split at a March meeting where they took up Obermeyer's request for the exemption amendment, necessitating another look by the county commissioners.

Specifically, the commission will decide whether Obermeyer should be allowed to:

- expand an existing manufacturing building, in two phases, from 6,000 square feet to 18,000 square feet;

- construct, also in two phases, a 35,000-square-foot building for office and research and development space;

- build another 15,250 square feet of space in three smaller buildings;

- raise the number of employees to 160.

Commissioners have already heard from advocates of the company's expansion plans, including letters of support from the Governor's Energy Office and the Northern Colorado Economic Development Corp.

Ritter aboard

Gov. Bill Ritter's energy office director, Tom Plant, told commissioners the plan was in keeping with the vision for a "new energy economy" in Colorado.

"Clearly, there are many industries which play a role in advancing that vision," Plant wrote in a March 19 letter. "The work

"Everybody's scrambling to get the very last kilowatt out of their plants."

Henry Obermeyer, founder
Obermeyer Hydro Inc.

of Obermeyer Hydro Inc., through increased hydroelectric power generation, increasing the capacity of hydroelectric storage facilities, their sustainable manufacturing practices and their utilization of renewable resources in irrigation systems, are important partners in achieving that vision."

As an example of its green practices, Obermeyer has gone as far as to provide a 25-passenger, biodeisel-fueled bus to transport workers from the Fort Collins area northward to the company's plant, just west of Larimer County Road 15 on County Road 74.

A letter signed by NCEDC President Maury Dobbie and the agency's director of

business retention and expansion, Stacy Johnson, highlighted the potential for the company to grow to 160 employees, with salaries averaging \$41,000, by 2013.

"Given the current and projected economic situation for not only the United States, but Northern Colorado, this retention and expansion project will undoubtedly create highly needed primary job opportunities for the unemployed as well as underemployed residents of Northern Colorado," the two wrote. "This project represents a tremendous opportunity for Obermeyer Hydro and the Northern Colorado region."

Obermeyer's revenue has grown 83 percent in the past three years, nearly doubling last year to \$9.6 million. The control gates that the company makes have applications ranging from flood control to irrigation systems, but hydroelectric power has assumed a prominent role in Obermeyer's success.

"Everybody's scrambling to get the very last kilowatt out of their plants," Obermeyer said. "Our products make that possible."

Should the county commissioners fail to authorize the amended exemption that Obermeyer seeks, the company faces a dilemma that could result in its departure from the region.

"Moving would be hugely expensive," Kemp said. "It's not a very attractive option for us."



Business Marketplace

Northern Colorado
**BUSINESS
REPORT**

Want to purchase minerals and other oil/gas interests.

**Send details to:
P.O. Box 13557,
Denver, CO 80201**

PCA Telecom Consulting, LLC
Telecom Expense Optimization



Recovery of Billing Errors



Telecom Expense Reduction



Efficient, Effective Implementation

Contingency Based Service
"If we don't generate savings, you owe us nothing!"

(970) 631-1781 p.allen4@juno.com

Featured Listings
LOCAL BUSINESSES FOR SALE
CALL TODAY 1-888-773-9111, Extension 203 or 204

S Wyoming Historic Restaurant
Historic District, Strong Cash Flow, Real Estate Available

RV Dealerships
N Colorado & N Metro Denver, Real Estate Available

Industrial & Vehicle Coatings
Also Vehicle Restoration & Preservation, S Wyoming



BUSINESS BROKERS
MERGERS & ACQUISITIONS

VR Sells More Businesses in the World than Anyone!

Circulation Manager

Seeking experienced circulation professional to manage the Northern Colorado Business Report, Boulder County Business Report and Wyoming Business Report circulation department. This qualified individual will be responsible for the promotion, fulfillment and distribution of all 3 newspapers and their ancillary products.

Must have at least 4 years circulation experience and be able to forecast, manage and analyze all circulation data and guide circulation-marketing efforts. This position works directly with publishers and marketing director in determining department revenue and expense budgets, goals and objectives, strategic plans and department staffing requirements.

The choice is yours! Either Fort Collins or Boulder, Colorado to begin your new job!

E-mail resume and cover letter to Lori Buderus, Associate Publisher at lbuderus@ncbr.com.





Big Hills ~ Big Views ~ Big Game Mountain Property Wyoming Style Fox Creek Ranch

Adjacent to National Forest with direct private access to ATV and horseback trails. Surrounded by river, stream and lake fishing opportunities. One mile from Woods Landing Resort on Hwy 230 between Laramie, Wyo and Walden CO. Beautiful home or cabin sites on 35-acre tracts starting at \$140,000. Ask about secluded 120 acre parcel. Call Kenny at (307) 630-9271

COMMENTARY

EDITORIAL

Obermeyer Hydro needs commission approval to fulfill its huge promise

Anyone who ventures to Obermeyer Hydro Inc., a company that operates on an 88-acre site northwest of Wellington, soon learns about the enormous potential that the company has to become a major economic force in the region.

That potential is now in the hands of the Larimer County Board of Commissioners. On June 23 the commissioners will take up a request for an amended special exception to allow Obermeyer to put as many as 160 people to work in jobs paying an average annual salary of \$41,000.

We encourage the three commissioners to do the right thing, not just for Obermeyer but for the entire region.

Obermeyer manufactures a one-of-a-kind product, a special spillway gate that operates with inflatable rubber baffles to give it its rigid structure. The device is ideal for smaller-scale hydroelectric projects that have become one of the most sensible solutions to cutting greenhouse gases and reducing reliance on fossil fuels.

The company's promise is so bright that it has captured the attention of the Colorado governor's energy office, and its executive director has written the strongest of endorsements to members of the commission.

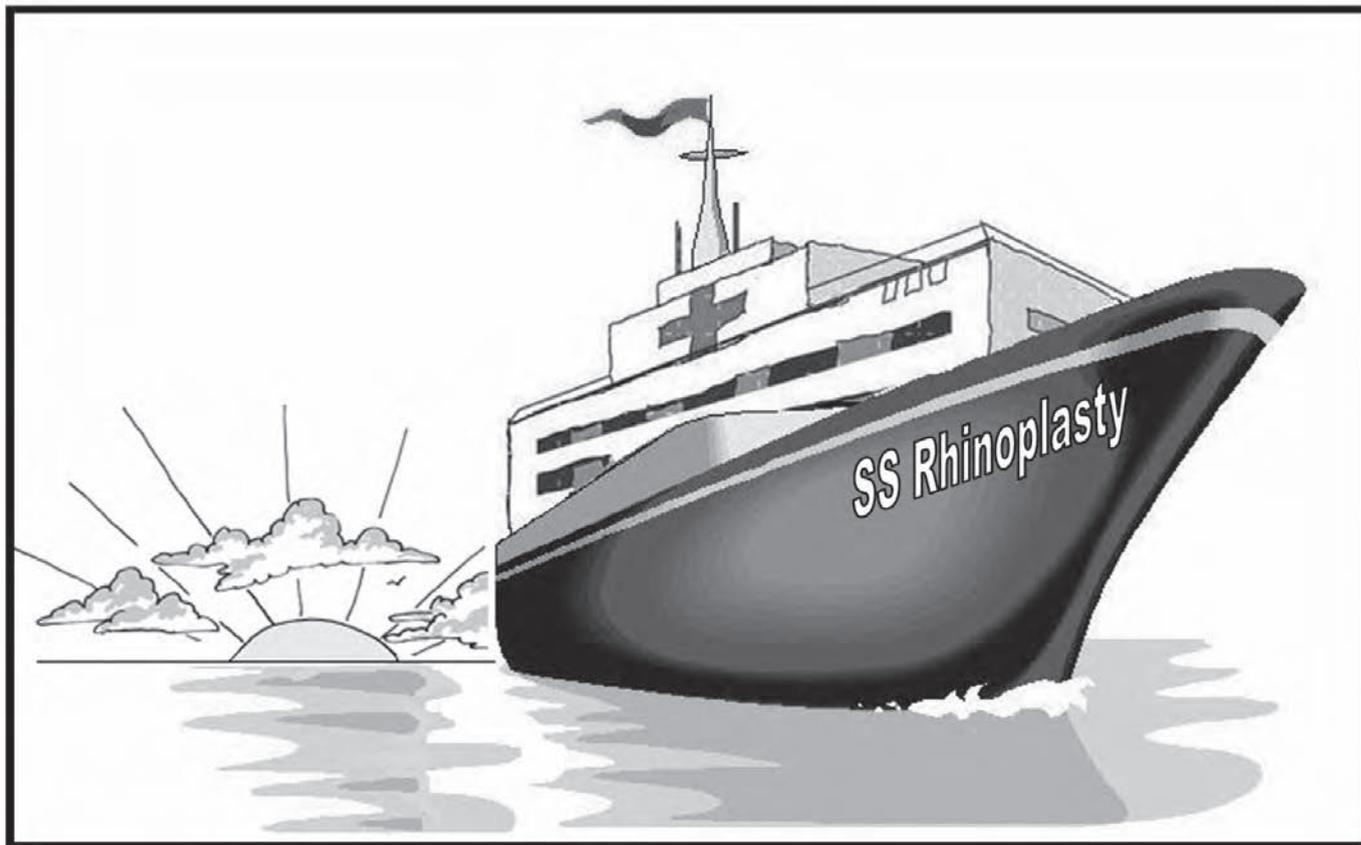
What could conceivably stand in the way is the county's master plan, a document that describes zoning in the vicinity where Obermeyer is located as "Open Agricultural," essentially banning industrial or commercial uses.

The company sought and received a special exception for its operation 18 years ago, a precedent that should help guide commissioners to the right decision. During that span, Obermeyer has watched demand for its products soar. In order to keep up, the company added both space and employees. Now 56 workers are in quality jobs at Obermeyer's plant.

They could be joined by 100 more in the next few years if commissioners allow, making Obermeyer a shining success story in the renewable and clean energy sector.

For the commission to rule otherwise on the request would deliver the message that an outdated zoning policy is a more important consideration than quality, primary jobs in an area where they are most needed and desired.

The *Business Report* calls on the commission to embrace Obermeyer's plan to expand. To do anything else would make this innovative company an unfortunate victim of its own success.



You've come a long way, baby, but still more trails left to blaze

Those of you under the age of 50 may not know the slogan "You've Come a Long Way, Baby!" was propagated by TV commercials and magazine ads — for cigarettes. The marketing of Virginia Slims, often in upscale magazines, featured a gorgeous slender woman in a slinky satin gown inhaling a slender cigarette.

The image was then contrasted sharply against an early 1900s black-and-white background of mundane tasks like women doing laundry or even protesting to get the vote.

The advertisement hinged on a key point that not only had women come a long way, but that they could have it all: beauty, intelligence, money and, of course, they could participate in the elective process. The ads were controversial then just as they are now.

So, can women have it all? Those who recently supported Hillary Clinton's presidential candidacy would resoundingly respond "no," that "all" isn't possible. Many folks assert that she hurtled head first against the ultimate glass ceiling. Many of

the rest of us would say "maybe," but in a much less assured voice.

In 1962, when I was in ninth grade at a Catholic girls' school, we spent two solid days taking career interest tests, answering hundreds of questions designed to measure our aptitude and talents to determine our lifetime careers. The problem was that after two days of testing we were all sorted out into one of three categories: nurse, teacher, secretary. That was it. That was the extent of our options.

So from that standpoint, we have come a long way in just two generations. We routinely now expect women to be scientists, mathematicians, doctors, lawyers, engineers, biologists, police officers, firefighters, computer technicians as well as nurses, teachers, secretaries and anything else to which they aspire. We expect to see women in all walks of life, doing all sorts of work both inside and outside of the home.

We have now even made history with Clinton's run for President of the United States. It wasn't always pretty. Frequently, the focus was too much on pantsuits, jewelry and hair. But for the last month at least, we could be proud. The candidate was intelligent, strong and, yes, even gracious in defeat. Whether you love or hate Hillary Clinton, the consensus is that by the end of the race she had achieved her stride. She was a powerful, convincing candidate.

While many women who supported her may be disappointed, history will point to

her candidacy as a beginning, not an end for women seeking the highest offices.

Right now, throughout the United States, women hold office as governor of nine of the 50 states, 16 of 100 Senators and 70 of 435 members of the House of Representatives — overall, about 17 percent. These women are the trailblazers. They are the role models and mentors for others. They have led the revolution of rising expectations that began in the 1960s.

Even now, there are nonpartisan training groups like the White House Project, www.thewhitehouseproject.org, designed to support and inspire women to take on positions of global leadership in business and government. The project's goal is to provide the tools to foster leadership among today's talented, motivated, and visionary women, reminiscent of the original suffragettes.

So yes, we have come a long way, "baby." And while we are still talking about pantsuits and other frivolous details when we analyze a woman candidate, we have also started to listen to her words. Progress has been made on women's behalf and Hillary Clinton contributed mightily to that cause.

Pam Shaddock serves on the Greeley City Council and has been elected to serve as the Obama Elector for the 4th Congressional District when the Electoral College meets in December 2008.



GUEST COLUMN

Pam Shaddock

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

July 4

- Index of Leading Economic Indicators
- Top Public Companies
- The Edge: Legal column debut
- Lists:** Public companies
- Most-innovative companies
- SE Weld employers

July 18

- Banking & Finance
- The Edge: International trade
- Lists:** Travel agencies
- Wellington/Laporte employers

Special publication ad deadlines

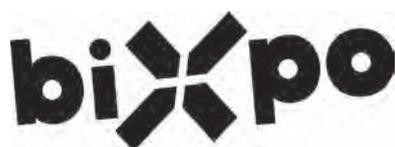
- How-to Guide** July 18
- Bixpo Guide** August 18

UPCOMING EVENTS



The **Northern Colorado HealthCare Summit** on June 26 delves into the critical issues facing health care and Northern Colorado's economy. The half-day event moves through informative topic sessions featuring all-star panels of local and regional business leaders who will highlight important issues: state legislative initiatives, cutting-edge technology and how to pay for it, and the pros and cons of emerging electronic medical records technology. Keynote speaker Leland Kaiser, Ph.D. highlights the luncheon that wraps up the summit. For more information on the HealthCare Summit, please call De Dahlgren, 970-221-5400, ext. 202.

SAVE THE DATE



2008 is the fourth year of **Bixpo** – the largest business and industry exposition in Northern Colorado and Southern Wyoming. This year's dates are Sept. 17 and 18, and will be held at The Ranch in Loveland. In addition to the trade show, the 2008 Bixpo event will feature the 40 Under 40 Awards luncheon on the 17th with keynote speaker Braun Mincher. A regional Business After Hours caps the first day's activities. On the second day of Bixpo, health-care executives will be taking on the challenge of being the Fittest Execs in our region at a fitness luncheon. For more information on Bixpo, please call De Dahlgren, 970-221-5400, ext. 202.

Northern Colorado BUSINESS REPORT

OFFICE
141 S. College Ave., Fort Collins, CO 80524-2810
800-440-3506 • 970-221-5400
Fax: 970-221-5432
www.ncbr.com

PUBLISHER
Jeff Nuttall ext. 201
jnuttall@ncbr.com

ASSOCIATE PUBLISHER
Lori Buderus ext. 221
lbuderus@ncbr.com

NEWS Editor
Tom Hacker ext. 223
thacker@ncbr.com

Managing Editor
Kate Hawthorne ext. 224
khawthorne@ncbr.com

Reporters
Kristen Tatti ext. 219
ktatti@ncbr.com

Steve Porter ext. 225
sporter@ncbr.com

Research Director
Kathleen Chaballa ext. 227
kchaballa@ncbr.com

Copy Editor/Web Editor
Noah Guillaume ext. 222
nguillaume@ncbr.com

Editorial Intern
Jenna Jordan ext. 233
intern@ncbr.com

MARKETING Marketing Director
De Dahlgren ext. 202
ddahlgren@ncbr.com

ADVERTISING Advertising Director
Sandy Powell ext. 214
spowell@ncbr.com

Senior Account Executive
Lindsay Gilliland ext. 203
lgilliland@ncbr.com

Account Executives
James Burns ext. 236
jburns@ncbr.com

Julie Constance ext. 218
jconstance@ncbr.com

Mike Kusa ext. 215
mkusa@ncbr.com

Advertising Coordinator
Eric Kidd ext. 226
ekidd@ncbr.com

PRODUCTION Production Manager
Bernie Simon ext. 220
bsimon@ncbr.com

Art Director
Chad Collins ext. 211
ccollins@ncbr.com

Creative Director
James Schlichting ext. 212
jschlichting@ncbr.com

ADMINISTRATION Accounting
Cindy Tyrrell ext. 235
ctyrrell@ncbr.com

I.T. Director
Chris Sullivan ext. 229
csullivan@ncbr.com

Office Manager / Front Desk
Tiffany Moore ext. 200
frontdesk@ncbr.com

CIRCULATION Circulation Manager
Rhonda Doyle ext. 230
rdoyle@ncbr.com

CONTRIBUTING WRITERS & PHOTOGRAPHERS
Scooter, Kay Rios, Jessica Centers, Brooks Mitchell, Peter Kent, Donna Beaman, Anne Cumming Rice, Marc Rikmenspoel



NCBR FAQs

Can I subscribe to the Northern Colorado Business Report?

