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Battle looms over oil, gas tax credit

Industry pumps in millions to defeat ballot measure 113

By Steve Porter
sporter@ncbr.com

Millions of dollars are gushing in from the oil and gas industry in an effort to defeat a proposed ballot initiative that could cost the industry \$300 million or more a year.

The measure would end a 30-year property tax credit to the oil and gas industry and direct the majority of that money to college scholarships for low and middle-income families. It would also provide funds for wildlife habitat, clean energy projects and water quality and transportation projects in communities where oil and gas producers operate.

Initiative 113 supporters on Aug. 4 submitted 137,000 voter signatures to the Colorado Secretary of

State's office, almost double the 76,000 valid signatures needed to put the initiative on the Nov. 4 ballot. The Secretary of State has 30 days to verify the signatures.

The prospect of losing the tax credit has the oil and gas industry heavyweights pulling out their checkbooks and writing million-dollar checks to Coloradans for a Stable Economy. Houston-based ConocoPhillips contributed \$1 million on July 29.

"We believe the initiative is poor

tax policy," ConocoPhillips spokesman Bill Tanner said. "We believe that eliminating the tax credit penalizes an industry that's making significant contributions to the state's economy and it does little to add additional energy supplies to the marketplace."

As of Aug. 4 — the latest date for reporting contributions — Coloradans for a Stable Economy had collected \$6.6 million in contributions, including \$1 million donations each from ConocoPhillips; Houston-based Exxon Mobil Corp.; Chevron Corp., headquartered in Concord, Calif.; San Francisco-based Williams Cos.; and EnCana Oil and Gas of Calgary, Alberta, which was tight-lipped about its contribution.

See BATTLE, 15

More coverage
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Steve Porter, Northern Colorado Business Report

Weld Co.'s biggest drillers earn more than billion in '08

By Kristen Tatti
ktatti@ncbr.com

Even in a quarter when reported earnings are dipping, Weld County's largest oil and gas production companies are raking in some serious cash.

The three largest oil and gas producers working Weld's Wattenberg Field posted a combined \$1.68 billion in net income during the first half of the year, which is actually down 68 percent from last year. Another recorded a \$54.6 million loss.

The companies with the largest stake in Weld County's Wattenberg Field — Noble Energy Inc., and Anadarko Petroleum Corp., both headquartered in Texas; EnCana Corp., based in Calgary, Alberta; and Petroleum Development Corp. of Bridgeport, W.Va. — are all publicly traded corporations, and while the numbers might suggest some softness in the market, in reality the industry is seeing great results.

"In general, results have been higher than what we expected," said Phil McPherson, senior analyst for investment banking firm Global Hunter Securities LLC. "You're seeing a lot of companies with record earnings."

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Study water, save the world with a volunteer corps

Maurice Albertson recalls creation of the Peace Corps

By Jane Albritton
news@ncbr.com

Editor's note: Between Aug. 22 and 24, Fort Collins' Northside Aztlan Community Center will become the epicenter of Peace Corps & Friends: A Celebration. The weekend will feature activities, speakers, concerts and reunions of returned Peace Corps volunteers, in recognition of the pivotal role played in the development of the organization by Colorado State University.

NCBR writer Jane Albritton, who spent her Peace Corps years (1967-69) in India, sat down with Maurice Albertson, now professor emeritus for the CSU Engineering Department, for a wide-ranging interview about how he helped bring the international organization into being. She is also editing an anthology of volunteer stories, "Peace Corps at 50," (www.peacecorpsat50.org) to be published for the organization's half-century anniversary in 2011, and will conduct a writing workshop for volunteers on Friday afternoon of the celebration.

NCBR: What originally brought you to Colorado State University after you completed your doctoral work in engineering at State University of Iowa (now the University of Iowa)?

Albertson: I came to Colorado State, which was then Colorado A&M, in 1947 with the job of developing a water resources research and graduate program. In 10 years we had the largest program in the world — starting from zero. We had inherited a campus lab from the Bureau of Land Reclamation where we could do model studies in hydrology. That research got us well acquainted with the international development that was taking place.

NCBR: How did you happen to get directly involved in international development?

Albertson: After World War II, the Marshall Plan pulled Europe out of a terrible situation. So the thinking was, "Why not do it with the rest of the world?" In the 1950s, there was a lot of money going into water resources, building dams and canals. That was also the time when the Southeast Asia Treaty Organization, SEATO, was set up in Bangkok, Thailand.

NCBR: But that was a military organization, wasn't it?

Albertson: Yes, it was. But the director said that there should be some non-military projects and that local students should be trained as engineers to lead the way with sustainable development. So the plan was to develop a graduate school for water resources. USAID (United States Agency for International Development) said they would find someone to run it.

NCBR: How did USAID find you in Fort Collins?