Certainly, and when you do, you will receive in-depth news and features about business in Larimer and Weld counties not available anywhere else. To begin having *NCBR* mailed directly to your home or office every other Friday, contact Circulation Manager Rhonda Doyle at 970-221-5400, ext. 230, during business hours Monday through Friday, or order online 24/7 at www.ncbr.com.

Can I subscribe to the Northern Colorado Economic Report?

You should, because this quarterly publication is available by subscription only. An exclusive *NCBR* product, the Economic Report contains research and analysis of the local economy from the region's most trusted economists. Subscriptions to this powerful business tool are available through www.ncbr.com; information about sponsorships for the Economic Report can be obtained from Publisher Jeff Nuttall at 970-221-5400, ext. 201, or e-mail jnuttall@ncbr.com.

Does NCBR cover breaking business news?

Yes, every day in our Business Report Daily. Not only are the top stories posted on our Web page, but they also can be delivered directly to your e-mail inbox Monday through Friday. Just subscribe to the Daily by clicking on the words Breaking News on the home-page at www.ncbr.com.

How do I sign up for NCBR's Industry e-Newsletters?

Simply click on Register for e-Newsletters at the top of the home page at www.ncbr.com. Choose which weekly newsletters you would like to receive – Banking & Finance, Construction, Economic Development, Health Care, Real Estate, Small Business or Technology – then watch your e-mail for a recap of some of the top stories from the Business Report Daily as well as the most recent print edition of *NCBR*.

How do I search NCBR's DataBank?

Previously published articles are available free of charge in the *NCBR* archives. Lists, directories and other valuable data on local companies and decision makers can be downloaded with a subscription. Visit www.ncbr.com and click on the DataBank symbol on the home page to get started.

Can my company be included in NCBR's DataBank?

Yes! And you can upload the information yourself. Click on the DataBank symbol on the home page at www.ncbr.com and follow the instructions. If you have any questions about any of *NCBR*'s research products, lists or directories, contact Research Director Kathleen Chaballa at 970-221-5400, ext. 227.

Can I order NCBR products electronically?

You bet. In the DataBank section of our Web site, www.ncbr.com, just click on the name of the deep-data product you would like to order, then follow the instructions to purchase the information either on CD-ROM or as a download directly to your computer. For more information, contact our Research Department at 970-221-5400, ext. 227.

How can I get my business announcements into NCBR?

Just e-mail press releases, hiring and promotion or other announcements to Web Editor Noah Guillaume, nguillaume@ncbr.com, or mail them to *NCBR*, 141 S. College Ave., Fort Collins, CO 80524. Be sure to include contact information in case we have any additional questions.

Can I put my business event on the NCBR online calendar?

Of course, and it's easy to do. Go to the home page at www.ncbr.com and click on Submit an Event under the calendar on the lefthand side of the page. Fill in the form that pops up and that's all there is to it.

How does my company become an event sponsor?

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 De Dahlgren at 970-221-5400, ext. 202, or by e-mail at ddahlgren@ncbr.com.

How do I advertise in NCBR?

For information about **display advertising**, contact one of *NCBR*'s expert account representatives at 970-221-5400, or through the Web site at www.ncbr.com. They can explain the various advertising opportunities available in *NCBR* and related products. For **classified advertising**, contact Eric Kidd, advertising coordinator, at 970-221-5400, ext. 226, or by e-mail at ekidd@ncbr.com.



LETTERS TO THE EDITOR

The 'in' box is open

Write the *Northern Colorado Business Report* to comment on our content or to raise issues of interest to the business community.

Letters must be limited to 300 words. Longer guest opinions may be considered upon request. Please include address and telephone numbers so that we can verify your submission.

The *Business Report* reserves the right to edit for length, and to reject letters that are potentially libelous.

E-mail letters to Tom Hacker, thacker@ncbr.com or submit comments through our Web site, www.ncbr.com. Snail mail to 141 S. College Ave., Fort Collins, CO 80524.

Severance mayor 'surprised'

In the May 23-June 5, 2008, edition of the *Northern Colorado Business Report*, Weld County Commissioner David Long, a Republican, stated, "In contrast, the process for making land-use decisions based on the concepts of Smart Growth or Super IGAs actually deprives the owners of their property rights by giving too much control of those rights to another government entity."

This statement surprised me, to say the least. The Smart Growth Initiative was introduced by Republican Gov. Bill Owens some years back, and passed into law — in a reduced form — by the House and Senate in 2000.

As a result, an office was set up within

the state Department of Local Affairs to strengthen our Colorado communities by assisting in smart growth planning. Much of this planning occurs by cooperation between governmental entities through intergovernmental agreements, known as IGAs.

The Smart Growth Initiative in no way deprives a property owner of property rights. In fact, the planning process encourages including landowners and welcoming them to the table. While the definition of "property rights" means different things to different people, the concept is always driven not by government, but by the free market and society. Government simply oversees the process.

The issue of "property rights" has been so misunderstood in Weld County that the well-being of Weld County as a whole has suffered. The county should focus on the long-term implications of growth and how it affects the entire county, instead of viewing growth as an end in itself. It needs to step back and look at the big picture.

Smart Growth promotes cooperation between often diverse groups to arrive at sustainable long-term strategies for managing growth. It is designed to create livable communities, promote economic development and protect open spaces, environmentally sensitive areas and agricultural lands. The end result is both appealing and desirable.

*Pierre DeMilt, Mayor
Severance*

Editor's note: Commissioner Long and Mayor DeMilt are both candidates for the Weld County District 1 seat to be decided this November.

Timnath council approves Riverwalk pre-annexation plan

(Business Report Daily, June 12, 2008)

Way to go, Fort Collins city council and manager. I appreciate that you're keeping your efforts focused on the important needs of our city: newspaper condos, logos, Mason Street Corridor, monitoring alleys for weeds, federal grants to monitor street sign reflectivity, replacing concrete with bricks for trolley tracks that aren't used, to name a few. It's a good feeling to know that with your focus, excessive growth and sprawl will take care of itself. Too bad about snagging some innovative residential developments like Venice on the Poudre. What a shame.

*Dick Kinney
Fort Collins*

Weld DA opposes new oil and gas rules

(Business Report Daily, June 10, 2008)

The Weld DA would do well to venture north and look at Wyoming where the big money energy boys pay (and survive it) a bit more than they do here. My daughter's fifth-grade class took a field trip to Yellowstone a year ago. Guess what? No potholes in the roads. Why? Energy money. Big Energy, with the blessings of our soon-to-be ex-president, has drained every nickel it can get its hands on out of your economy. It is time we took some of it back. The rich are rich enough, and we the people need a bit of our money, too.

*Stanley Kerns
Greeley*

NCBR poll watch

Will Windsor's growth prospects be hurt by the tornadoes?

Yes, looked bad on national TV.

15%

No, rebuilding better than ever.

68%

Not if weatherman Mike Nelson stops performing the Tornado Dance.

18%

These results reflect responses to the online poll at www.ncbr.com June 2 through June 16.

Next question:
Have you traveled to another country for a medical procedure?

Answer now at www.ncbr.com. Responses will be accepted through June 30.

POLL COMMENTS

Will Windsor's growth prospects be hurt by the tornadoes?

Has a tornado ever kept a community from growing? Look at Oklahoma City, Kansas City, Omaha, etc. Windsor is such a beautiful, vibrant community and the tornado was such a freak accident. If anything, all of the "free" press NoCo has received because of the tornado will only bring more attention and prospects!

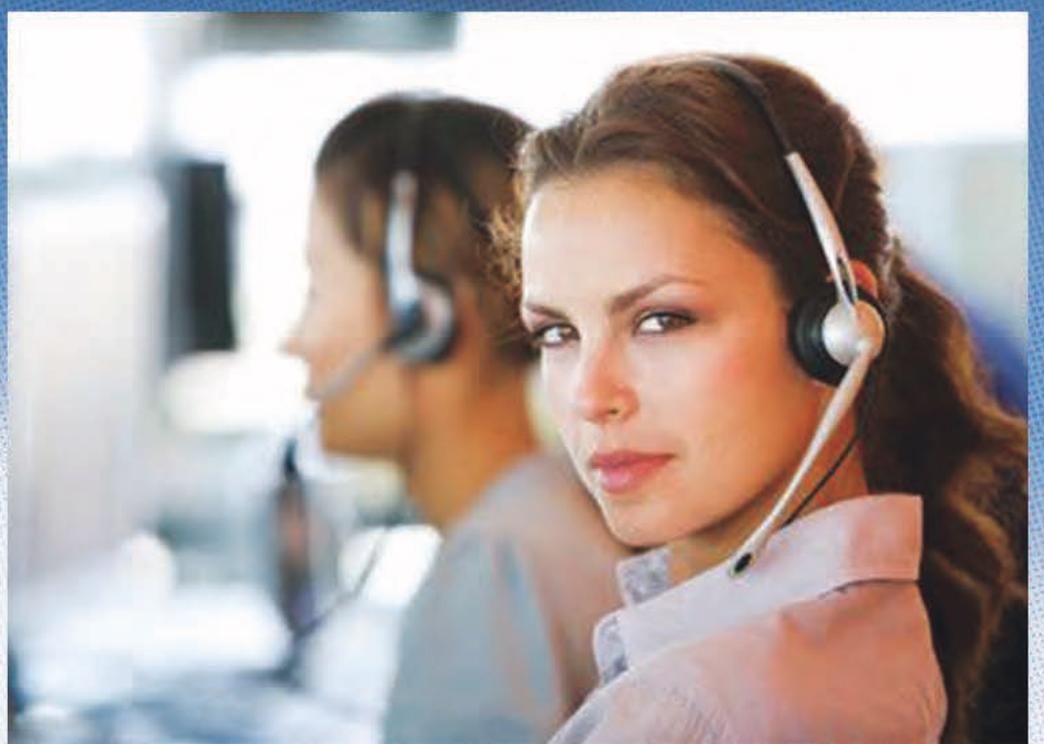
*Kimberly Stenberg
Parker*

**VoIP
Integrated Telephone Solutions**

**T1
Dedicated Internet Connection**

**Co-Location
Secure off-site Server Storage**

**Custom Solutions
Virtual and Managed Servers**



RockyNet

Serving the Front Range Since 1996

Integration Made Easy!

sales@rockynet.com

www.rockynet.com

720.932.7788

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 reissue.

Patent No.: 7386824, Determining the placement of semiconductor components on an integrated circuit. Inventors: Porter, Howard L., Loveland, Colo.; Rodgers, Richard S., Fort Collins, Colo.; Frerichs, Troy H., Fort Collins, Colo. Assignee-at-Issue: Avago Technologies General IP Pte Ltd., Singapore, Singapore. Date: 6/10/08.

Patent No.: 7386763, Proactive systemic scheduler for resource limited test systems. Inventor: Sathe, Abhay, Fort Collins, Colo. Assignee-at-Issue: Agilent Technologies Inc., Santa Clara, Calif. Date: 6/10/08.

Patent No.: 7386750, Reduced bus turnaround time in a multiprocessor architecture. Inventors: Arnold, Barry, Fort Collins, Colo.; Griffith, Mike, Fort Collins, Colo. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 6/10/08.

Patent No.: 7386688, Communication among partitioned devices. Inventors: McMahan, Larry N., Fremont, Calif.; Wei, Dong, Granite Bay, Calif.; Powers, Richard Dickert, Highland Village, Texas; Rostampour, Arad, Fort Collins, Colo. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 6/10/08.

Patent No.: 7386516, System and method for providing secure services over public and private networks using a removable portable computer-readable storage. Inventor: Turgeon, Paul Charles, Fort Collins, Colo. Assignee-at-Issue: Metavante Corp., Milwaukee, Wis. Date: 6/10/08.

Patent No.: 7386143, Retention apparatus for an external portion of a semi-implantable hearing aid. Inventors: Easter, James Roy, Lyons, Colo.; Andrews, Travis Rian, Boulder, Colo.; Mellers, Peter Robert, Eaton, Colo. Assignee-at-Issue: Otologics LLC, Boulder, Colo. Date: 6/10/08.

Patent No.: 7386098, Fine geometry X-ray collimator and construction method. Inventors: Kanack, Kris J., Loveland, Colo.; Kerschner, Ronald K., Loveland, Colo. Assignee-at-Issue: Agilent Technologies Inc., Santa Clara, Calif. Date: 6/10/08.

Patent No.: 7385824, Processor module with rigidly coupled processor and voltage-regulator heat sinks. Inventors: Barsun, Stephan K., Sacramento, Calif.; Boudreaux, Brent Allen, Highland Village, Texas; Rubenstein, Brandon, Loveland, Colo.; Cromwell, Stephen Daniel, Penryn, Calif.; Peterson, Eric C., McKinney, Texas. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 6/10/08.

Patent No.: 7385588, Keyboard illumination system and method. Inventors: Phillips, Quintin T., Boise, Idaho; Huffman, John W., Meridian, Idaho; Griebenow, L. Joy, Windsor, Colo. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 6/10/08.

Patent No.: 7385532, Extended bitstream and generation thereof for dynamically configuring a decoder. Inventor: Schumacher, Paul R., Berthoud, Colo. Assignee-at-Issue: Xilinx Inc., San Jose, Calif. Date: 6/10/08.

Patent No.: 7385050, Cleavable linker for polynucleotide synthesis. Inventors: Dellinger, Douglas J., Boulder, Colo.; Dellinger, Geraldine F., Boulder, Colo.; Caruthers, Marvin H., Loveland, Colo. Assignee-at-Issue: Agilent Technologies Inc., Santa Clara, Calif. Date: 6/10/08.

Patent No.: 7383514, System and method for configuring graphics pipelines in a computer graphical display system. Inventors: Walls, Jeffrey J., Fort Collins, Colo.; Schinnerer, James A., Fort Collins, Colo.; Daughenbaugh, Jason A., Bozeman, Mont.; Hoffman, Donley B., Fort Collins, Colo.; Lefebvre, Kevin T., Fort Collins, Colo. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 6/3/08.

Patent No.: 7383471, Diagnostic memory dumping. Inventor: Dall, Elizabeth Jane, Fort Collins, Colo. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 6/3/08.

Patent No.: 7383374, Method and apparatus for managing virtual addresses. Inventors: Yamada, Koichi, Los Gatos, Calif.; Leung, Felix, San Jose, Calif.; Santoni, Amy, Austin, Texas; Mallick, Asit, Santa Clara, Calif.; Seth, Rohit, Santa Clara, Calif.; Hammond, Gary, Fort Collins, Colo. Assignee-at-Issue: Intel Corp., Santa Clara, Calif. Date: 6/3/08.

Patent No.: 7382937, Method and apparatus for re-constructing high-resolution images. Inventors: Miller, Casey L., Fort Collins, Colo.; Owens, James W., Fort Collins, Colo. Assignee-at-Issue: Hewlett-

Packard Development Co., L.P., Houston, Texas. Date: 6/3/08.

Patent No.: 7382564, Acquiring spiral servo information on a storage surface. Inventors: Everett, Tim, Niwot, Colo.; VanLaanen, John, Louisville, Colo.; Barlow, Howard, Loveland, Colo.; Metz, Robert L., Westminster, Colo. Assignee-at-Issue: Maxtor Corp., Scotts Valley, Calif. Date: 6/3/08.

Patent No.: 7382210, Broadband differential coupling circuit having coupled differential aggressor and signal channels. Inventors: Sawyer, T. Shannon, Fort Collins, Colo.; Quach, Minh V., Fort Collins, Colo. Assignee-at-Issue: Avago Technologies General IP Pte. Ltd., Singapore, Singapore. Date: 6/3/08.

Patent No.: 7381538, Optical biosensor with enhanced activity retention for detection of halogenated organic compounds. Inventors: Reardon, Kenneth F., Fort Collins, Colo.; Das, Neema, Murgeshpalya, India. Assignee-at-Issue: Colorado State University Research Foundation (CSURF), Fort Collins, Colo. Date: 6/3/08.

Patent No.: PP 18904, Nepeta plant named "Psifike". Inventor: Core, Brian, Brighton, Colo. Assignee-at-Issue: Plant Select, Fort Collins, Colo. Date: 6/10/08.



INVENTIONS • BANKRUPTCIES

BANKRUPTCIES

Applications for bankruptcy protection are filed with the U.S. Bankruptcy Court in Denver. Chapter 7 denotes filings made for liquidation. Chapter 11 indicates filings for reorganization. Chapter 13 indicates filings that enable petitioners to pay off their creditors over three to five years.