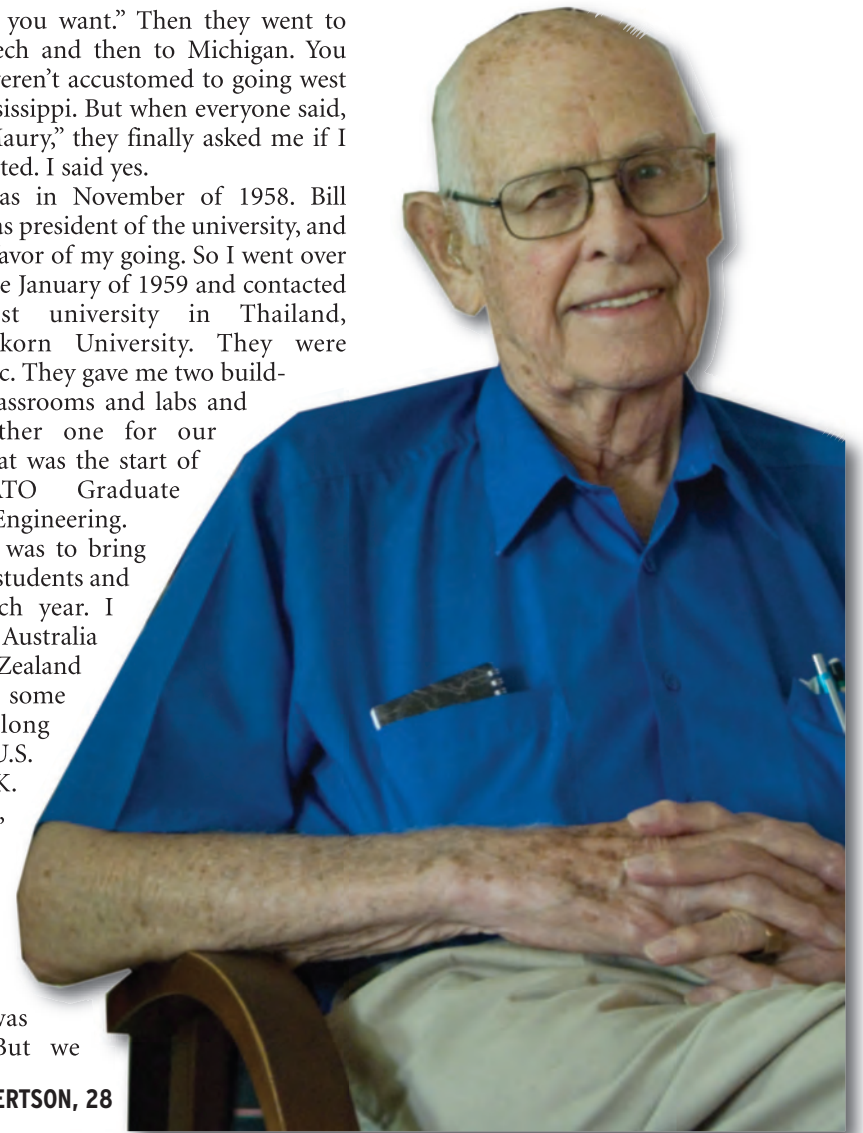
Albertson: They first went to MIT, and my colleagues there said, "Maury Albertson

is the one you want." Then they went to Georgia Tech and then to Michigan. You see, they weren't accustomed to going west of the Mississippi. But when everyone said, "Talk to Maury," they finally asked me if I was interested. I said yes.

That was in November of 1958. Bill Morgan was president of the university, and he was in favor of my going. So I went over there in late January of 1959 and contacted the largest university in Thailand, Chulalongkorn University. They were enthusiastic. They gave me two buildings for classrooms and labs and built another one for our offices. That was the start of the SEATO Graduate School of Engineering.

My job was to bring in money, students and faculty each year. I had to get Australia and New Zealand to give us some money, along with the U.S. and UK. Initially, France declined because the language of instruction was English. But we

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THE EYE

Sit! Stay! Pets beat dog days at resorts



Forget the donkeys. The Eye always suspected Denver would be going to the dogs during the Democratic National Convention later this month. But never fear. **Camp Bow Wow** is here to help.

“The DNC will bring visitors from around the globe, including four-legged friends who want to get in on the action,” said **Deb Crandall**, owner of Camp Bow Wow LoDo. “Many people opt to bring their dogs when traveling, and Camp Bow Wow offers an option for their short- or long-term care. In addition, thousands of local business people and volunteers will be putting in long days to ensure a successful event and their loved ones need a place to stay relaxed, cool and hydrated.”

Camp Bow Wow LoDo, on Brighton Blvd., is one of 70 doggy day care and boarding facilities around the country, including Fort Collins and Greeley, with a summer-camp theme. Counselors supervise four-legged campers on the outdoor playground equipment and in the climate-controlled cabins

See **THE EYE**, 23

Four-story makeover planned for SAE site

Brinkman partnership would create new CSU campus gateway project

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

FORT COLLINS — Two years after the Sigma Alpha Epsilon fraternity abandoned its stately home near the Colorado State University campus in the wake of liquor violations, plans for a major redevelopment project are afoot.

Fort Collins developer and builder Brinkman Partners LLC, in partnership with the fraternity’s real estate arm, plans a four-story, 40-unit student residence with 5,000 square feet of retail space on the ground floor

on the northwest corner of Howes and Laurel streets.

“We’re excited about the location more than anything,” said Kevin Brinkman, a principal in the development company. “It’s right at the gateway to the Oval and the campus, and a block from where the Mason Street rapid transit terminal will be. There’s not a better place in the city for a project like this one.”

Rents at the Oval Oaks project will range from \$400 to \$625 monthly per bed, with five studio apartments, 16 two-bedroom units, 16 three-bedroom and three four-bedroom flats. The retail space will accommodate three tenants.

Windows of the 82-year-old, two-story mansion that once housed SAE members have been boarded up from the inside since the fraternity moved out and reorganized as a chapter on the CSU campus, this time without a home. Plans

by the partnership call for a small meeting space on the ground floor of the building to accommodate fraternity members and alumni.

Ian Shuff, an architect with Aller Lingle Architects PC, said he took his cues from other buildings in the neighborhood, including those on the CSU campus, in designing Oval Oaks.

“It’s a very challenging context,” Shuff said. “Nearby are examples of Mission architecture, a newer apartment building, and some of the older residences along Howes. The corner element will have some of the Mission elements, with the blond brick that some of the campus buildings have.”