LARIMER COUNTY

PETITIONER: ALAN BRIAN CRAMER, 1151 EAGLE DRIVE, No. 457, LOVELAND, CO 80537. CASE NO.: 2008-17120. DATE: 5/23/08. TYPE: 7.

PETITIONER: ALAN MICHAEL MERTENS JR., 2600 LITTLE BEAR COURT, FORT COLLINS, CO 80525. CASE NO.: 2008-17378. DATE: 5/29/08. TYPE: 7.

PETITIONER: ALAYNA M. JIMENEZ, 5359 NCR 89, LIVERMORE, CO 80536. CASE NO.: 2008-16547. DATE: 5/14/08. TYPE: 7.

PETITIONER: AMY A. DAVIESVIGIL, P.O. BOX 4103, ESTES PARK, CO 80517. CASE NO.: 2008-16346. DATE: 5/9/08. TYPE: 13.

PETITIONER: ANTHONY PHILLIP LOPEZ, 525 E. DRAKE ROAD, APT. 302B, FORT COLLINS, CO 80525. CASE NO.: 2008-16344. DATE: 5/9/08. TYPE: 13.

PETITIONER: BENJAMIN GORDON NOEL, 612 E. 50TH ST., LOVELAND, CO 80538. CASE NO.: 2008-16264. DATE: 5/7/08. TYPE: 7.

PETITIONER: BOO WAYNE PINSON, 2215 PUMA PLACE, FORT COLLINS, CO 80525. CASE NO.: 2008-17372. DATE: 5/29/08. TYPE: 7.

PETITIONER: CATHERINE LOUISE BERTSCH, 5151 BOARDWALK DRIVE, UNIT 02, FORT COLLINS, CO 80525. CASE NO.: 2008-17578. DATE: 5/30/08. TYPE: 7.

PETITIONER: CHAD DAVID JUAREZ, 9073 FLAMING ARROW AVE., WELLINGTON, CO 80549. CASE NO.: 2008-16918. DATE: 5/21/08. TYPE: 13.

PETITIONER: CHRISTINE MARIE HARRIS, 2298 S.W. 11TH ST., LOVELAND, CO 80537. CASE NO.: 2008-16630. DATE: 5/15/08. TYPE: 13.

PETITIONER: CRYSTAL LYNN MATUSIAK, 4033 DON FOX CIRCLE, LOVELAND, CO 80537. CASE NO.: 2008-16342. DATE: 5/9/08. TYPE: 7.

PETITIONER: DAN MICHAEL MARTIN, 2524 SUNSTONE DRIVE, FORT COLLINS, CO 80525. CASE NO.: 2008-16247. DATE: 5/7/08. TYPE: 7.

PETITIONER: DANIEL L. VANNOY, 3100 REGATTA LANE, FORT COLLINS, CO 80525. CASE NO.: 2008-17602. DATE: 5/31/08. TYPE: 7.

PETITIONER: DANIEL PHILLIP BUSH, 2807 W. STUART ST., FORT COLLINS, CO 80526. CASE NO.: 2008-16255. DATE: 5/7/08. TYPE: 7.

PETITIONER: DAVID RICHARD II HOBBS, 4112 LOST CREEK COURT, FORT COLLINS, CO 80526. CASE NO.: 2008-16345. DATE: 5/9/08. TYPE: 7.

PETITIONER: DEAN ASKEW, 5415 FOSSIL RIDGE DRIVE E., FORT COLLINS, CO 80525. CASE NO.: 2008-16995. DATE: 5/22/08. TYPE: 7.

PETITIONER: DEBRA JEAN MINTENER, 3401 REVERE COURT W., WELLINGTON, CO 80549. CASE NO.: 2008-16368. DATE: 5/9/08. TYPE: 7.

PETITIONER: DONA L. STEIN, 315 WOOD ST., FORT COLLINS, CO 80521. CASE NO.: 2008-16687. DATE: 5/15/08. TYPE: 7.

PETITIONER: DOUGLAS ALAN SNYDER, 650 SMITH DRIVE E., FORT COLLINS, CO 80524. CASE NO.: 2008-17367. DATE: 5/29/08. TYPE: 7.

PETITIONER: DOUGLAS BARNES, 221 W. 57TH ST. A47, LOVELAND, CO 80538. CASE NO.: 2008-16549. DATE: 5/14/08. TYPE: 7.

PETITIONER: DUANE MIC BOURELL, 3110 N. FRANKLIN AVE., LOVELAND, CO 80538. CASE NO.: 2008-17024. DATE: 5/22/08. TYPE: 7.

PETITIONER: ERIN RENE NISWENDER, 6675 S. LEMAY AVE., APT. B7, FORT COLLINS, CO 80525. CASE NO.: 2008-16353. DATE: 5/9/08. TYPE: 7.

PETITIONER: FERNANDO J. GONZALES III, 404 10TH ST., FORT COLLINS, CO 80524. CASE NO.: 2008-17184. DATE: 5/26/08. TYPE: 7.

PETITIONER: GARY DAVID KUNKEL, 1509 AMBROSIA COURT, FORT COLLINS, CO 80526. CASE NO.: 2008-16341. DATE: 5/9/08. TYPE: 7.

PETITIONER: GERALD R. NOE, 1413 FLEETWOOD COURT, FORT COLLINS, CO 80521. CASE NO.: 2008-16688. DATE: 5/15/08. TYPE: 7.

PETITIONER: GRETCHEN R. WELLER, 1436 GLEN HAVEN DRIVE, FORT COLLINS, CO 80526. CASE NO.: 2008-16721. DATE: 5/16/08. TYPE: 7.

PETITIONER: HAROLD DALE BINKLEY, 4813 14TH ST. SW, LOVELAND, CO 80537. CASE NO.: 2008-16382. DATE: 5/9/08. TYPE: 7.

PETITIONER: HARVEY C. BAUER JR., 900 N. LARIMER COUNTY ROAD 19, BERTHOUD, CO 80513. CASE NO.: 2008-16593. DATE: 5/14/08. TYPE: 7.

PETITIONER: HEATHER JANE FENNELL, 4241 FLORENCE DRIVE, LOVELAND, CO 80538. CASE NO.: 2008-17482. DATE: 5/30/08. TYPE: 7.

PETITIONER: HEATHER LYNNE CLIFTON, 2010 S. COLORADO AVE., LOVELAND, CO 80537. CASE NO.: 2008-16924. DATE: 5/21/08. TYPE: 7.

PETITIONER: IRVING A. MANDELBERG, 501 PROMONTORY DRIVE, LOVELAND, CO 80537. CASE NO.: 2008-17053. DATE: 5/22/08. TYPE: 7.

PETITIONER: JAMES CARYL ADAMS, 390 MOUNT HARVARD ROAD, LIVERMORE, CO 80536. CASE NO.: 2008-16680. DATE: 5/15/08. TYPE: 7.

PETITIONER: JASON CARL KNUTSON, 1268 E. SIXTH ST., LOVELAND, CO 80537. CASE NO.: 2008-17481. DATE: 5/30/08. TYPE: 7.

PETITIONER: JEFFREY EVERETT FORD, 3268 WILDW. LANE, WELLINGTON, CO 80549. CASE NO.: 2008-16244. DATE: 5/7/08. TYPE: 13.

PETITIONER: JEFFREY MICHAEL GRAFF, 509 HUNTINGTON HILLS DRIVE, FORT COLLINS, CO 80525. CASE NO.: 2008-16596. DATE: 5/14/08. TYPE: 13.

PETITIONER: JEREMY N. LOWDERMILK, 2331 KODIAK ROAD, FORT COLLINS, CO 80525. CASE NO.: 2008-16289. DATE: 5/8/08. TYPE: 7.

PETITIONER: JEROME CHARLES HANLEY, 207 WHEDBEE ST., FORT COLLINS, CO 80524. CASE NO.: 2008-17087. DATE: 5/22/08. TYPE: 7.

PETITIONER: JESUS ANTONIO HERNANDEZ, 4527 SUNSHINE CIRCLE, LOVELAND, CO 80538. CASE NO.: 2008-16604. DATE: 5/15/08. TYPE: 7.

PETITIONER: JHON SANTIAGO MEJIA, 1501 CEDARWOOD DRIVE, FORT COLLINS, CO 80521. CASE NO.: 2008-16608. DATE: 5/15/08. TYPE: 7.

PETITIONER: JOHN J. OLIVAS, 2212 VERMONT DRIVE, No. J104, FORT COLLINS, CO 80525. CASE NO.: 2008-16578. DATE: 5/14/08. TYPE: 7.

PETITIONER: JOHN RAYMOND NEILL, 2729 MANGO PLACE, LOVELAND, CO 80537. CASE NO.: 2008-16271. DATE: 5/7/08. TYPE: 7.

PETITIONER: KASSI JO PETERSON, 736 MONROE AVE., LOVELAND, CO 80537. CASE NO.: 2008-17198. DATE: 5/27/08. TYPE: 7.



Marina Plaza at Water Valley - Soon to be the home of Poudre Valley Health System's new Wellness Center.

The opportunity you've been looking for has arrived. Located in Windsor at the heart of the growing NoCo tri-city region, the commercial opportunities at Water Valley are unparalleled in character and in location. Surrounded by lakes and the Pelican Falls golf course, your next address could put your company in Colorado's best master planned development.

Call today.
The time is right to make your move.
970-686-5828
WWW.WATERVALLEYLAND.COM



MARINA PLAZA
Adjacent to the Pelican Lakes Golf Course.
33 acres
(construction to start Fall '08)

FALLS OFFICE PARK
North of WCR 17 overlooking the Pelican Falls Golf Course.
18 acres
(under development)

WATER VALLEY LAND COMPANY LLC
1625 Pelican Lakes Point
Windsor, CO 80550
Fax: 970-686-2768
Information subject to change without notice.

LEADS

PETITIONER: KEVIN EUGENE HOUCIN, 2048 DAVIS RANCH ROAD, BELLVUE, CO 80512. CASE NO.: 2008-16669. DATE: 5/15/08. TYPE: 7.

PETITIONER: LAUREL IRENE RAPP, 3232 SALLY ANN DRIVE, LOVELAND, CO 80537. CASE NO.: 2008-17261. DATE: 5/27/08. TYPE: 7.

PETITIONER: LEE ERNEST MOUNTFORT, 2706 DAFODIL PLACE, LOVELAND, CO 80537. CASE NO.: 2008-16933. DATE: 5/21/08. TYPE: 7.

PETITIONER: LEISURE LIVING LLC, 2695 W. EISENHOWER BLVD. No. 161 LO, LOVELAND, CO. CASE NO.: 2008-16215. DATE: 5/6/08. TYPE: 7.

PETITIONER: LINDA GAIL BROOKS, 1206 KIRKWOOD DRIVE, FORT COLLINS, CO 80525. CASE NO.: 2008-16923. DATE: 5/21/08. TYPE: 7.

PETITIONER: LUCINDA COOK, 849 FIFTH ST., BERTHOUD, CO 80513. CASE NO.: 2008-17058. DATE: 5/22/08. TYPE: 7.

PETITIONER: LYNN ROGER GARST, 747 W. FIFTH ST., LOVELAND, CO 80537. CASE NO.: 2008-16640. DATE: 5/15/08. TYPE: 7.

PETITIONER: LYNNE MARIE DELOZIER, 3500 ROLLING GREEN DRIVE, APT. K42, FORT COLLINS, CO 80525. CASE NO.: 2008-16965. DATE: 5/21/08. TYPE: 7.

PETITIONER: MARIANNE PIAZZA, 1601 N. COLLEGE AVE., FORT COLLINS, CO 80524. CASE NO.: 2008-17004. DATE: 5/22/08. TYPE: 7.

PETITIONER: MARK ANDREW HAAG, 820 W. SEVENTH ST., LOVELAND, CO 80537. CASE NO.: 2008-16272. DATE: 5/7/08. TYPE: 7.

PETITIONER: MATTHEW LEWIS GRAY, 2281 GARFIELD AVE., LOVELAND, CO 80538. CASE NO.: 2008-17478. DATE: 5/30/08. TYPE: 7.

PETITIONER: NANCY L. HULL, 2616 WILDWOOD DRIVE, ESTES PARK, CO 80517. CASE NO.: 2008-17428. DATE: 5/29/08. TYPE: 7.

PETITIONER: NICOLAAS JOSEPH ZENTVELD, 5702 N. TAFT HILL, FORT COLLINS, CO 80524. CASE NO.: 2008-16686. DATE: 5/15/08. TYPE: 7.

PETITIONER: NIKKI MARIE SMITH, 3331 PEPPERWOOD LANE, FORT COLLINS, CO 80525. CASE NO.: 2008-17115. DATE: 5/23/08. TYPE: 7.

PETITIONER: PAIGE CHANDRA HARMS, 2005 W. PLUM, FORT COLLINS, CO 80521. CASE NO.: 2008-16946. DATE: 5/21/08. TYPE: 7.

PETITIONER: PATRICK KELLY KAVANAGH, 2200 VALLEY FORGE AVE., No. G, FORT COLLINS, CO 80526. CASE NO.: 2008-16726. DATE: 5/16/08. TYPE: 7.

PETITIONER: PAUL ROBERT STONE, P.O. BOX 241, WELLINGTON, CO 80549. CASE NO.: 2008-16932. DATE: 5/21/08. TYPE: 7.

PETITIONER: REBECCA KOOLSTRA, 408 E. 40TH ST., LOVELAND, CO 80538. CASE NO.: 2008-16589. DATE: 5/14/08. TYPE: 7.

PETITIONER: ROBERT JOSEPH ALLEN, 2705 CHERLY ST., FORT COLLINS, CO 80524. CASE NO.: 2008-17063. DATE: 5/22/08. TYPE: 7.

PETITIONER: SANIYE S. OKSAR, 2826 BRUSH CREEK DRIVE, FORT COLLINS, CO 80528. CASE NO.: 2008-17197. DATE: 5/27/08. TYPE: 7.

PETITIONER: SARA LEE SNIDER, 2700 ADOBE DRIVE, FORT COLLINS, CO 80525. CASE NO.: 2008-16236. DATE: 5/7/08. TYPE: 7.

PETITIONER: SCOTT MICHAEL THONHOFF, 217 E. COLORADO AVE., BERTHOUD, CO 80513. CASE NO.: 2008-17091. DATE: 5/22/08. TYPE: 7.

PETITIONER: SHAWN LOREN GRAY, 4124 LOST CREEK COURT, FORT COLLINS, CO 80526. CASE NO.: 2008-16567. DATE: 5/14/08. TYPE: 7.

PETITIONER: SHERRY AMES, 812 FIFTH ST., BERTHOUD, CO 80513. CASE NO.: 2008-16415. DATE: 5/12/08. TYPE: 7.

PETITIONER: STEPHEN W. JONES, 2526 CEDARWOOD DRIVE, FORT COLLINS, CO 80526. CASE NO.: 2008-16690. DATE: 5/15/08. TYPE: 7.

PETITIONER: SUANNE MARIE CARACCILO, 4916 N. GRANT AVE., LOVELAND, CO 80538. CASE NO.: 2008-16554. DATE: 5/14/08. TYPE: 7.

PETITIONER: THOMAS BRUCE JENSEN, 2820 GOLDEN WHEAT LANE, FORT COLLINS, CO 80528. CASE NO.: 2008-17547. DATE: 5/30/08. TYPE: 7.

PETITIONER: THOMAS EDMUND RAABE, 4924 W. EISENHOWER BLVD., LOVELAND, CO 80537. CASE NO.: 2008-16626. DATE: 5/15/08. TYPE: 7.

PETITIONER: VICTOR ARTHUR GELLER, 1601 W. SWALLOW ROAD, No. 21, FORT COLLINS, CO 80526. CASE NO.: 2008-17499. DATE: 5/30/08. TYPE: 7.

PETITIONER: WILLIAM ALAN NUSBAUM, 1802 THYME COURT, FORT COLLINS, CO 80528. CASE NO.: 2008-16245. DATE: 5/7/08. TYPE: 7.

PETITIONER: WILLIAM LEHN CONNER, 1567 E. FIFTH ST., LOVELAND, CO 80537. CASE NO.: 2008-16560. DATE: 5/14/08. TYPE: 7.

PETITIONER: WILLIAM RODNEY MCMILLON, 4226 MESAVIEW COURT, FORT COLLINS, CO 80526. CASE NO.: 2008-17383. DATE: 5/29/08. TYPE: 13.

WELD COUNTY

PETITIONER: ALBERT DARNELL FRANKLIN, 3113 MARINERS LANDING DRIVE, EVANS, CO 80620. CASE NO.: 2008-17521. DATE: 5/30/08. TYPE: 7.

PETITIONER: ALICIA A. LACONTE, 16729 WELD COUNTY ROAD 7, MEAD, CO 80542. CASE NO.: 2008-16538. DATE: 5/14/08. TYPE: 7.