Each unit will have large windows and terraces offering views of the campus, Old Town and the foothills to the west.

One challenge that the tight, 34,000 square-foot site presents is preservation of the 100-

See **SAE**, 23

F O C U S



Kristen Tatti, Northern Colorado Business Report

HANDS ON — Shane Miller machines aircraft parts as a member of Woodward Governor Co.’s production team in Fort Collins. Miller completed Front Range Community College’s Energy Boost program and is now working at Woodward through temp firm Adecco.

New energy technology needs new technicians

Region’s community colleges work with industry on programs

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

As Northern Colorado positions itself as a leader in new energy technology, the region’s colleges are taking on new curriculum tailored to meet the needs of the field’s existing employers.

Two community colleges are already seeing

success with new programs training entry-level workers for the energy industry. The programs, made possible by Workforce Innovation in Regional Economic Development, or WIRED, grants, include both soft and technical skills and industry participation.

Both Aims Community College in Greeley and Front Range Community College in Fort Collins were awarded WIRED grants at the start of the year for programs aimed at better preparing potential energy industry employees. Both programs were born out of a meeting last fall of industry, government and education where employers were able to lay out what

See **ENERGY**, 26

MPO’s Embrace Colorado wheels toward reality

Visioning process set to begin Oct. 1 with new offices

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

John Daggett is getting ready to take “Embrace Colorado” on the road and see if it has wheels.

Daggett, regional initiatives and operations manager for the North Front Range Metropolitan Planning Organization, will soon be leaving the employ of the MPO to become director of Embrace Colorado, a regional “visioning” effort to find publicly supported solutions to Northern Colorado’s growing transportation problems.

Embrace Colorado is based on “Envision Utah” and other community visioning projects around the country that have found success in tackling local transportation issues. Unveiled in March during a regional transportation summit held at The Ranch in Loveland, the organization is slowly becoming a reality, Daggett said, having received its 503(c) nonprofit tax status in July and assembled the core of its board of directors.

On Aug. 7, the MPO’s Transportation and Air Quality Planning Council and the Embrace Colorado board approved a memorandum of understanding to use \$200,000 in federal funds to establish a separate office for the new group.

“What we’re trying to do is get this outside of government and into a nonprofit,” Daggett said. “Basically the (MOU) formalizes the relationship so we can move to the next stage, which is to raise match money for the project.”

Daggett is already at work raising about \$50,000 to match the federal funds and provide an initial budget for the fledgling organization, which will be located in an office as close to the center of the Larimer-Weld population base as possible.

Daggett said that would most likely be somewhere slightly north of Centerra. “We

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More than 100 nominees to yield 40 Under Forty

40 Under FORTY

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Bixpo at The Ranch >>> Sept. 17-18, 2008

By NCBR Staff

LOVELAND — We asked for nominations for 40 of the region's leaders of the future, and we received more than twice that number.

By the end of the day on Aug. 6, 102 names of dynamic business people under the age of 40 had been submitted for the 40 Under Forty Awards, to be presented by the *Northern Colorado Business Report* as part of Bixpo, Sept. 17-18 at The Ranch in Loveland.

"The quality of the nominees is just outstanding," according to NCBR Publisher Jeff Nuttall. "Our panel of evaluators faced quite a challenge reviewing all the candidates."

Nine business community members volunteered their time to evaluate the 40 Under Forty nominations: **John Benjamin**, The Growth Coach in Greeley; **Marti Bradley**, owner of Pioneer Press in Greeley; **Jay Hardy**, vice president of community affairs for McWhinney in Loveland; **Ann Hutchison**, executive vice president of the Fort Collins Area Chamber of Commerce; **Ty Notestine** of Thomas and Tyler LLC in Greeley; **Chris Osborn**, CEO of First National Colorado Inc.; Fort Collins author and IT entrepreneur **Tim Reeser**; **Kelly Peters**, chief operations officer with the Rocky Mountain Innovation Initiative in

Fort Collins; and **Kris Pickett**, principal of Lamp, Rynearson & Associates in Greeley. They know what they were looking for — Hardy, Hutchison, Osborn, Reeser and Peters were all members of NCBR's 40 Under Forty Class of 2004.

Each awarded nominee points in three important areas: the impact the candidate has had on his or her organization; the candidate's most significant achievements in the community; and whether the candidate has the potential to be a leader in Northern Colorado over the next decade.

NCBR staff are compiling the total points from all the evaluators to determine the final 40 Under Forty Class of 2008.

The final 40 will be announced in a special section of the Sept. 12 issue of NCBR, and recognized at a luncheon on Wednesday, Sept. 17, the first day of Bixpo at The Ranch. Braun Mincher, entrepreneur, author and another member of the Class of 2004, will present the keynote address at the luncheon. The complete list of 40 Under Forty nominees appears on page 27 of this edition of NCBR.

To make reservations for the 40 Under Forty luncheon, contact De Dahlgren, NCBR marketing director, at 970-221-5400, ext. 202, or e-mail ddahlgren@ncbr.com.

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C O R R E C T I O N S

Caribou Cos. is the developer of Caribou Ridge Homes in Nederland. Zero Energy LLC is the builder for the project. Names of those entities were incorrect in the Aug. 1 edition of the *Business Report*.

Patricia Stewart is the director of Greeley's Downtown Development Authority. Her predecessor was listed in "Who's Who in Business," an Aug. 1 *Business Report* special publication.

A list of Northern Colorado golf courses in the Aug. 1 *Business Report* should have named Jerry P. Brown, golf manager for the city of Fort Collins, and Jim Greer, golf professional, as the people in charge at Collindale Golf Course.

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

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Boxelder pact adds development potential

New tax district will pay expenses of flood control

By Tom Hacker
thacker@ncbr.com

Larimer County, Fort Collins and the town of Wellington have inked an agreement that has the potential to add parts of 4,900 acres of mostly vacant land to the region's inventory of prime development sites by removing them from a troublesome floodplain.

The formation of the Boxelder Basin Regional Stormwater Authority, an incremental process that required votes by elected officials in all three partnership entities, was mostly sealed in July with a 4-to-3 Fort Collins council vote on a resolution committing the city as a participant. All that remains is an Aug. 19 council decision that will make the tax-district plan part of the city code.

"First and foremost, this is about flood control and protecting property," Fort

Collins Finance Director Mike Freeman said. "Secondarily, how this project benefits Fort Collins is that it takes two major interchanges, Mulberry at I-25 and Prospect at I-25, out of the floodplain."

Freeman has been closely watching progress on the Boxelder plan since he arrived as the city's chief economic development official. The project was cited for its economic development potential during a council hearing on the city's Economic Action Plan in June 2007.

But city and county engineers who have been steering the stormwater authority proposal through the approval process say that development potential was not part of the project's rationale.

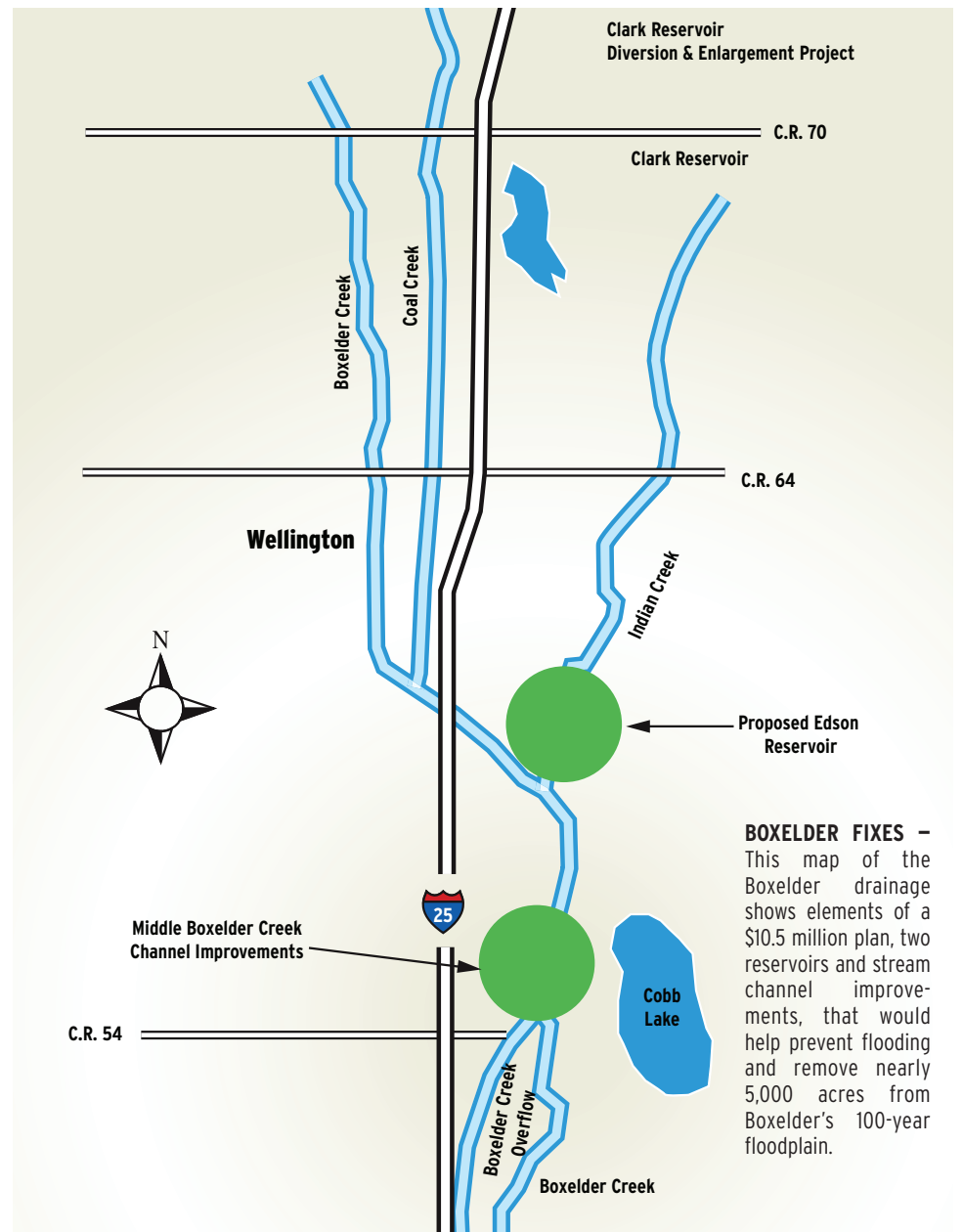
"It's a side benefit that it does have economic potential," Fort Collins Water Engineering Manager Jim Hibbard said. "We haven't tried to hide that there are economic advantages, but that's not what's driving the project."

Pieces of the plan

Elements of the \$10.5 million Boxelder project include:

- enlarging the capacity of Clark

See BOXELDER, 29



BOXELDER FIXES – This map of the Boxelder drainage shows elements of a \$10.5 million plan, two reservoirs and stream channel improvements, that would help prevent flooding and remove nearly 5,000 acres from Boxelder's 100-year floodplain.