PETITIONER: ANDY STEVEN W.ON, 3403 YUCCA CIRCLE, EVANS, CO 80620. CASE NO.: 2008-16306. DATE: 5/8/08. TYPE: 7.

PETITIONER: ARNULFO RENE SALGADO, 7391 HART ST., FORT LUPTON, CO 80621. CASE NO.: 2008-16535. DATE: 5/14/08. TYPE: 7.

PETITIONER: BETH ANN MEEK, 3521 FOURTH ST., GREELEY, CO 80634. CASE NO.: 2008-17148. DATE: 5/23/08. TYPE: 7.

PETITIONER: BETSY ANN HANLIN, 316 BASSWOOD AVE., JOHNSTOWN, CO 80534. CASE NO.: 2008-17451. DATE: 5/29/08. TYPE: 7.

PETITIONER: BRANDON ANDREW GOMEZ, 10364 DAHLIA ST., FIRESTONE, CO 80504. CASE NO.: 2008-16529. DATE: 5/13/08. TYPE: 7.

PETITIONER: BRYAN DAVID MCDONALD, 14366 WELD COUNTY ROAD 80, EATON, CO 80615. CASE NO.: 2008-16666. DATE: 5/15/08. TYPE: 7.

PETITIONER: BRYANT KEITH VANDRAKE, 273 S. 14TH AVE., BRIGHTON, CO 80601. CASE NO.: 2008-17634. DATE: 5/31/08. TYPE: 7.

PETITIONER: BRYCE RICHARD ALEXANDER, 218 STRAW COURT, BRIGHTON, CO 80601. CASE NO.: 2008-16744. DATE: 5/16/08. TYPE: 7.

PETITIONER: CARLOS G. PEREZ, 674 CANYON COURT, BRIGHTON, CO 80603. CASE NO.: 2008-17441. DATE: 5/29/08. TYPE: 7.

PETITIONER: CARLOS LUIS ROEL, 1601 FIFTH ST., GREELEY, CO 80631. CASE NO.: 2008-16682. DATE: 5/15/08. TYPE: 13.

PETITIONER: CASTULO J. MORENO, 2702 MONTEGO BAY, EVANS, CO 80620. CASE NO.: 2008-16519. DATE: 5/13/08. TYPE: 7.

PETITIONER: CHAAKAA SHEEREISE GUILBE, 4242 E. BROMLEY LANE, BRIGHTON, CO 80601. CASE NO.: 2008-16564. DATE: 5/14/08. TYPE: 7.

PETITIONER: CHARLES JOSEPH GEMELLI JR., 10258 DOVER ST., FIRESTONE, CO 80504. CASE NO.: 2008-16759. DATE: 5/16/08. TYPE: 7.

PETITIONER: DANIEL PAUL MILTERSEN, 4810 CRANE COURT, FREDERICK, CO 80504. CASE NO.: 2008-17559. DATE: 5/30/08. TYPE: 13.

PETITIONER: DAVID A. WYNN, 4228 GRAND TETON ROAD, GREELEY, CO 80634. CASE NO.: 2008-16444. DATE: 5/12/08. TYPE: 7.

PETITIONER: DAVID C. URRUTIA, 2122 FIFTH ST., GREELEY, CO 80631. CASE NO.: 2008-16434. DATE: 5/12/08. TYPE: 7.

PETITIONER: DAVID EDWARD ALLBEE, 12211 NEWPORT DRIVE, BRIGHTON, CO 80602. CASE NO.: 2008-17076. DATE: 5/22/08. TYPE: 7.

PETITIONER: DAVID MICHAEL TORSET, 123 WHITNEY COURT, WINDSOR, CO 80550. CASE NO.: 2008-17473. DATE: 5/30/08. TYPE: 7.

PETITIONER: DENNIS GENE BRANSCUM, 1238 52ND AVE., GREELEY, CO 80634. CASE NO.: 2008-16948. DATE: 5/21/08. TYPE: 7.

PETITIONER: DENNIS MICHAEL SIMMERMAN, 5538 LONGS PEAK ST., BRIGHTON, CO 80601. CASE NO.: 2008-16971. DATE: 5/21/08. TYPE: 13.

PETITIONER: DIANA L. BLEVINS, 904 44TH AVE. COURT, GREELEY, CO 80634. CASE NO.: 2008-16963. DATE: 5/21/08. TYPE: 13.

PETITIONER: DOROTHY LINDA WELLS, 1858 E. SEADRIFT DRIVE, UNIT C, WINDSOR, CO 80550. CASE NO.: 2008-16465. DATE: 5/12/08. TYPE: 7.

PETITIONER: DOUGLAS D. MAY, 3198 51ST AVE., GREELEY, CO 80634. CASE NO.: 2008-16709. DATE: 5/16/08. TYPE: 7.

PETITIONER: ERICA A. COOPER, 306 CHESTNUT ST., WINDSOR, CO 80550. CASE NO.: 2008-16997. DATE: 5/22/08. TYPE: 7.

PETITIONER: FELIX RAE OLIVA, 2503 W. 15TH ST., GREELEY, CO 80634. CASE NO.: 2008-17415. DATE: 5/29/08. TYPE: 7.

PETITIONER: FLOYD PETE LIGHTFOOT, 800 FIRST ST., No. 52, KERSEY, CO 80644. CASE NO.: 2008-17477. DATE: 5/30/08. TYPE: 7.

PETITIONER: GAIL M. MEDHURST, 3237 BARBERA COURT, GREELEY, CO 80634. CASE NO.: 2008-17226. DATE: 5/27/08. TYPE: 7.

PETITIONER: GREGORY LEE WEGLIN, 100 S. FIFTH ST., LASALLE, CO 80645. CASE NO.: 2008-17280. DATE: 5/28/08. TYPE: 7.

PETITIONER: GUILLERMO ARRIAGA, 771 S. 11TH AVE., BRIGHTON, CO 80601. CASE NO.: 2008-16305. DATE: 5/8/08. TYPE: 7.

PETITIONER: HENRY V. BAER, 2166 44TH AVE., GREELEY, CO 80634. CASE NO.: 2008-16372. DATE: 5/9/08. TYPE: 7.

PETITIONER: IRVIN SCOTT NELSON, 1325 SECOND ST. ROAD, EATON, CO 80615. CASE NO.: 2008-16347. DATE: 5/9/08. TYPE: 7.

PETITIONER: IVAN G. MUNOZ, 2231 ALPINE AVE., GREELEY, CO 80631. CASE NO.: 2008-16521. DATE: 5/13/08. TYPE: 7.

PETITIONER: JAMES EVERETT CRAPNELL, P.O. BOX 154, DACONO, CO 80514. CASE NO.: 2008-16764. DATE: 5/16/08. TYPE: 13.

PETITIONER: JAMES PRESTON BOBO, 4180 COMBINE PLACE, BRIGHTON, CO 80601. CASE NO.: 2008-16471. DATE: 5/13/08. TYPE: 13.

PETITIONER: JAMES WILLIAM GELHAAR, 6718 E. 123RD PLACE, BRIGHTON, CO 80602. CASE NO.: 2008-16645. DATE: 5/15/08. TYPE: 7.

PETITIONER: JASON B. KRAEUTER, 5250 MOUNT ARAPAHO CIRCLE, FREDERICK, CO 80504. CASE NO.: 2008-17149. DATE: 5/23/08. TYPE: 7.

PETITIONER: JASON MICHAEL RUEDY, 140 FOX-GLOVE DRIVE, BRIGHTON, CO 80601. CASE NO.: 2008-16228. DATE: 5/7/08. TYPE: 7.

PETITIONER: JAY DARRIN STANLEY, 2453 ROUEN LANE, JOHNSTOWN, CO 80534. CASE NO.: 2008-16274. DATE: 5/7/08. TYPE: 7.

PETITIONER: JEAN LOUISE PUCKETT, 1564 WALNUT DRIVE, No. A, BRIGHTON, CO 80601. CASE NO.: 2008-16576. DATE: 5/14/08. TYPE: 7.

PETITIONER: JEFFERY EARL RIVERA, 11931 FAIRPLAY ST., BRIGHTON, CO 80603. CASE NO.: 2008-17384. DATE: 5/29/08. TYPE: 7.

PETITIONER: JENNIFER L. THOMAS, 143 N. SEVENTH AVE., BRIGHTON, CO 80601. CASE NO.: 2008-17402. DATE: 5/29/08. TYPE: 7.

PETITIONER: JERRY L. JOHNSON, 1204 38TH AVE., GREELEY, CO 80634. CASE NO.: 2008-17218. DATE: 5/27/08. TYPE: 7.

PETITIONER: JORGE CASTELLANO, 200 N. PAULINE AVE., MILLIKEN, CO 80543. CASE NO.: 2008-17200. DATE: 5/28/08. TYPE: 13.

PETITIONER: JOSEPH A. FORD, 3924 MALLARD AVE., EVANS, CO 80620. CASE NO.: 2008-16328. DATE: 5/8/08. TYPE: 7.

PETITIONER: JOSEPH FRANK GUTIERREZ, 17227 WELD COUNTY ROAD 394, LASALLE, CO 80645. CASE NO.: 2008-17476. DATE: 5/30/08. TYPE: 7.

PETITIONER: JOSHUA A. GRAY, 2610 CRESCENT COVE DRIVE, EVANS, CO 80620. CASE NO.: 2008-17128. DATE: 5/23/08. TYPE: 7.

PETITIONER: JUAN JOSE BALDERAS, 858 MOCKINGBIRD LANE, BRIGHTON, CO 80601. CASE NO.: 2008-16496. DATE: 5/13/08. TYPE: 7.

PETITIONER: JUAN MANUEL REYES, 503 E. 24TH STREET ROAD, GREELEY, CO 80631. CASE NO.: 2008-16496. DATE: 5/13/08. TYPE: 7.

PETITIONER: JULIANNA G. SANCHEZ, 2409 W. 24TH STREET ROAD, GREELEY, CO 80634. CASE NO.: 2008-16591. DATE: 5/14/08. TYPE: 7.

PETITIONER: KAROLYN J. NORRIS, 215 CHESTNUT ST., WINDSOR, CO 80550. CASE NO.: 2008-17266. DATE: 5/28/08. TYPE: 7.

PETITIONER: KEITH A. GESICK, 1912 31 ST. ROAD, GREELEY, CO 80631. CASE NO.: 2008-17291. DATE: 5/28/08. TYPE: 7.

PETITIONER: KEITH M. POWERS, 5443 BOBCAT COURT, FREDERICK, CO 80504. CASE NO.: 2008-17288. DATE: 5/28/08. TYPE: 7.

PETITIONER: LANNY LEE PYEATT, 2627 W. 15 ST., GREELEY, CO 80634. CASE NO.: 2008-16443. DATE: 5/12/08. TYPE: 7.

PETITIONER: LARA L. CLARK, 2305 46TH AVENUE COURT, GREELEY, CO 80634. CASE NO.: 2008-17003. DATE: 5/22/08. TYPE: 7.

PETITIONER: LARRY L. COOPER, 1426 FAIRFIELD AVE., WINDSOR, CO 80550. CASE NO.: 2008-17311. DATE: 5/28/08. TYPE: 7.

BANKRUPTCIES

Collect the Stampede Experience!



TIM McGRAW
JUNE 29

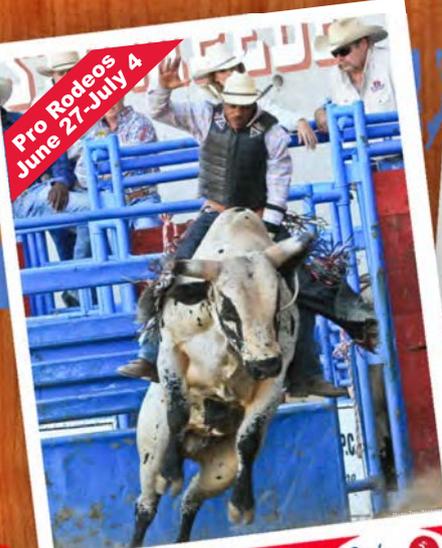
Thursday, June 26
Diamond Rio following
the Xtreme Bulls Tour

Saturday, June 28
Josh Turner
with Little Big Town

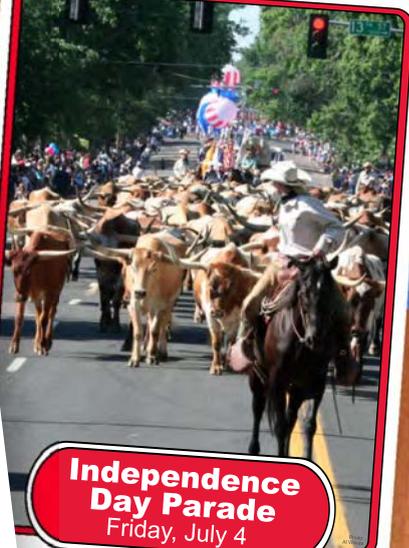
Sunday, June 29
Tim McGraw
with Halfway to Hazard &
Lance Miller

Friday, July 4
Kenny Rogers

Saturday, July 5
Poison
with Spin Doctors

Pro Rodeos
June 27-July 4
BULL RIDING



Independence Day Parade
Friday, July 4



The World's Largest 4th of July
Rodeo & Western Celebration
Greeley Stampede!
Concerts
Pro Rodeos
Demo Derby
Parades
Carnival
Kids Korral
Free Entertainment
Xtreme Bulls Tour
Western Art Show
Kids Rodeo
Fireworks
Food Court
Family Fun



June 25-July 6, 2008

TICKETS ON SALE!
1-800-982-BULL
www.GreeleyStampede.org

GETTING STARTED, from 9

This golf tournament raises money for the wounded warriors of all military branches. The money is distributed to the many charities that support and help them with trips, such as skiing, basketball, mountain climbing, and other recreational outings, not available through normal military assistance.

I was invited to play in this tournament by John Ashton, a Hollywood movie star who lives in Fort Collins and one of the founders and strong supporters of this five-year-old event. Honestly, I wasn't really interested in traveling that far to play golf in what turned out to be 105-degree heat and 100 percent humidity. But John is a good friend and I wanted to support him and his charitable interest. I am glad that I did. I have now permanently penciled in the first weekend in June for as long as I'm alive so I never miss this event.

It was a good tournament and I got to hang with a lot of celebrities and get to know many of them on a first-name basis. It was also very enlightening and encouraging to visit one-on-one with generals and marines who have just returned from the battle zones in Iraq and Afghanistan.

However, as much fun as this was, nothing was more inspirational or humbling as mingling with the 50 or so Marines in attendance. They ranged from private to colonel, and from single to triple amputees. I was moved by these men and I tried very hard not to show tears of emotion. I sensed this would make them uncomfortable.

Cpl. Dion was on leave from Walter Reed Army Hospital and my assigned golf partner. Ryan is 23 years old, from Manchester, Conn. He's about 6-foot-4,

trim and fit, and was a very active athlete in high school. His primary sport was track (long jump), but his real love was basketball. Ryan also managed to play golf and he still swings a pretty good stick today.

Ryan's story

On April 25, 2007, in Fallujah, Iraq, at 10 p.m., Ryan and members of his unit were waiting near a courtyard for a delivery of supplies they needed to complete their patrol. When the gear was delivered, Ryan opened a nearby door to find a storage place. He was immediately hit by a rocket and lost his right leg.

For a few minutes, he was pinned down by small-arms fire. The snipers quickly retreated and within 20 minutes Ryan received medical aid. He was then evacuated to Landstuhl Medical Center in Germany for medical attention, then to Bethesda Naval Medical Center, and now resides in Walter Reed Hospital.

Ryan told me that Walter Reed is a great place and as far as he is concerned, he has received first-class medical care and excellent food. He will be there a few more weeks until he has completed his therapy and his prosthesis has been adjusted as well as it can be. Honestly, judging from the way he hits the golf ball, he is doing an outstanding job.

I asked Ryan about the visitors he has received at Walter Reed. Obviously, his parents who live reasonably close have visited him several times. He told me lots of politicians show up, but most of them just there for a quick photo op and they quickly leave.

The one exception is former Kansas Sen. Bob Dole, who spent over a year of convalescence after his injury at Monte Casino in World War II. He is a frequent

visitor and stays for an extended time without the presence of the press. He understands these men and women; he gets it! Sen. Dole has earned the affection of the soldiers at Walter Reed Hospital.

Ryan was personally presented the Purple Heart by President George W. Bush. Without solicitation, he told me that it was the proudest moment of this.

The future looks good for this young man. He has been offered a four-year basketball scholarship by Edinboro University in Pennsylvania, which is very active in the collegiate wheelchair basketball program. Ryan plans to attend college there and resume playing the game he loves.