Map by Business Report



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Greeley 80631: A look into the housing bust

Bank properties in Greeley zip code offer look into crisis

GREELEY — It's been a calamitous couple of years for the residential real estate market, as any literate person knows.

Greeley has become the poster city for the nationwide foreclosure epidemic, much of it fueled by subprime lending practices that lured unqualified buyers into deals they could not sustain. *The New York Times* took note. So did *USA Today*, and CNN, and a slew of other national news organizations.

But the sellers, buyers and brokers are nearly finished with the job of sifting through the wreckage, some say, and a rebound might be on the horizon.

"Follow the absorption rates," said John DeWitt, president of the Greeley Board of Realtors and managing broker with Re/Max Alliance in Greeley. He referred specifically to homes in the price range between \$100,000 and \$160,000. "Last year about the June-July time frame, we had 10 months' supply. This year we have about



REAL ESTATE
Tom Hacker

five. That's a big turnaround."

It's also an indicator that a new and booming low-end market is what keeps Greeley's residential brokers afloat. DeWitt, whose listings include VA home loan foreclosures, said the sorrow of foreclosure has opened opportunities at the market's bottom tier for first-time homebuyers — and, yes, speculative investors.

Look at zip code 80631, the area that includes neighborhoods roughly east of 23rd Avenue in the city's historic core. Analysis by Nate Buie, a broker with The Group Inc. Real Estate's Greeley office, shows the median home price in that zip code boundary fell to \$96,000 this year, with 217 units sold as of July 15, and 326 listed on the market.

That price is a 31 percent drop from the 2004 high-water mark for prices there — \$140,000.

Foreclosures in the 80631 area are epidemic: Of those 217 units sold so far in 2008, almost 60 percent were bank-owned foreclosures, and the median selling price of those properties was \$79,800, a number no one in Northern Colorado could have imagined just three years ago.

If there is a difference between Greeley's market and those in other regions of the nation hard hit by foreclosures, it's that the Greeley properties are being snapped up as soon as they are listed.

"We're listing those properties at the same rate as we have for the past 18 to 24 months, but they're selling as fast as they hit the market," said Group broker Don

Tennessee. "That tells me we have a market where we have a significant number of homebuyers as well as investors who believe that the future is going to be better than the present."

DeWitt arrives at the same conclusion. "If you want to see some real problems, go to Detroit," he said. "There's some real hopelessness."

80634: Stark contrast

Want some context for those startling east Greeley numbers? Go west.

While the market between 23rd Avenue and the city's western boundary is no rose bed, it's surely brighter. The median home price in the zone peaked in 2005 at \$185,400. So far this year, the median is \$169,900, a drop of slightly more than 8 percent in three years.

Of the 457 sales in west Greeley so far this year, 172 were bank foreclosures, with a median price of \$143,500.

The inventory shrinkage at the lower end of the Greeley-Evans market is significant. In some areas it's half what it was last year. While sales of higher-end homes have been slower, the supply is still showing signs of tightening. Good news, according to regional economist John Green.

"Supply is the critical factor in the market," Green said. "When that begins to shrink, it's a sign that things have turned around."

Not everyone is convinced. While buyers are absorbing the once-burgeoning inventory of new and resale homes, the

dropping prices leave little to cheer about, said Mike Ramstack, a broker with Pro Realty in Greeley.

"The inventory is shrinking, but I don't see it turning around yet," he said. "The average price is still dropping. We were last week about \$30 million behind last year in sales volume. This is the third year in a row for that, and I don't think we've hit bottom."

Ramstack said the flood of zero-down, subprime loans, and the failure of regulators to see the potential problems and deal with them, had ravaged the Greeley market.

"In my personal opinion, these no-down loans were a good idea but poorly executed," he said. "A lot of this started with HUD and FHA, with well-intentioned programs. But for the buyers, there's no perceived value, and no reason not to walk away when things got tough. And our friendly real estate commission sat around and did nothing. If they had made a few phone calls a few years ago to find out what was going on, things might be different now."

For those interested in a statistical stew that tells the story of Greeley's market, a visit to Nate Buie's Internet site at www.natebuie.com is worth the trip. Click on "area statistics."

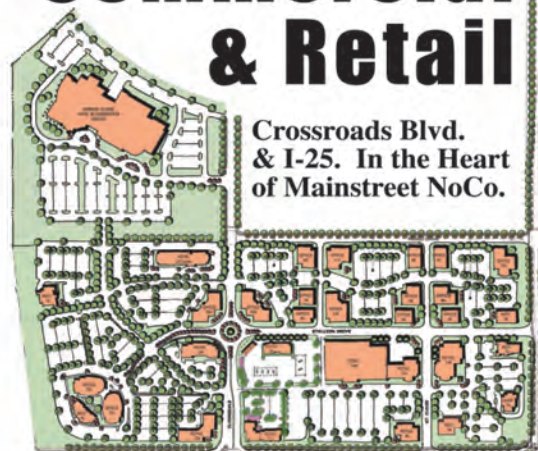
Editor Tom Hacker covers real estate for the Northern Colorado Business Report. He can be reached at 970-221-5400, ext. 223 or at thacker@ncbr.com.