I could go on about Ryan, his humility, his politeness, and as with the other amputees I met, not one scintilla of apparent self-pity. After Ryan told me his story I saw him several more times. I wanted to ask him one last question, but I just could-

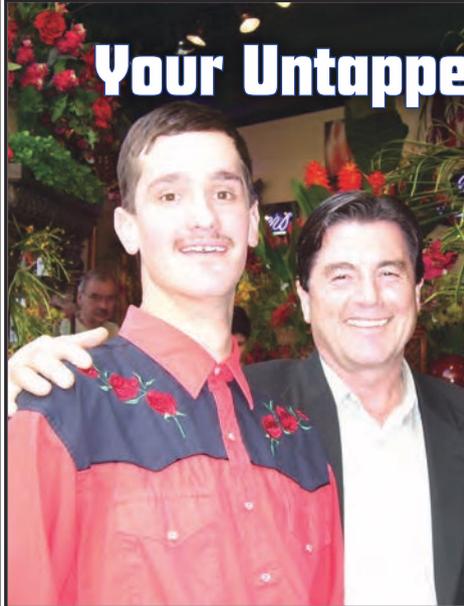
n't find the fortitude to do it. Finally, the last time I saw him, I summoned up my courage and I said, "Ryan there is one more question that I would like to ask you."

"Yes, sir, of course, sir," he responded in a true Marine fashion. "I'll tell you anything you want to know."

I asked, "Ryan, if you had to do it again, would you?" I did not complete the sentence before he resolutely and firmly said, "Yes, sir," in a way that I knew that he meant it.

I choked up and couldn't speak. I just nodded my head as tears filled my eyes. Semper Fi young warrior, Semper Fi!

Brooks Mitchell is a professor of management at the University of Wyoming, and founder and owner of Snowfly Incentives Inc. Contact him at bmittell@snowfly.com. You can email Cpl. Dion at dliondlion@aol.com.



Your Untapped Labor Source

HARD TO FILL POSITIONS?
Call us to meet your job needs.

"Michael is a very important part of our team. He is a good worker and well-liked by his coworkers. I highly recommend this program to any business."

Spiro Palmer
Owner Palmer Flowers
and Decorating Gallery

Foothills Gateway, INC.
Supporting People with Disabilities

970-402-4695
stacyh@foothillsgateway.org
www.foothillsgateway.org



Tee up your tournament here.

Plan a golf tournament or outing for as few as 12 golfers or a full-day event for up to 228.

GOLF THE FORT!

Select from 3 beautiful courses, right in your own backyard.

The Places to Play!

Collindale Golf Course
1441 East Horsetooth Road
970.221.6651

SouthRidge Golf Club
5750 South Lemay Avenue
970.416.2828

City Park Nine Golf Course
411 South Bryan Avenue
970.221.6650

*A perennial favorite featuring some of the best greens in the Rocky Mountain region. A top-notch Clubhouse and Manno's Grille. **Truly World Class!***
PGA Professional, Jim Greer

*Voted the "Best of Fort Collins" offering rolling terrain, sculpted fairways and panoramic views. Enjoy Mackenzies Pub & Grill. **It's as good as it can get!***
PGA Professional, Dale Smigelsky

*The "Best Nine Hole Golf Course" in the State by Colorado Golfer Newspaper. **Great fun at a great price!***
PGA Professional, David McCleave

Visit fcgov.com/golf for more information.



LEADS

BANKRUPTCIES • TAX LIENS

PETITIONER: LINDA RIOS, 1209 26TH AVE., No. 102, GREELEY, CO 80634. CASE NO.: 2008-16277. DATE: 5/8/08. TYPE: 7.

PETITIONER: LORI A. BURDICK, 2506 17TH AVE., GREELEY, CO 80631. CASE NO.: 2008-17245. DATE: 5/27/08. TYPE: 7.

PETITIONER: MARCUS P. CRUZ, 130 SUNFLOWER DRIVE, WINDSOR, CO 80550. CASE NO.: 2008-16522. DATE: 5/13/08. TYPE: 7.

PETITIONER: MARLENE JO REILLY, 102 S. KATHLEEN AVE., MILLIKEN, CO 80543. CASE NO.: 2008-17474. DATE: 5/30/08. TYPE: 7.

PETITIONER: MATTHEW DAVID KERN, 5094 GOSHAWK COURT, BRIGHTON, CO 80601. CASE NO.: 2008-17447. DATE: 5/29/08. TYPE: 7.

PETITIONER: MATTHEW JAMES FENTON, 4027 MAVERICK LANE, EVANS, CO 80620. CASE NO.: 2008-16973. DATE: 5/21/08. TYPE: 7.

PETITIONER: MELISSA SAYED FORMBY, 6678 SAGE AVE., FIRESTONE, CO 80504. CASE NO.: 2008-17166. DATE: 5/31/08. TYPE: 7.

PETITIONER: MICHAEL B. WARNER, 925 FOURTH ST., GREELEY, CO 80631. CASE NO.: 2008-17125. DATE: 5/23/08. TYPE: 7.

PETITIONER: MICHAEL F. HULME, 5151 W. 11TH ST., GREELEY, CO 80634. CASE NO.: 2008-17437. DATE: 5/29/08. TYPE: 7.

PETITIONER: MICHAEL JOHN NISSEN, 10915 EBONY ST., FIRESTONE, CO 80504. CASE NO.: 2008-16329. DATE: 5/8/08. TYPE: 7.

PETITIONER: MICHAEL LEE SEBERN, 16695 ELECTRA ST., BRIGHTON, CO 80603. CASE NO.: 2008-17435. DATE: 5/29/08. TYPE: 7.

PETITIONER: MICHAEL SCOTT SZCZEPZYNSKI, 5769 E. WETLANDS DRIVE, FREDERICK, CO 80504. CASE NO.: 2008-17624. DATE: 5/31/08. TYPE: 7.

PETITIONER: MICHELLE K. ROGERS, 732 APPLE COURT, WINDSOR, CO 80550. CASE NO.: 2008-17284. DATE: 5/28/08. TYPE: 7.

PETITIONER: NASH WAYNE MARTIN, 3156 50TH AVE. COURT, GREELEY, CO 80634. CASE NO.: 2008-17618. DATE: 5/31/08. TYPE: 7.

PETITIONER: PATRICK GERARD SMITH, 3166 49TH AVE. COURT, GREELEY, CO 80634. CASE NO.: 2008-17287. DATE: 5/28/08. TYPE: 7.

PETITIONER: PENNY A. GREGORY, 1321 SIXTH ST., FORT LUPTON, CO 80621. CASE NO.: 2008-17101. DATE: 5/23/08. TYPE: 7.

PETITIONER: RODRIGO GONZALEZTURBE, 11712 ELKHART ST., BRIGHTON, CO 80603. CASE NO.: 2008-16239. DATE: 5/7/08. TYPE: 7.

PETITIONER: RUSSELL CLAUD HENRY, 1987 SEADRIFT DRIVE, WINDSOR, CO 80550. CASE NO.: 2008-16404. DATE: 5/11/08. TYPE: 13.

PETITIONER: SAMUAL PABST, 2105 22ND AVE., No. 101, GREELEY, CO 80631. CASE NO.: 2008-16229. DATE: 5/7/08. TYPE: 7.

PETITIONER: SARAH HERNANDEZ, 1610 39TH STREET COURT, EVANS, CO 80620. CASE NO.: 2008-17442. DATE: 5/29/08. TYPE: 7.

PETITIONER: STEPHEN CLAYTON POWERS, 6925 W. 19TH ST., GREELEY, CO 80654. CASE NO.: 2008-17109. DATE: 5/23/08. TYPE: 7.

PETITIONER: TARA LYNETTE HUGHES, 419 EDGEWOOD AVE., JOHNSTOWN, CO 80534. CASE NO.: 2008-16654. DATE: 5/15/08. TYPE: 7.

PETITIONER: TERRI ANN WUERTZ, 1158 WELD COUNTY ROAD 23 1/2, BRIGHTON, CO 80603. CASE NO.: 2008-16423. DATE: 5/12/08. TYPE: 7.

PETITIONER: THOMAS PHELPS, 5523 WELD COUNTY ROAD 37, FORT LUPTON, CO 80621. CASE NO.: 2008-17194. DATE: 5/27/08. TYPE: 7.

PETITIONER: TIMOTHY MARCUS MACHO SR., 1412 BAILEY DRIVE, BRIGHTON, CO 80603. CASE NO.: 2008-16466. DATE: 5/12/08. TYPE: 7.

PETITIONER: TINA LIBRETTI, 7326 W. 21ST STREET ROAD, GREELEY, CO 80634. CASE NO.: 2008-16232. DATE: 5/7/08. TYPE: 7.

PETITIONER: ZACHERIA ALLAN HAHN, 5946 E. CONSERVATION DRIVE, FREDERICK, CO 80504. CASE NO.: 2008-17325. DATE: 5/28/08. TYPE: 7.

FEDERAL TAX LIENS

Federal tax liens are claims filed by the U.S. government against assets of an individual or corporation for nonpayment of taxes.

LARIMER COUNTY

DEBTOR: JOHN ACEVEDO, 3401 LANCASTER DRIVE FORT COLLINS, CO 80525-2816. CREDITOR: IRS. AMOUNT: \$14298. DATE: 5/6/08.

DEBTOR: JOHN & JOHNNY R. ACEVEDO, 2600 N. SHIELDS ST. FORT COLLINS, CO 80524-1085. CREDITOR: IRS. AMOUNT: \$14298. DATE: 5/6/08.

DEBTOR: ALVIN J. AHNSTEDT, 745 E. SIXTH ST. LOVELAND, CO 80537-5793. CREDITOR: IRS. AMOUNT: \$750. DATE: 5/12/08.

DEBTOR: AM LANDSCAPE CONCEPTS INC., 749 S. LEMAY AVE. FORT COLLINS, CO 80524-3249. CREDITOR: IRS. AMOUNT: \$14189. DATE: 5/6/08.

DEBTOR: APPLIED CHEMICAL MAGNESIA TEX, 713 P.O. BOX 270941 FORT COLLINS, CO 80527-0941. CREDITOR: IRS. AMOUNT: \$18220. DATE: 5/6/08.

DEBTOR: ASPEN CONCRETE CO., 2457 FIFTH ST. SW LOVELAND, CO 80537-4128. CREDITOR: IRS. AMOUNT: \$3417. DATE: 5/6/08.

DEBTOR: JOHN BALDERRAMA, 1245 E. LINCOLN AVE., APT. 609 FORT COLLINS, CO 80524-4748. CREDITOR: US INTERNAL REVENUE. AMOUNT: \$4368. DATE: 5/12/08.

DEBTOR: THOMAS T. BENTON, 5144 AUGUSTA COURT FORT COLLINS, CO 80528-9198. CREDITOR: IRS. AMOUNT: \$62180. DATE: 5/12/08.

DEBTOR: FRANK JAMES BOYKO, 2466 DAWN COURT LOVELAND, CO 80537-6168. CREDITOR: IRS. AMOUNT: \$10293. DATE: 5/12/08.

DEBTOR: MARVIN D. & GLENDA M. BROWN, 2466 P.O. BOX 253 BERTHOUD, CO 80513-0253. CREDITOR: IRS. AMOUNT: \$5390. DATE: 5/12/08.

DEBTOR: SEAN R. CHASE, 2466 P.O. BOX 2315 LOVELAND, CO 80539-2315. CREDITOR: IRS. AMOUNT: \$19388. DATE: 5/12/08.

DEBTOR: RICHARD CLARK, 3505 BOMAR AVE. LOVELAND, CO 80537-7403. CREDITOR: IRS. AMOUNT: \$43198. DATE: 5/6/08.

DEBTOR: JESSE J. COMPESTINE, 1006 E. SECOND ST. LOVELAND, CO 80537-5802. CREDITOR: IRS. AMOUNT: \$40608. DATE: 5/6/08.

DEBTOR: TOMMY L. CUNNINGHAM, 442 RIVA RIDGE DRIVE FORT COLLINS, CO 80526-2896. CREDITOR: IRS. AMOUNT: \$15236. DATE: 5/6/08.

DEBTOR: DANCING ASPEN INC., 812 P.O. BOX 332 E.STES PARK, CO 80517-0332. CREDITOR: IRS. AMOUNT: \$1527. DATE: 5/12/08.

DEBTOR: JESSICA V. & DEMITRIUS DELGADO, 3354 SANTA FE COURT FORT COLLINS, CO 80526-4241. CREDITOR: IRS. AMOUNT: \$8820. DATE: 5/6/08.

DEBTOR: DAVID B. DOLLAR, 2409 SUNRAY COURT FORT COLLINS, CO 80525-3580. CREDITOR: IRS. AMOUNT: \$22124. DATE: 5/12/08.

DEBTOR: MIKEL E. EDWARDS, 713 P.O. BOX 824 LAPORTE, CO 80535-0824. CREDITOR: IRS. AMOUNT: \$34930. DATE: 5/6/08.

DEBTOR: EQUINE MEDICAL SERVICE LTD., 3021 W. LARIMER COUNTY ROAD 64 FORT COLLINS, CO 80524-9776. CREDITOR: IRS. AMOUNT: \$13955. DATE: 5/12/08.

DEBTOR: MICHAEL EVANS, 21045 WELD COUNTY ROAD 15 JOHNSTOWN, CO 80534. CREDITOR: IRS. AMOUNT: \$27954. DATE: 5/12/08.

DEBTOR: LEO G. FLORES, 101 W. FIRST ST. LOVELAND, CO 80537-5513. CREDITOR: IRS. AMOUNT: \$7279. DATE: 5/6/08.

DEBTOR: CHARLES V. FRANKLIN, 997 WINONA CIRCLE LOVELAND, CO 80537-4585. CREDITOR: IRS. AMOUNT: \$233515. DATE: 5/6/08.

DEBTOR: JONATHAN D. FRIEDRICH, 401 N. SUMMIT VIEW, LOT 168 FORT COLLINS, CO 80524-1428. CREDITOR: IRS. AMOUNT: \$121408. DATE: 5/6/08.

DEBTOR: FRANK R. & ROSEMARY C. FRY, 812 P.O. BOX 252 BELLVUE, CO 80512-0252. CREDITOR: IRS. AMOUNT: \$18254. DATE: 5/12/08.

DEBTOR: GARY E. GRAHAM, 713 N. HILLCREST DRIVE FORT COLLINS, CO 80521-1303. CREDITOR: IRS. AMOUNT: \$7915. DATE: 5/6/08.

DEBTOR: GUEST CHECK INN AM LLC, 2108 MILESTONE DRIVE, UNIT 200 FORT COLLINS, CO 80525-5759. CREDITOR: IRS. AMOUNT: \$6250. DATE: 5/12/08.

DEBTOR: WILLIAM HEDGER, 802 GARDENIA DRIVE LOVELAND, CO 80537-8090. CREDITOR: IRS. AMOUNT: \$21688. DATE: 5/12/08.

DEBTOR: TRAVIS HOBERT, 618 LOCUST ST. FORT COLLINS, CO 80524-3404. CREDITOR: IRS. AMOUNT: \$9524. DATE: 5/6/08.

DEBTOR: DONALD L. HOFFMAN, 1821 E. MULBERRY ST. FORT COLLINS, CO 80524-3525. CREDITOR: IRS. AMOUNT: \$9695. DATE: 5/12/08.

DEBTOR: MCKITTRICK A. HYATT, 143 REMINGTON ST. FORT COLLINS, CO 80524-2833. CREDITOR: IRS. AMOUNT: \$1468. DATE: 5/12/08.

DEBTOR: KITCHEN BATH LOFT LTD., 3201 E. MULBERRY ST. FORT COLLINS, CO 80524-8474. CREDITOR: IRS. AMOUNT: \$7265. DATE: 5/6/08.

DEBTOR: ANTHONY KOSMICKI, 3201 P.O. BOX 74 RED FEATHER LAKES, CO 80545-0074. CREDITOR: IRS. AMOUNT: \$17753. DATE: 5/6/08.

DEBTOR: KENNETH ROBERT & DANI LEJEUNE, 7857 THIRD ST. WELLINGTON, CO 80549. CREDITOR: IRS. AMOUNT: \$30175. DATE: 5/12/08.

DEBTOR: ROLAND E. LOCKARD, 264 DEAN CIRCLE LOVELAND, CO 80537-6527. CREDITOR: IRS. AMOUNT: \$32212. DATE: 5/12/08.

DEBTOR: BRIAN K. LODWIG, 1413 PTARMIGAN COURT FORT COLLINS, CO 80524-2173. CREDITOR: IRS. AMOUNT: \$37359. DATE: 5/12/08.

DEBTOR: SHARI L. & BRETT H. MCMURRY, 1125 BELLE DRIVE LOVELAND, CO 80537-3702. CREDITOR: IRS. AMOUNT: \$3454. DATE: 5/6/08.

DEBTOR: RANDALL D. MORGAN, 2300 W. LARIMER COUNTY ROAD 38E 87 FORT COLLINS, CO 80526. CREDITOR: IRS. AMOUNT: \$23967. DATE: 5/6/08.

DEBTOR: MICHAEL M. OBRIEN, 416 E. MYRTLE ST. FORT COLLINS, CO 80524-3140. CREDITOR: IRS. AMOUNT: \$42859. DATE: 5/12/08.

DEBTOR: BRYAN F. PARKER, 872 BALD MOUNTAIN DRIVE LIVERMORE, CO 80536-9395. CREDITOR: IRS. AMOUNT: \$15442. DATE: 5/6/08.

DEBTOR: MARY E. PATTON, 401 N. TIMBERLINE ROAD FORT COLLINS, CO 80524-1413. CREDITOR: IRS. AMOUNT: \$19248. DATE: 5/6/08.

DEBTOR: A. STEPHEN PAULY, 1513 RIVERSIDE AVE. FORT COLLINS, CO 80524-4348. CREDITOR: IRS. AMOUNT: \$11502. DATE: 5/12/08.

DEBTOR: RICHARDSON LANDSCAPE MAINTENANCE, 3201 P.O. BOX 271843 FORT COLLINS, CO 80527-1843. CREDITOR: IRS. AMOUNT: \$7940. DATE: 5/6/08.

DEBTOR: ROBERT J. ROADWAY, 1324 TARRYTON DRIVE FORT COLLINS, CO 80525-3359. CREDITOR: IRS. AMOUNT: \$364269. DATE: 5/6/08.

DEBTOR: SERENDIPITY, 745 P.O. BOX 96 ESTES PARK, CO 80517-0096. CREDITOR: IRS. AMOUNT: \$6436. DATE: 5/12/08.

DEBTOR: DARYL B. SIMONS, 3535 TERRYRIDGE ROAD FORT COLLINS, CO 80524-1660. CREDITOR: IRS. AMOUNT: \$28191. DATE: 5/6/08.

DEBTOR: SS WELL SERVICE INC., 2444 MCKENZIE DRIVE LOVELAND, CO 80537-6993. CREDITOR: IRS. AMOUNT: \$22322. DATE: 5/12/08.

DEBTOR: DALE SUMNER, 881 DUNRAVEN ST. ESTES PARK, CO 80517-6325. CREDITOR: IRS. AMOUNT: \$21264. DATE: 5/12/08.

DEBTOR: TANGLES SALON SPA LLC, 3201 P.O. BOX 497 WELLINGTON, CO 80549-0497. CREDITOR: IRS. AMOUNT: \$14971. DATE: 5/6/08.

DEBTOR: JAMES P. TIMMIS, 2457 P.O. BOX 362 WELLINGTON, CO 80549-0362. CREDITOR: IRS. AMOUNT: \$4301. DATE: 5/6/08.

DEBTOR: SHARI L. WILLIS, 1125 BELLE DRIVE LOVELAND, CO 80537-3702. CREDITOR: IRS. AMOUNT: \$4568. DATE: 5/6/08.

DEBTOR: MICHAEL J. & MICHELLE YOUNG, 812 N. LARIMER COUNTY ROAD 31 BERTHOUD, CO 80513-8928. CREDITOR: IRS. AMOUNT: \$237518. DATE: 5/12/08.

DEBTOR: THOMAS T. BENTON, 1355 CLEVELAND AVE. LOVELAND, CO 80537-4726. CREDITOR: IRS. AMOUNT: \$2491. DATE: 5/19/08.

DEBTOR: CHRISTOPHER ALLISON BUTLER, 9198 JOTIPA DRIVE LONGMONT, CO 80503-9246. CREDITOR: IRS. AMOUNT: \$7516. DATE: 5/19/08.

DEBTOR: CA LOCKSMITH INC., 226 E. THIRD ST. LOVELAND, CO 80537-5633. CREDITOR: IRS. AMOUNT: \$8409. DATE: 5/23/08.

DEBTOR: JEFFREY M. COLUMBIA, 4401 GRANT AVE. LOVELAND, CO 80538-1720. CREDITOR: IRS. AMOUNT: \$7697. DATE: 5/20/08.

DEBTOR: GERALD CUTSHALL, 2032 P.O. BOX 844 LAPORTE, CO 80535-0844. CREDITOR: IRS. AMOUNT: \$8397. DATE: 5/23/08.

DEBTOR: FRANKLIN A. & JEANETTE DELVESCOVO, 3598 ADAMS CIRCLE WELLINGTON, CO 80549-1655. CREDITOR: IRS. AMOUNT: \$1387. DATE: 5/20/08.

DEBTOR: ALYSON M. DUNSFORD, 1452 GLORIA COURT LOVELAND, CO 80537-6931. CREDITOR: IRS. AMOUNT: \$11761. DATE: 5/20/08.

DEBTOR: EDWARD J. FARINELLI, 3008 RINGNECK DRIVE FORT COLLINS, CO 80526-2859. CREDITOR: IRS. AMOUNT: \$15052. DATE: 5/23/08.

DEBTOR: GREAT DIVIDE RESTAURANT CORP., 858 P.O. BOX 2128 ESTES PARK, CO 80517-2128. CREDITOR: IRS. AMOUNT: \$4752. DATE: 5/20/08.

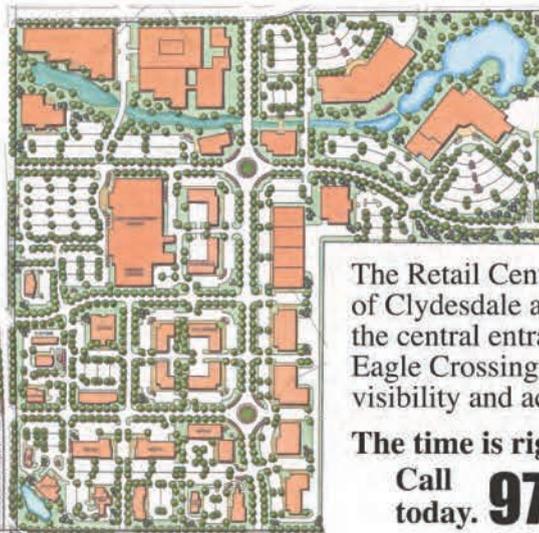
DEBTOR: HERBERT W. HARRINGTON, 1603 CEDARWOOD DRIVE FORT COLLINS, CO 80526-6721. CREDITOR: IRS. AMOUNT: \$40697. DATE: 5/19/08.



The time is right to make the right move.

Commercial & Retail

Crossroads Blvd. & I-25. In the Heart of Mainstreet NoCo.



The opportunity you've been looking for has landed. Located at the heart of NoCo, Eagle Crossing places you at the very core of Northern Colorado's continued growth.

The Retail Center, situated on the corner of Clydesdale and Crossroads Blvd., marks the central entrance into this thriving region. Eagle Crossing will give your business the visibility and accessibility it deserves.

The time is right to make your move. Call today. **970-686-5828**



1625 Pelican Lakes Point Suite 201 Windsor, CO 80550 Fax: 970-686-2768

Information subject to change without notice.

ECONOMIC INDICATORS



	2007	2006	2010	2015	2020	Last update
Population Colorado	4,861,515	4,753,377	4,831,554	5,049,493	5,278,867	3/08
Northern Colorado	531,324	515,110	566,072 *	645,190 *	731,510 *	3/08
Larimer County	287,574	276,253	299,040 *	333,381 *	368,694 *	3/08
Weld County	243,750	236,857	267,032 *	311,809 *	362,816 *	3/08

General	Latest month	Prev. listing	Change prev. mo.	Last year	Change prev. year	Last update
Employment	285,118	283,796	0.47%	275,561	3.47%	4/08
Unemployment	11,984	13,605	-11.91%	10,384	15.41%	4/08
Colo. Unemp. Rate	4.30%	4.70%	N/A	3.40%	N/A	4/08
Lmr. Unemp. Rate	3.70%	4.20%	N/A	3.00%	N/A	4/08
Weld Unemp. Rate	4.50%	5.10%	N/A	3.60%	N/A	4/08

Jet fuel (gallons dis.)						
F.C.-Loveland Airport	80,232	77,525	3.49%	76,434	4.97%	4/08

Motor vehicle reg.	55,717	54,099	2.99%	58,421	-4.63%	5/08
--------------------	--------	--------	-------	--------	--------	------

Vectra Small Business						
Colorado index	87	87	0.00%	90.8	-4.19%	5/08
U.S. index	65.8	62.1	5.96%	86.1	-23.58%	5/08

Bankruptcies						
Larimer County						
Chapter 7	83	67	23.88%	N/A	N/A	4/08
Chapter 13	13	9	44.44%	N/A	N/A	4/08
Weld County						
Chapter 7	87	89	-2.25%	N/A	N/A	4/08
Chapter 13	16	13	23.08%	N/A	N/A	4/08

Foreclosures						
Larimer County						
Value (000s)	\$29,304	\$31,565	-7.16%	N/A	N/A	4/08
Weld County						
Value (000s)	\$58,272	\$50,714	14.90%	N/A	N/A	4/08

Patents						
Larimer County						
	39	45	-13.33%	41	-4.88%	5/08
Weld County						
	9	11	-18.18%	15	-40.00%	5/08

New businesses						
Larimer County						
	379	327	15.90%	357	6.16%	4/08
Weld County						
	235	246	-4.47%	228	3.07%	4/08

Consumer Price (Colorado, Wyoming, Montana and Utah)						
Index (1982-84 = 100)						
Food & beverages	215.331	216.955	-0.75%	208.1	3.47%	5/08
Housing	226.351	226.377	-0.01%	220.8	2.51%	5/08
Transportation	196.863	199.793	-1.47%	192.9	2.05%	5/08
Medical Care	368.638	367.486	0.31%	351.9	4.76%	5/08

REAL ESTATE						
Total construction (000s)						
Larimer County						
	\$64,541	\$49,988	29.11%	\$56,351	14.53%	5/08
Weld County						
	\$82,050	\$68,397	19.96%	\$152,024	-46.03%	5/08

Building permits	202	186	8.60%	285	-29.12%	5/08
------------------	-----	-----	-------	-----	---------	------

Apartment vacancies						
F.C.-Loveland						
	4.60%	5.00%	N/A	9.30%	N/A	9/07
Greeley						
	7.20%	8.10%	N/A	7.20%	N/A	9/07

Apartment rent						
F.C.-Loveland						
	\$768	\$757	1.39%	\$752	2.03%	9/07
Greeley						
	\$631	\$623	1.38%	\$625	1.03%	9/07

Office vacancy rates						
Fort Collins						
	13.21%	12.62%	N/A	12.40%	N/A	12/07
Loveland						
	10.33%	9.40%	N/A	7.20%	N/A	12/07
Greeley						
	15.16%	15.21%	N/A	18.20%	N/A	12/07

Retail vacancy rates						
Fort Collins						
	7.50%	6.59%	N/A	7.74%	N/A	12/07
Loveland						
	5.27%	5.47%	N/A	3.89%	N/A	12/07
Greeley						
	11.13%	4.71%	N/A	9.12%	N/A	12/07

Industrial vacancy rates						
Fort Collins						
	5.65%	4.71%	N/A	3.89%	N/A	12/07
Loveland						
	4.20%	4.79%	N/A	4.07%	N/A	12/07
Greeley						
	9.20%	6.44%	N/A	8.32%	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						
	\$593,273	\$640,834	-7.42%	\$524,364	13.14%	11/07
Weld County						
	\$607,818	\$661,252	-8.08%	\$561,262	8.29%	11/07
New tax accounts						
	376	490	-23.27%	379	-0.79%	6/07

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

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

Sources: U.S. Census Bureau; Colorado Division of Local Government (County population projections); Larimer County Workforces Center (Employment stats); Fort Collins-Loveland Municipal Airport; Larimer, Weld County Depts. of Motor Vehicles (Motor vehicle registrations); Vectra Bank Colorado (Colorado & U.S. Small Business Indices); F.W. Dodge Data (Construction statistics); SKLD Information Services LLC (Bankruptcy, foreclosure); LexisNexis (Patents); The Home Builders Association of Northern Colorado (Building permits); Colorado Division of Housing (Apartment vacancies & rates); Realtec Commercial Real Estate Services Inc. (Office, retail, 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).

ChoiceRewards Checking

Patent Pending, BancVue

No Fees. No Kidding.

Earn the bonus rate

5.01% APY*

for balances of \$0 - \$35,000

OR

Or the base rate

.76% APY*

for balances over \$35,000

.76% APY*

when the three steps are not met

Three easy steps to earn the bonus rate:

1. Make at least 8 MasterCard debit card (point of sale) purchases in the qualification cycle.*
2. Use automatic withdrawal or monthly direct deposit.
3. Receive your monthly checking statement electronically.

Free ATM's nationwide! **

Open your ChoiceRewards account today.



Evans • Fort Collins
Greeley • Platteville
Windsor

Also located in: Arvada / Aurora
Conifer / Denver / Elizabeth
Englewood / Kiowa / Parker



BankofChoiceOnline.com
(970) 373-3512

Member FDIC

* 5.01% Annual Percentage Yield (APY) paid on balances between one penny and \$35,000 and .76% APY paid on all amounts above \$35,000 each monthly qualifying cycle the minimum account requirements are met. If you do not meet the minimum requirements during the monthly qualification cycle, your account will still function as a free checking account earning .76% APY on the full balance. To qualify, MasterCard debit card (point of sale) purchases must post during the qualification cycle. ATM transactions and Online Banking Bill Pay transactions or other forms of electronic transfers do not count toward MasterCard debit card (point of sale) purchases. Monthly direct deposit and automatic withdrawal means automated clearing house (ACH) transactions. Qualification cycle means the period beginning one day prior to the current statement cycle through one day prior to the close of the current statement cycle. Interest rate and APY are subject to change after account is opened. Minimum deposit of \$100 required to open this account. No minimum balance required. No monthly service charges. Available for personal accounts only. APY effective as of date of printing. ** ATM Fees are refunded if above account requirements are met during the qualification cycle.

I am living proof.


Banner Health
CardioVascular Institute
of North Colorado®

“I taught students to value their health. My cardiovascular team gave me a chance to continue valuing my own.”

Larry spent 32 years running a student recreation program, but after retirement, he ran into a heart problem. He experienced unusual chest pain on a mountain hike. Based on the results of a diagnostic procedure by his cardiac team, he was immediately scheduled for a triple bypass. As a member of North Colorado Medical Center's Board of Trustees, Larry knew that he could trust the hospital with his surgery. They've been nationally recognized as a Thomson 100 Top Hospital® for Cardiovascular Care, with innovative services including 64-slice CT technology for the most accurate diagnosis and a cardiac alert program that offers a positive outlook for long-term survival of heart attack patients. Thanks to the great technology, doctors and extensive cardiac rehab program following his surgery, Larry is able to move on with a healthy life.


THOMSON
TOP HOSPITALS
Cardiovascular
2007


Banner Health
CardioVascular Institute
of North Colorado®

North Colorado Medical Center • www.BannerHealth.com, keyword: CVI • 1801 16th Street • Greeley

(970) 352-4121 • Job opportunities: 866-377-5627 (EOE/AA) or www.BannerHealth.com

Banner Health is the leading nonprofit health care provider in northern Colorado.



SMALL BUSINESS
GUIDE: 2008

*A resource for businesses
in Northern Colorado*

Northern Colorado
**BUSINESS
REPORT**

Advertising Supplement to the Northern Colorado Business Report
June 20-July 3, 2008

Sponsored by:



First National Bank
You're Always First With Us

You Want More
for Your Business -
Ask For It!
You Need More -
Get It!



You deliver remarkable service in your own business.

Why accept anything less from your CPA?

Kruger & Clary, CPA's are dedicated professionals who really know taxes and finances.

We develop the strategies and options to achieve your business goals, and keep you on track.

Kruger & Clary
CERTIFIED PUBLIC ACCOUNTANTS, P.C.



To see for yourself why our clients appreciate us give us a call at
(970) 482-6947, and make sure you check out our website at
www.krugercpas.com

*In Touch With Your Business...
In Touch With You.*

Helping You Do What You Do Best - Even Better!

**We're a community bank with community people
and over 50 years of experience in Northern Colorado.**

"Colorado Iron and Metal has successfully teamed with Larry Meier at Western States Bank to grow our company by \$3.5 million over the past several years. Larry offers business banking at a personal level that values the individual and considers all opportunities. I highly recommend their services."

Kent Garvin, Colorado Iron & Metal, Inc.
1400 East Mulberry, Ft. Collins, CO 80524
(970) 482-7707



WESTERN STATES
BANK
A BRANCH OF VALLEY BANK AND TRUST CO., SCOTTSDALE, NE, FDIC

1298 N College Ave. Fort Collins 970-224-1300
1520 E Mulberry St. Fort Collins 970-530-1500
808 W Eisenhower Loveland 970-593-1600

www.westernstatesbank.com



SBA can help small firms weather current economy

Right policies can have big impact on Colorado businesses

By **Greg Lopez**
SBA Colorado District Director

It has been said that "when the economy sneezes, small businesses catch pneumonia." Whether your small company is located in metropolitan Denver or rural Colorado, the effects of a slowdown in the economy on the bottom line is tremendous.