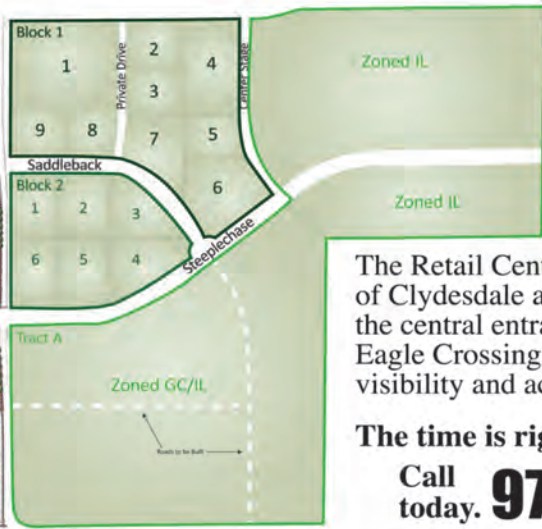
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Medicare fiasco marks yet another low point

Reimbursement cuts avoided in showdown with President Bush

In the end, it was too big of an issue for anyone but the lame ducks to let party politics get in the way — especially in an election year.

Last month, a high-wire drama played out in Congress over Medicare payments to physicians, as President Bush and the American medical community — along with AARP — squared off over a 10.6 percent cut in reimbursements to doctors.

At the heart of the debate was political posturing over how best to fund the financially strapped and ever-more-complex Medicare program. In essence, the battle boiled down to a choice between providing funding to avoid the cut or reducing payments to insurance companies offering Medicare Advantage plans.

Bush, along with many Senate Republicans including Colorado's Wayne Allard, sided with the insurance industry, while Senate Democrats mostly aligned themselves with the doctors who provide care to the vast majority of the nation's 44 million Medicare recipients.

The 10.6 percent cut would likely have resulted in a huge number of family care physicians refusing to take on new Medicare patients and possibly dropping some of their existing patients, according to Thomas Allen, M.D., a family care physician practicing in Fort Collins.

"It was a big deal," said Allen, who noted that, factoring in overhead related to treating Medicare patients, the cut would have had more than double the impact on his practice. "Basically, it would have made it harder for docs to participate and harder for patients to find someone to serve them."

That's already a trend, as falling Medicare reimbursement schedules and increasing paperwork have begun to turn doctors away from accepting new patients.

Just before the Congress's Fourth of July recess, the House passed — on a bipartisan vote of 355-59 — HR6331, which would have prevented the 10.6 percent reimbursement cut. But in the Senate Republicans blocked efforts to take up the bill before the recess. The cut took effect on July 1, but the Bush administration delayed processing new claims to give Congress time to come up with a possible compromise.

On July 8, the Senate — electrified by the appearance of Massachusetts Democratic Sen. Ted Kennedy who had been absent undergoing treatment for a recently diagnosed brain tumor — voted 69-30 to pass HR6331. That set the stage for a promised veto by Bush, which the Congress promptly overrode by a vote of 384-41 on July 15.

All but two members of Colorado's Congressional delegation ultimately voted to support HR6331. Rep. Tom Tancredo, R-Littleton, and Sen. Wayne Allard, R-Fort Collins — both lame-duck legislators —

voted against it.

Steve Wymer, communications director for Allard, said the senator continued to oppose the bill throughout the voting process because he felt a better bill could have been passed that did not harm the nation's 10 million seniors with Medicare Advantage plans.

"Sen. Allard was committed to a better bill, particularly in rural areas," Wymer said, adding that it was "shameful" how the medical community characterized Allard as being anti-Medicare. "I would say it's incredibly short-sighted to judge someone's political record on one vote."

Medicare Advantage plans were first introduced in 1997 as Medicare Part C. The plans offer coverage not provided by Medicare and lower co-payments but plan enrollees may have less choice in the doctors they see or the hospitals they go to.

While the medical community was revved up to promote the passage of HR6331, a gigantic effort was mounted by the senior organization AARP to enlist Congressional support.

"This was huge," said Kelli Fritts, advocacy representative for AARP Colorado. "This was our No. 1 issue this year."

Fritts said the 39-million-strong AARP sent more than 750,000 e-mails to Congress, made more than 117,000 telephone calls and gathered almost 226,000 signatures for an online petition to impress Congress with its support for HR6331.

Fritts said she believed the issue was more complicated than simply choosing to cut Medicare or choosing to cut the

Medicare Advantage plans. In the end it was about access to doctors, she said.

"If you don't have a doctor willing to see you, what good is (a Medicare Advantage) plan?" she said. "We already have a problem in Colorado with finding doctors willing to take people on Medicare and we certainly didn't want to add to that."

Fritts said AARP is trying to find better ways to provide access to senior health-care through its "Divided We Fail" campaign that emphasizes non-partisan solutions to the nation's problems.

And she notes that, even though this

year saw a victory in maintaining reimbursement rates to providers, next year — one that's not an election year — will bring another battle unless something changes.

"That's why we're seeking an overall solution to this problem," she said. "What we hope to see next year is not to have to do this again, because it's always a hard, ugly fight."

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



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Banks pulling back in response to economy

Guaranty, First State both close branches, write down goodwill

Earnings for the first half of the year are beginning to trickle in, and some of the publicly traded banks operating in Northern Colorado are responding to current conditions by downsizing.

Guaranty Bank, formerly known in Northern Colorado as Centennial Bank of the West, announced with its second-quarter earnings that it would close two branches — in Longmont and in Broomfield.

"We acquired four banks to build Guaranty, and those were overlapping branches," said Paul Taylor, CFO of Guaranty, explaining that the move was a cost-cutting measure. "In these tough economic times, we'll be constantly evaluating costs."

The bank is rumored to have eliminated positions in Northern Colorado recently, but Taylor said he could not comment on the issue. According to regulatory filings, Guaranty has trimmed employment by about 20 full-time positions between March 31 and June 30.

Taylor said that the integration of all of the banks is nearly complete. At the May annual meeting, shareholders approved a name change for the holding company and the stock ticker symbol — from Centennial Bank Holdings and CBHI to Guaranty Bancorp and GBNK.

"It's been a long road," Taylor said of the transition.

Last year, the company took a \$142.2 million goodwill impairment (non-cash) charge and sold off a \$48 million loan portfolio for \$31.4 million. But the returns are becoming apparent. For the second quarter, the company reported a \$2 million net income for the quarter compared to a \$6.8 million loss last year. The company's stock is even faring better, up to more than \$5 from a recent low of \$3.10 per share.

Another bank recently took a goodwill hit and announced it was closing some operations. First State Bancorp, which operates 20 First Community Bank branches in Colorado, announced it would close its Utah operations and take a goodwill impairment of \$127.4 million for the second quarter.

"The Utah operation, for us, was extremely successful in generating loan volume but not in deposit business," said Pat Dee, chief operating officer of First State Bancorporation.

The bank decided that it needed to see more balance on both sides of the balance sheet. The closure of its Utah offices, Dee explained, will allow the company to focus its capital in its Colorado, New Mexico and Arizona markets.

Dee said that the decision to close the Utah operations would have come eventu-

ally, but that the current economic conditions moved it along.

"At this time, capital at banks is very important," he said.

The goodwill impairment, along with an increase in loan loss reserves, led the bank to a net loss of \$118.3 million for the quarter. The company's stock took a hit this year and is now trading around \$5 per share — down from the low teens at the start of the year.

"Although we have experienced some softening in our markets, mostly around housing, we have achieved significant loan growth and decent deposit growth in a difficult market," said First State's CEO Michael Stanford, in the earnings statement. "While our stock price has been negatively impacted by the uncertainty about the national economy and speculation around the financial services industry, and in particular around the need for community banks to raise additional capital, we continue to be well-capitalized and have good liquidity."

Lighthouse joins First National

The economy, particularly as it relates to the housing market, has also paved the way for a (sort of) new partnership in Northern Colorado. Lighthouse Lending is now a part of Fort Collins-based First National Bank.

Earlier this year, Lighthouse partner Tom Beck was upbeat but resigned to the end of the mortgage lender's relationship with Union Colony Bank. Union Colony, a sister bank to First National, was being absorbed into the larger banking network.

However, after some discussion, the parties came to the conclusion that having Lighthouse join First National was the best way to address issues for both companies.

"We put out heads together and decided this is the best way to fulfill the needs on both sides," Beck said.

Lighthouse will operate as a net branch of First National — meaning that the Lighthouse's 11 lenders are employees of First National, but the office runs as a separate entity — juggling its own expenses and income.

"The last 12 to 18 months has been challenging," Beck said. By joining up with First National, Lighthouse will be able to offer more products, such as Federal Housing Authority loans.

"FHA is a big factor in the mortgage-originating world right now," Beck said.

Lighthouse previously offered FHA products, but stopped as different products became more popular. Becoming a part of First National saves Lighthouse from going through the FHA reinstatement process.

For its part, First National will now have an experienced, established mortgage lending team in the Greeley and Windsor markets. Jim Hunter, senior vice president and retail product manager for First National, said the deal really has been a long time in the making.

"I've been recruiting Tom for about nine years now," he said. "We felt that the timing was right."

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



BANKING

Kristen Tatti



COLUMNS



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Career placement key to degree

Colleges put emphasis on employment help for graduating students

By Jenna Jordan
intern@ncbr.com

Organizations as diverse as the Bill & Melinda Gates Foundation and the AFL-CIO Executive Council have made the nation's educational system a priority this year, to ensure schools provide all students the skills they need to succeed.

With a nationwide unemployment rate of 5.5 percent, and Colorado not far behind at 5.1 percent, a school's placement rate, or the number of students employed after graduation, has become an increasingly important consideration for potential students.

The Accrediting Council for Independent Colleges and Schools conducts an Annual Institutional Report that calculates which institutions are most efficient at placing students with employers, preferably in jobs that coincide with their area of study.

For the past two years, the Institute of Business and Medical Careers, a privately owned

See CAREER, 27

Training for a better job

When it comes to post-secondary education, local students have a wide range of choices, from the fast track for a focused career to a solid foundation for further education, as well as all manner of skills training and lifelong learning options. Here are two.



Front Range Community College

Overall placement (related to training): 35 percent; 72 percent continuing studies

Average wage of those employed (related to training): \$8.85 per hour

Tuition: \$81 per credit hour (resident); \$375.15 per credit hour (non-resident)

Length of program: Associate's degree: 60 credit hours;

Certificates: Vary from program to program based on credit hours, but usually completed within three years.

Institute of Business and Medical Careers

Overall placement: 94 percent

Average wage: between \$12 and \$15 per hour

Tuition: \$285 per credit (Degree: \$26,505-\$30,210; Diploma: \$17,670-\$19,950; Certificate: \$14,250-\$17,385)

Length of program: Degree: 19-20 months (93-106 credits);

Diploma: 13-15 months (62-70 credits);

Certificate: 12-13 months (50-61 credits)

SOURCE: FRONT RANGE COMMUNITY COLLEGE, INSTITUTE OF BUSINESS AND MEDICAL CAREERS

Identify the entrepreneurial spirit within



THE AUTHENTIC ENTREPRENEUR
Dawn Duncan

Find out what motivates you, learn all you can from others

This column will begin to tackle a huge topic that is a particular favorite of mine: Entrepreneurship.