Small business owners are being squeezed from all sides as they see their profit margins decline due to rising costs and fewer customers. In a slowing economy consumers tend to reduce their spending habits on things like dining out, entertainment, and other discretionary items.

On the flip side these same business owners are seeing their cost of goods sold skyrocket because of the soaring price of gasoline and the high cost of food and other commodities. The combination of fewer customers and higher costs can be a fatal blow to most small business concerns.

As a former small business owner myself, I know that confidence among entrepreneurs has declined in recent months and general concerns about the state of the economy have increased. After 52 consecutive months of job growth and strong economic results, our economy and financial markets are going through a rough spot. These conditions make enacting the right policies all the more important.

Now is the time when the Small Business Administration's various business counseling and finance programs can make a meaningful difference to entrepreneurs. The SBA has a cadre of useful business counseling resources, including a statewide network of Small Business Development Centers, the Service Corps of Retired Executives — Counselors to America's Small Business, Women's Business Centers, and a US Export Assistance Center. These critical resources can provide one-on-one training or counseling to business owners needing to "tune up" their business plan, review their financial statements, or find ways to export their products or services abroad. Our loan guaranty programs help businesses access needed capital from commercial lenders. This is especially important when the credit market has tightened.

But no matter how effective we make SBA's products and services, they are not intended to take the place of policies that create an economic environment in which small businesses can flourish. Our programs are a complement to sound economic policies that encourage people to take risks, encourage people to invest in their businesses, allow those businesses to grow and flourish, and enable the private sector to create wealth.

Confidence required

The best thing about being a District Director is that I get the opportunity to meet with business owners and hear about



their vision; their passion, their ideas and their concerns, then I get to do something to help them. People are always amazed at the impact that small business has on our economy, and how the SBA is effective in our efforts to enable it.

Confidence in the economy is particularly important for small businesses. When deciding whether to invest in expanding, which may require taking on new debt, business owners need to be confident that the economy will be strong and customers will continue spending.

One policy that recently passed is the economic stimulus package. President Bush worked with Congress to pass and sign into law a bill that injects more than \$152 billion into the economy. The stimulus package is a win for small businesses in three major ways:

- Tax rebates will stimulate short-term consumer spending, some of which will flow to small companies;
- A 50 percent bonus deduction on new equipment will stimulate investment that normally would be depreciated over the long term; and,
- The bill increases the limit on expenses that small businesses can deduct from annual income.

In addition to the short-term relief provided by the stimulus package, it's absolutely vital that we set our sights on long-term underpinnings of a robust economy. This means following the right policies to enable small businesses to succeed. Of course, the SBA plays a role in enabling small business success.

Colorado's small business community understands the value of entrepreneurship and the benefits it provides for them and their families, for our economy, and for our local communities, which thrive on the opportunities that small businesses provide.

Small businesses play an absolutely vital role in our economy. Small firms create about two-thirds of all new jobs every year; employ half of our private sector workforce; account for half of non-farm GDP; account for more than one-quarter of exports; and are major drivers of innovation. Most businesses in Colorado are independently owned and operated by hard working individuals who understand

See **ECONOMY, SBA - 7**

Small business help is available across Colorado

Partnership between SBA, state, colleges, state's chambers

Ninety-eight percent of Colorado business establishments have fewer than 100 employees and 86 percent have fewer than 20 employees, according to recent Census Bureau information. With small business fueling job creation and growth in our state, where do small business owners go for assistance? The Colorado Small Business Development Center Network.

The SBDC Network is dedicated to helping small businesses throughout Colorado achieve their goals of growth, expansion, innovation, increased productivity, management improvement and success. The SBDCs combine information and resources from federal, state and local governments with those of the educational system and the private sector to meet the specialized and complex needs of the small business community. www.coloradosbdc.org

Mission

The mission of the SBDC Network is to provide information, leadership activities and high-quality, cost-effective small business assistance through consulting, training, financial analysis, and networking with other resources to further the vision of the SBDC Network.

Our core values

Service: Offer valuable, timely and meaningful assistance. Staff is available, courteous and professional at all times.

Quality: Offer uncompromising excellence in all services.

Integrity: Proprietary information will be held confidential. We will gain and sustain trust and confidence of clients through honest, trustworthy and credible relationships. These relationships extend to clients, partners and co-workers

Diversity: Colorado SBDCs believe the diversity of people and businesses we serve represents a valuable resource to the economic environment and viability of the State of Colorado. We are committed to creating a business environment where all people and businesses have an opportunity to grow and flourish. Each SBDC will make concerted efforts to outreach to people of all cultures, age, gender and varying abilities to accomplish our shared goal of state-wide economic growth and prosperity.

SBDC Business Hotline

The SBDC Business Hotline is a one-stop shop for basic information on the federal, state and local regulatory requirements for new and expanding businesses. A staff member will prepare customized packets of information on taxes, employer responsibilities, and other business-related issues to meet the individual needs of prospective and existing business.

The Hotline provides referrals to local SBDC subcenters for counseling and training, and has assisted tens of thousands of clients via telephone calls and walk-ins. **SBDC Business Hotline: 303-592-5920**

Local subcenters

Sixteen community-based SBDC subcenters offer assistance in all geographic areas of the state and provide free, one-on-one counseling services and low-cost training pro-

grams in the areas of business research and marketing, new business feasibility analysis, business planning preparation, finance packaging and other small business topics.

Minority Business Office

The Minority Business Office acts as an advocate for Colorado's minority business community. The MBO offers statewide training seminars, conferences and workshops, and the identification of procurement opportunities within both the public and private sector for minority and women in Colorado.

The Office collaborates with other state agencies, the local SBDC, the private sector, federal agencies and various organizations to expand economic opportunities for minority-owned businesses. Working with regional business councils throughout the state, the MBO ensures that all programs address the needs of minority business owners. **Minority Business Office: 303-892-3840**

SBDC specialty programs

■ The Colorado Springs SBDC has a specialty center for procurement and veterans' programs. They offer free counseling and low-cost training for individuals who want to import/export products and services.

■ The Colorado SBDC and the Colorado Office of Economic Development and International Trade Office work together to assist businesses with the potential to become exporters. The SBDC will provide basic business counseling and assistance, identify potential exporters and refer them to ED/ITO. ED/ITO and the SBDC will co-

sponsor training and events and refer to each other in their respective publications.

■ The SBDC provides intensive entrepreneur training through the Colorado Leading Edge program. The course involves approximately 35 hours of intensive training and four hours of one-on-one counseling. The goal of Leading Edge is to assist businesses with growth and expansion by providing business owners with a better understanding of management and the financial matters and marketing aspects of their business.

■ Veteran Specific Training and counseling offered across the state. Courses entail procurement, benefits, and transition of Veterans. Eligible individuals include: veterans (active and inactive), spouse's of veterans, dependents, employee's of veteran-owned businesses, National Guard, and reservists.

■ South Metro SBDC offers specialty training and counseling for Pipefitters Union. Specialized courses were developed.

SCORE: Counselors to America's Small Business

SCORE (Service Corps of Retired Executives) is a volunteer group of current or former business owners and/or executives who offer their business counseling assistance free to the small business community. In Colorado there are over 150 men and women who volunteer their time to counsel entrepreneurs going into business, or individuals already in business. There are 75 SCORE counselors in the greater Denver area with combined business experience of over 2,000 years! The Denver SCORE chap-

ter conducts four comprehensive seminars each month on important business topics all entrepreneurs must know. The workshops include Starting Your Own Business, Advice from the Experts, Promote Your Business, and The Business Plan. In addition to our regular workshop series, the Denver chapter offers special workshops including Selling for Success and Survival, and Success with a Service Business.

The instructors of each class provide the student with a tested and proven formula for success. Topics taught in the four seminars include how a small business is run, insurance needs, legal structure, sales, and the development of a useful business plan. SCORE publishes an updated workshop schedule on a quarterly basis.

For more information on SCORE, visit SCORE's Web site is www.scoredenver.org; e-mail score62@scoredenver.org.

Mi Casa Resource Center for Women Inc.

Mi Casa Resource Center for Women is partially funded through an SBA Women's Business Resource Center grant. Mi Casa offers training in traditional and nontraditional careers for women, and training to help women start and grow a business. The center offers a free 3-hour business basic training workshop every month. The class covers topics such as "Secrets to Becoming a Successful Small Business Owner;" "Understand Money and Credit;" and "Business Plan Workshop and Insurance Overview." For more information on these training opportunities, contact Mi Casa at 303-573-1302 or www.micasadenver.org.

SBA Financing Available

- ✓ Up to 90% financing on owner occupied commercial real estate
- ✓ Low fixed for the life of the loan interest rates
- ✓ Long-term financing for working capital, equipment, and inventory
- ✓ Financing available for specialty businesses (Hospitality, Restaurant, Gas Station/C-Store)



3700 S. College Ave., Unit 102,
Fort Collins, CO 80525
970-204-1010
fortcollinscommercebank.com



1432 E. Mulberry Unit B,
Fort Collins, CO 80524
970-224-7200
larimerbank.com



102 E 29th St
Loveland CO 80538
970-679-7150
lovelandbankofcommerce.com



THINKING ABOUT SELLING YOUR BUSINESS?
NO ONE WILL GIVE YOUR BUSINESS MORE AGGRESSIVE EXPOSURE
AND STILL KEEP IT CONFIDENTIAL

OVER 1,000 ACTIVE, QUALIFIED BUYER DATABASE
INTERNATIONAL MERGER & ACQUISITION AFFILIATIONS



**MOUNTAIN
STATES**
Business Brokers

THE PLACE TO BUY OR SELL A BUSINESS SINCE 1997

OFFICES IN

FT. COLLINS 970-221-9950 DENVER 303-592-9950 LARAMIE 307-256-8134

PayChoice
America's Choice for Payroll



WANT BETTER PAYROLL?
STAY LOCAL MAKE THE CHOICE

- GET Ft. Collins Based Service & Support
 Simplified Management Reports
 Six Month Money Back Guarantee

FOR MORE INFORMATION CONTACT:

(970) 416-0711 Northern Colorado • (877) 729-7587 Toll Free • www.paychoice.com

Why rent, when you can buy?

WOW!
We really did
save money by
purchasing our own
commercial real
estate.

I'm so
glad I contacted
Colorado Lending
Source!



**COLORADO LENDING
SOURCE**

Call to find out how YOU too can receive up to 90% fixed-rate financing on the purchase, improvement or construction of owner-occupied commercial real estate for your small business.

303.657.0010 • toll-free 877.852.6799

www.ColoradoLendingSource.org

Top 10 government rules ripe for review, reform

Initiative targets those federal regs with worst burden on small firms

By **Jim Henderson**
Regional Advocate, SBA Office of Advocacy

"I'm from the government and I'm here to help" is an old punchline that always generates a laugh.

But it is no laughing matter when the annual cost of complying with federal government mandates has grown to over \$1.1 trillion. That means the per-household cost of complying with regulations now exceeds that of health insurance.

The burden falls especially hard on the smallest of businesses, which annually pay 45 percent more per employee to comply with regulations than big businesses do.

That is why the Office of Advocacy has announced our 2008 Top 10 Rules for Review and Reform.

Drawn from over 80 constructive nominations by small business owners and their representatives, the Top 10 is part of Advocacy's Regulatory Review and Reform (r3) initiative.

Only the strongest and most compelling cases made the Top 10. Federal agencies need to review these rules to determine if they are outdated, ineffective, duplicative, or overly complex. By doing so, they can help ease the disproportionate burden placed on small business.

And the winners are ...

The 2008 r3 Top 10 list includes (alphabetically by agency):

■ **Environmental Protection Agency:** Update air-monitoring rules for dry cleaners to reflect current technology and reward environmentally friendly dry cleaning methods.

■ **EPA:** Increase flexibility for community drinking water systems by expanding ways to meet protective drinking water standards.

■ **EPA:** Encourage recycling by updating the rules for recycling solid wastes so that useful, recyclable materials won't be treated as hazardous waste.

■ **EPA:** Clearly define "oil" in oil spill rules, so that small facilities storing non-petroleum-based products are not unintentionally subject to the rules.

■ **Federal Aviation Administration:** Review flight restrictions surrounding Washington, D.C., to see if they can be revised to avoid harming small airports.

■ **Federal Acquisition Regulation Council:** Eliminate duplicative financial requirements for small architect-engineering services firms in government contracting, as has been done for other services.

■ **Internal Revenue Service:** Simplify the home-office deduction to permit a standard deduction, so that those with home offices can more easily qualify.

■ **Mine Safety and Health Administration:** Update rules on the use of explosives in mines, to be consistent with modern mining industry standards.

■ **Occupational Safety and Health Administration:** Review the medical/laboratory worker rule to see if it can



be more flexible in situations where workers do not have potential exposure to blood-borne pathogens.

■ **Office of Federal Procurement Policy:** Review reverse auction techniques for online procurement to determine the impact on small firms.

An in-depth list of the 2008 r3 Top 10 Rules for Review and Reform may be viewed www.sba.gov/advo/r3.

Compliance spotty at best

Federal agencies are already required to review existing regulations for their impact on small business Section 610 of the Regulatory Flexibility Act, enacted in 1980, requires agencies to look at their existing regulations within 10 years to see if they are outdated, ineffective, or duplicative.

However, agency compliance with section 610's periodic review requirement is spotty at best and lacks transparency. Some agencies review few, if any, of their current rules. A recent Government Accountability Office report highlighted the need for clearer standards and enhanced public participation in the section 610 review process.

The r3 initiative encourages agencies to undertake more meaningful section 610 reviews, and to consider small business concerns when conducting similar reviews of existing rules.

In order to track agency action on the Top 10, we have posted the list to our Web site and we will publish an update on the status of agency progress every six months.

To make the r3 initiative a success, we encourage small businesses and their representatives to follow the progress of the reviews and comment to the agencies on that progress.

It may sound like a joke, but with our r3 initiative, when the Office of Advocacy says, "we're with the government," small business knows we really are here to help.

Jim Henderson is the Rocky Mountain Regional Advocate for the Office of Advocacy of the U.S. Small Business Administration. He is the direct link between small business owners, state and local government agencies, state legislators, small business associations, and SBA's Office of Advocacy. Contact him at 303-844-0503 or james.henderson@sba.gov.

Square states will prosper with right type of help

Bringing young people back to rural areas can help keep lifestyle alive

By Elton Ringsak

Regional Administrator, SBA Region VIII

How can we sustain rural America?

I have spent many sleepless nights wondering whether our rural communities will survive in the decades to come. Since 2002, I have traveled over 300,000 miles throughout my six-state region — nearly 600,000 square miles of mostly square-shaped states — discussing issues, talking with small business owners, community leaders, and public servants about how to jump start the economies of our small towns and cities.

Since 1920, America's plains states have lost a third of their population. Amazingly, large parts of the Great Plains have fewer than six persons per square mile, with some parts having fewer than two persons per square mile. This unprecedented population loss has led some to suggest that much of the drier parts of the Great Plains are not sustainable, and propose that large areas be restored to native grassland grazed by buffalo, a proposal known as Buffalo Commons.

We can preserve America's heartland, but a coordinated economic development effort is required. Today, the Small Business Administration, U.S. Department of Agriculture, Economic Development Agency, Bureau of Indian Affairs and Minority Business Development Agency all have economic impact programs designed for rural areas. A unified policy should identify rural places as a whole instead of one sector, such as agriculture.

"Agriculture" and "Rural" are not synonymous. We cannot narrow the diverse landscape of rural America to just its agricultural commodities sector, but must include in that definition the importance that local ag-related business has on Main Street commerce in most small towns.

Globalization has greatly impacted rural communities since their economies tend to be commodities-driven. The Internet has increasingly become a more prominent avenue for commerce, news and entertainment. Helping the 20 percent of Americans who are rural residents obtain high-speed Internet access will provide them the opportunity to compete in the global market.

In a global marketplace, commodity producers operate on razor-thin margins. The challenge for most rural areas is to transform from a commodity economy to a knowledge-driven economy. And with the world community equally at all of our fingertips via the Internet, so are world-wide businesses.

To be successful we must create an atmosphere where domestic in-sourcing is an alternative to offshore outsourcing. The SBA has made it a priority to provide financing to small businesses that locate in rural communities. We need to work diligently to "in-source" new business opportunities in these areas. Communities should not be afraid to create new, alternative, and maybe even risky and unconventional ways to increase economic revenue.



Export goods, import people

Export goods and import people should be the mantra! While many small-town locals want visitors to buy their products, few desire urban dwellers to become rural residents. This thinking must change. We must export goods and import people — make attracting others to your community a mission, because continued economic viability depends on it. Most small communities have a very rich history that can be a prime lure for tourists and entrepreneurs alike.

As a national priority, we must create ways to retain young people in the rural areas, as well as entice those young professionals who have departed for the "Big City" back. Obtaining a college education or moving to a metropolitan area where the jobs are more plentiful and the pay considerably higher is the major reason young people leave the rural areas. We currently give them few reasons to return home, settle in and raise their families.

With opportunities for online employment, telecommuting will become more of a norm than the exception. Studies show that many of the best and brightest young Americans are those who have grown up in rural areas.

I understand there are no quick fixes to the economic decline in rural America, but I believe it can be arrested and reversed if we work together, are willing to think outside the box, and change the paradigm we have worked within for the past 50 years.

With the recent introduction of the SBA's Rural Lender Advantage, which provides access to capital as well as increased incentives to community banks to make more loans in small towns and cities, I believe we are on the right path to retaining our rural communities and lifestyle.

If we do, I know we will not only preserve but rediscover the simple pleasures of life, as one of America's founders, John Adams, once described it: "As much as I converse with sages and heroes, they have very little of my love and admiration. I long for rural and domestic scene, for the warbling of birds and the prattling of my children."

Elton Ringsak has been SBA Region VIII Regional Administrator since 2001. His last day on the job is June 30.

Colorado Small Business Development Centers

Small Business Hotline.....	303-592-5920	Greeley	970-352-3661
Boulder.....	303-442-1475	Gunnison	970-943-3157
Colorado Springs.....	719-262-3844	La Junta	719-384-6959
Denver.....	303-620-8076	Lakewood.....	303-233-5555, ext. 1202
Durango.....	970-247-7009	Pueblo.....	719-549-3224
Fort Collins.....	970-498-9295	San Luis Valley	719-587-5151
Fort Morgan.....	970-542-3263	South Metro.....	303-548-5300
Grand Junction.....	970-589-0746	Westminster.....	303-460-1032

Contact the Colorado SBDC State Director at 303-892-3840 or visit www.coloradosbdc.org for more information.



As President of Corporate Development for Soft Solutions, Deb Paino is an established expert at finding the right solutions for all of her business customers' needs. She and her business partner/husband, Frank, are both specialists when it comes to start-up businesses—they really know how to get things done!

When Deb started Soft Solutions in 2006, she needed support for her new business, and she looked for a financial institution that also knew how to get things done.

"I wasn't in a hurry, so I sat in the lobby and watched how other business people were treated. I saw trust and respect, and I knew I was in the right place. I'm so impressed by the team, the concept, the whole package. **It's a great bank!**"

Deb Paino
Soft Solutions

Proudly serving the Northern Front Range



Valley Bank
& Trust

www.valleybankandtrust.com

303.659.5450

Colorado family owned since 1971



Largest SBA Lenders

Ranked by gross amount of SBA loans made in Northern Colorado



RANK	LENDER ADDRESS PHONE/FAX	WELD/LARIMER/ADAMS DOLLAR AMOUNT 2007	LARIMER LOANS WELD LOANS ADAMS LOANS	TOTAL NO. ADAMS/WELD/LARIMER COUNTIES LOANS 2007	NATIONAL HEADQUARTERS E-MAIL WEB SITE	PERSON IN CHARGE W/ TITLE YEAR FOUNDED
1	COLORADO LENDING SOURCE (1) 518 17th St., Unit 1800 Denver, CO 80202 303-657-0010/303-657-0140	\$24,268,000	\$13,421,000 \$5,729,000 \$5,118,000	64	Denver info@coloradolendingsource.org www.coloradolendingsource.org	Mike O'Donnell, Executive director 1990
2	U.S. BANK NATIONAL ASSOCIATION 800 Nicollet Mall Minneapolis, MN 55402 612-659-2000	\$8,185,900	\$3,496,100 \$570,300 \$4,119,500	77	Minneapolis, Minn. N/A www.usbank.com	Richard K. Davis, CEO and President N/A
3	JP MORGAN CHASE BANK NATIONAL ASSOCIATION 1111 Polaris Parkway Columbus, OH 43240 312-732-4000	\$8,179,600	\$2,078,800 \$762,100 \$5,338,700	100	Chicago N/A www.chase.com	James Dimon 1799
4	WELLS FARGO BANK NATIONAL ASSOCIATION 101 N. Phillips Ave. Sioux Falls, SD 57104 800-956-4442	\$6,803,200	\$2,174,400 \$840,000 \$3,788,800	71	Sioux Falls, SD N/A www.wellsfargo.com	Dick Kovacevich 1874
5	CIT SMALL BUSINESS LENDING CORP. 1 CIT Center Livingston, NJ 07039 800-713-4984	\$5,698,000	\$1,725,000 \$1,658,000 \$2,315,000	8	Livingston, NJ sbaloans@cit.com www.smallbizlending.com	Chris Reilly, President 1927
6	PACIFIC CITY BANK 3701 Wilshire Blvd., Suite 402 Los Angeles, CA 90010 213-210-2000/213-210-2032	\$4,298,000	\$1,021,000 \$1,600,000 \$1,677,000	4	N/A N/A N/A	N/A N/A N/A
7	WILSHIRE STATE BANK 3200 Wilshire Blvd., 14th Floor Los Angeles, CA 90010 213-387-3200/213-427-6562	\$4,037,500	\$0 \$1,795,000 \$2,242,500	6	Los Angeles N/A www.wilshirebank.com	Soo Bong Min, CEO and President 1980
8	FIRST COMMUNITY BANK 7900 Jefferson N.E. Albuquerque, NM 87109 505-241-7610/505-241-7606	\$3,350,300	\$2,158,000 \$967,300 \$225,000	18	Albuquerque, New Mexico N/A www.fcbcolo.com	Michael Stanford 1922
9	MIRAE BANK 3255 Wilshire Blvd., No. 1100 Los Angeles, CA 90010 213-427-7900	\$3,050,000	\$350,000 \$2,700,000 \$0	5	Los Angeles N/A www.miraebank.com	Kwang Soon Park, CEO and President 2002
10	KEYBANK NATIONAL ASSOCIATION 127 Public Square Cleveland, OH 44114 216-689-3000/	\$2,940,000	\$545,000 \$45,000 \$2,350,000	14	Cleveland, Ohio N/A www.key.com	Henry L. Meyer 1849
11	COMERICA BANK 500 Woodward Ave. Detroit, MI 48226 800-292-1300	\$2,704,000	\$2,000,000 \$474,000 \$230,000	3	Detroit N/A www.comerica.com	Ralph W. Babb Jr., CEO 1871
12	SCEDD DEVELOPMENT CO. 1104 N Main St. Pueblo, CO 81003 719-545-8680/	\$2,462,000	\$2,462,000 \$0 \$0	2	N/A N/A N/A	N/A N/A N/A
13	FIRST NATIONAL BANK OF ARIZONA 17600 N. Perimeter Drive Scottsdale, AZ 85255 480-458-2000/480-458-2090	\$2,151,600	\$1,901,600 \$0 \$250,000	3	Scottsdale, Ariz. custserv@fnbaonline.com www.fnbaonline.com	Ray Lamb, CEO 1999
14	VECTRA BANK COLORADO NATIONAL 2000 S. Colorado Blvd., No. 2-1200 Denver, CO 80222 720-947-7700/720-947-7760	\$2,050,000	\$0 \$0 \$2,050,000	2	Denver N/A www.vetrabankcolorado.com	Bruce Alexander, CEO 1988
15	PIKES PEAK REGIONAL DEVELOPMENT CORP. 228 N. Cascade Ave., Suite 208 Colorado Springs, CO 80903 719-471-2044/719-471-2042	\$2,000,000	\$2,000,000 \$0 \$0	1	Colorado Springs dfa@pprdc.com www.pprdc.com	Douglas Adams, Director 1976
16	BANK OF THE WEST 180 Montgomery St. San Francisco, CA 94104 970-223-6426/970-223-7438	\$1,997,500	\$0 \$0 \$1,997,500	1	San Francisco, Calif. N/A www.bankofthewest.com	Don J. McGrath 1986
17	HANMI BANK - SBA LOAN CENTER 3327 Wilshire Blvd. Los Angeles, CA 90010 213-427-5722/213-427-5774	\$1,916,000	\$0 \$1,378,500 \$537,500	4	N/A Los Angeles, Calif. www.hanmi.com	James Kim, Manager 1982
18	CAPITAL ONE FEDERAL SAVINGS BANK 1680 Capital One Drive McLean, VA 22102 800-801-1164	\$1,510,000	\$325,000 \$510,000 \$675,000	31	McLean, Vir. N/A www.capitalone.com	Richard Fairbank, Chairman, President and CEO 1995
19	FIRST NATIONAL BANK 205 W. Oak St. Fort Collins, CO 80522 970-482-4861/970-482-4738	\$1,345,000	\$1,195,000 \$0 \$150,000	6	Omaha, Neb. N/A www.1stnationalbank.com	Mark Driscoll, President 1881
20	FIRSTIER BANK 980 Dillon Road Louisville, CO 80027 303-926-9000	\$1,301,000	\$0 \$0 \$1,301,000	3	Broomfield ecare@firstierbank.com www.firstierbank.com	Al Linton, Vice chairman/Chief credit officer 1974
21	UPS CAPITAL BUSINESS CREDIT 280 Trumbull St. Hartford, CT 06103 860-727-0700	\$1,058,000	\$0 \$0 \$1,058,000	1	Hartford, Conn. N/A http://capital.ups.com	N/A N/A
22	COMPASS BANK 15 S. 20th St. Birmingham, AL 35233 800-239-1996	\$1,031,240	\$10,000 \$290,000 \$731,240	15	Birmingham, Ala. N/A www.compassweb.com	D. Paul Jones, Jr 1964
23	DENVER URBAN ECONOMIC DEVELOPMENT CORP. 1905 Sherman St., Suite 200 Denver, CO 80203 303-861-4100/303-861-9456	\$909,000	\$0 \$145,000 \$764,000	4	Denver stephanieg@duedc.org N/A	Stephanie Gerringer, Executive director 1985
24	CENTENNIAL BANK HOLDINGS INC. 13700 E. Arapahoe Road Englewood, CO 80112 303-680-1600	\$882,800	\$882,800 \$0 \$0	1	N/A N/A N/A	Lee Anne Lewis N/A
25	UNITED WESTERN BANCORP INC. 700 17th St., Suite 100 Denver, CO 80202 720-956-6500	\$780,000	\$0 \$0 \$780,000	1	Denver BankOnline@uwbank.com www.uwbank.com	Scott Wetzel, CEO N/A

Source: Small Business Association
(1) Colorado Lending Source Front Range Regional Economic Development Corp. (dba) Colorado Lending Source

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

COLORADO DISTRICT OFFICE (FY 2007) - Loans by County

County	7(a) Loans (#)	Amount
Adams	203	\$41,666,840
Alamosa	3	\$115,000
Arapahoe	386	\$62,923,437
Archuleta	5	\$245,000
Baca	0	0
Bent	1	\$10,000
Boulder	206	\$39,986,500
Broomfield	24	\$1,224,700
Chaffee	5	\$2,392,730
Clear Creek	4	\$82,000
Custer	0	0
Conejos	0	0
Delta	14	\$2,431,500
Denver	406	\$89,135,500
Douglas	208	\$37,195,000
Eagle	31	\$1,188,300
Elbert	14	\$2,012,000
El Paso	289	\$57,525,911
Fremont	7	\$2,314,300
Garfield	29	\$8,185,300
Gilpin	2	\$50,000
Grand	11	\$1,699,100
Gunnison	9	\$2,519,350
Huerfano	2	\$1,275,000
Jefferson	332	\$59,698,700
Kit Carson	0	0
Kiowa	1	\$160,500
La Plata	16	\$5,229,415
Lake	4	\$943,000
Larimer	182	\$40,568,900
Las Animas	4	\$4,848,108
Lincoln	2	\$2,298,800
Logan	3	\$1,256,000
Mesa	56	\$13,674,657
Moffat	6	\$2,580,987
Montezuma	5	\$1,546,000
Montrose	8	\$2,385,500
Morgan	2	\$331,000
Otero	1	\$20,000
Ouray	1	\$301,000
Park	9	\$299,900
Pitkin	10	\$1,775,680
Pueblo	66	\$10,396,855
Rio Blanco	2	\$215,000
Rio Grande	2	\$136,000
Routt	10	\$2,062,000
San Juan	1	\$600,000
San Miguel	2	\$1,181,000
Summit	23	\$3,045,100
Teller	13	\$1,907,000
Weld	114	\$25,716,200
Yuma	0	0

COLORADO DISTRICT OFFICE | TOP 25 SBA 7(A) LENDERS - FY 2007

LENDER	LOAN VOLUME (#)	LOAN VOLUME (\$)
US Bank, National Association	540	\$47,804,200
JP Morgan Chase Bank, NA	431	\$33,100,500
Wells Fargo Bank, NA	428	\$57,927,500
Capital One, NA - Credit Card/Bank	176	\$8,480,000
Compass Bank	98	\$6,205,240
KeyBank, National Association	90	\$14,622,500
Washington Mutual Bank	71	\$2,690,500
Wilshire State Bank	51	\$22,113,500
Vectra Bank, Colorado	48	\$7,331,080
CIT Small Business Lending Corp.	44	\$28,857,000
Hanmi Bank - Los Angeles, California	31	\$14,991,700
First Community Bank	31	\$6,768,600
BANCO Popular North America	18	\$7,652,000
Innovative Bank	18	\$250,000
Pacific City Bank	16	\$10,739,500
Comerica Bank	14	\$7,580,600
MIRAE Bank - Los Angeles, CA	14	\$7,100,000
Center Bank	14	\$5,327,000
Business Loan Center, LLC	14	\$5,314,100
Sunflower Bank, NA	14	\$1,658,000
Wachovia SBA Lending, Inc.	12	\$7,876,600
NEWTEK Small Business Finance, Inc.	11	\$1,218,500
United Western Bank	10	6,271,000
Stearns Bank, NA	8	\$1,769,900
California Bank & Trust	8	\$770,700
TOTAL	2210	\$314,420,220

CERTIFIED DEVELOPMENT COMPANY | LOAN PERFORMANCE FY 2007

CERTIFIED DEVELOPMENT COMPANY	LOAN VOLUME (#)	LOAN VOLUME (\$)
Colorado Lending Source	244	\$111,083,000
Preferred Lending Partners	38	\$16,909,000
Small Business Finance Corp	34	\$21,189,000
Pikes Peak Regional Development Corp	27	\$18,200,937
Business Lending Center	7	\$4,219,000

* These loan numbers and dollar volume figures are net of any cancellations.

ECONOMY, from SBA - 2

the value of a good day's work and who are dedicated to their jobs.

Beyond statistics

The importance of small business goes beyond these statistics. Think about the critical role that small businesses play in shaping their communities. I strongly believe that entrepreneurship can bring real, lasting, and positive change to economically distressed towns and cities across Colorado and the nation.

Small firms create jobs and opportunities; they create wealth and new investment; and they are a proven path to a better life for Americans in all communities. When you consider the immensely vital role that small businesses play, it's clear how important it is for the SBA to enact the right policies, and provide the right type of help needed in today's economic environment.

Colorado is a place that embraces the entrepreneurial spirit, a spirit that lives in

over 400,000 small businesses statewide. I truly believe that entrepreneurship is a part of our national DNA. Dreaming big and taking risks to realize those dreams is part of who we are. We are a people that are driven by our dreams because we know that dreams can come true.

Small business owners are also a part of a force that fuels much of our country's greatness — 25 million small businesses combine to drive our economic engine and to keep it vibrant, adaptable, and competitive. America needs to foster the entrepreneurs of the future, who will keep our economy robust and competitive.

If you are a small business owner, or are thinking about starting a new small business, and need assistance from the US Small Business Administration or one of its resource partners, please contact the Colorado District Office at 303-844-2607 or go to www.sba.gov/co.

Greg Lopez is the SBA's Colorado District Director. He can be reached at 303-844-2607 or greg.lopez@sba.gov



(Left to Right) Tom Gillespie, Mark Brase, Tom Olson Jr., Cinda Reed, Lorena Beloin, Holly Kammerer

Same great people. Same great products. New great name.



POINTS WEST
Community Bank

8100 6th St. - Wellington, CO 80549
(970) 568-3250

1291 Main St. - Windsor, CO 80550
(970) 686-0878



www.pointswestbank.com

“A bank I trust comes *first* - free business checking is a bonus.”

With our small business checking account free means...

- No monthly minimum balance
- Free online banking and BillPay
- First 175 items free*, all electronic items are free
- Free check images
- Pre-approved \$500 overdraft line of credit**
- No annual fee on overdraft line of credit for the first year

First National Bank
Customer Service 970.495.9450
1stnationalbank.com



You're Always First With Us



* Includes debits, credits and deposited items. \$0.33 per item over 175.

** Higher lines of credit are available. Subject to qualification.