This in no way means that I have all of the secrets to successful entrepreneurship. In fact, I would argue that no one really does, and that true entrepreneurship has a lot to do with being open-minded and aware that there is probably always going to be someone out there who knows a bit more than you do. That's just one of the many elements I find humbling and invigorating about living my life as an entrepreneur.

First, what exactly does it mean to be an entrepreneur? It

means venturing out on one's own to implement an idea or concept, taking it to market and convincing others to buy into it, right? Yes, but I think there's more to it than that.

When I think of all of the entrepreneurs I've worked with over the years, some of whom were extremely successful and recognized in their fields and others who were just starting out and literally inching themselves toward the jumping off point of self-employment, I think of several traits they all had in common. Mainly I think of the seemingly insatiable need to create new ideas and share them with others. The success of the idea usually didn't seem to matter so much to the true entrepreneurs — the opportunity to present it and possibly implement it was where all of the fun was for them. Financial rewards and recognition lived on the secondary level.

See ENTREPRENEUR, 30



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ON THE JOB

FINANCE

Jeff Cornelius has joined Norbel Credit Union in Loveland as manager of the Business Lending and First Mortgage divisions. Cornelius brings over 17 years' experience in commercial lending, mortgages and banking management.



CORNELIUS

Quinn McElwee of Merrill Lynch in Fort Collins has completed the Certified Special Needs Advisor program and received CSNA designation. The CSNA designation and training were developed and are administered by Special Needs Financial Services, a division of Merrill Lynch's Global Wealth Management Division.

ENGINEERING

Roger Barker, senior geologist and principal of Kumar & Associates Inc., has assumed the position of manager of the Colorado Springs office. Barker has been with the geotechnical engineering firm for 15 years and previously managed engineering operations at the Fort Collins office for 11 years.

Daniel Thomas, professional engineer for the Colorado Department of Transportation Region 4 Traffic & Safety Section in Greeley, received a CDOT Achievement Award in the double categories of Innovation and Customer Service last month. Thomas was honored for his work, in addition to his regular job responsibilities, for developing a set of electronic tools to improve access to roadway information such as aerial and roadway photographs, traffic counts, section maps, surface conditions, intersection configurations and striping.

HEALTH CARE

Ken Malcolmson has been appointed to the newly created position of chief executive officer of Humana Inc.'s West Central Region. Malcolmson will lead the development and management of Humana's medical and voluntary benefit products sold to employers in Colorado, Texas and Utah.



HYATT

Evan Hyatt has been named the new CEO of Hospice of Larimer County. Hyatt will be responsible for the overall direction and sustainability of HLC. Hyatt had been HLC's development and marketing executive prior to his new appointment.



ROSS

Vincent "Skip" Ross has joined the Orthopaedic Center of the Rockies as a sports medicine physician. Ross will have part-time hours at the Orthopaedic Center's office in Fort Collins while he continues to work part-time in his own practice in Cheyenne, Wyo.



GROSS

Diane Gross has been appointed vice president and general counsel for Poudre Valley Health System in Fort Collins. Gross will oversee the health system's legal activities in such areas as contracting, health-care regulatory guidance, joint ventures and managing the corporate insurance program. She has been the health system's associate general counsel since 2000.



HAY

MEDIA/MARKETING

Doug Hay has joined marketing firm Linden, in Fort

Collins, as business development manager. Hay brings more than 18 years of sales experience to Linden. Prior to Linden, he was employed by Penton Media.

Colorado angler **Dave Coulson** has taken over as state editor of Fishexplorer.com. Coulson is a resident of Fort Collins where he is a data analyst for Anadarko, which provides technical support for the U.S. Forest Service. Fishexplorer.com is a free fishing information resource that monitors more than 75 Colorado lakes.

REAL ESTATE

Kristen Specketer has joined The Group Inc. Real Estate's Centerra office as a broker associate/partner. Specketer holds a bachelor's degree in business marketing and was previously with a Denver real estate company where she was vice president of operations.



SPECKETER

CONSTRUCTION

The American Horticultural Society recently named **Herb Schaal** of EDaw Inc. 2008 Designer of the Year. Some project of Schaal's in Northern Colorado include Master Plan and Children's Garden for the Gardens on Spring Creek, Fort Collins Downtown Streetscape, Courtyards at Hewlett Packard and the Loveland Civic Center.



SCHAAL

Scott Woods has joined Delta Construction. Woods' real estate and economics backgrounds will allow Delta to offer additional services such as pro forma analysis, market studies, partnership arrangements and lending assistance.



WOODS

TECHNOLOGY

Jeff Rupert has joined Professional Document Solutions in Fort Collins to lead the IT solutions group. Rupert will be focused on document management and IT solutions. He previously owned Orion Systems Inc., an IT consulting and integration company.



RUPERT

GOVERNMENT

Michael L. Kirk has been named the new facilities director for Larimer County. Kirk brings an education in Architectural Engineering Technology and experience including 20 years in Florida government and six years of experience in planning, architecture, engineering and construction in the private sector.



KIRK

Ron Simms has attained the rank of fire captain of Poudre Fire Authority. To achieve this rank, candidates are put through a testing process that includes items such as a written test, practical emergency simulations and interviews. Simms has been with PFA for 10 years and has served in various positions including fire inspection coordinator and driver/operator.

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

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TIME OUT



FORE!!! —1. Michael Bustamante, left, Dave McCleave, Randy Francis, Jamie May, right, all of Home Team Lending, won Flight A at the Greeley Chamber of Commerce's 12th Annual Prairie Dog Classic on July 28 at the Greeley Country Club. 2. Chris Imsland, executive director of Partners Mentoring Youth, Heather Vesgaard, program director for Partners and Matt Vesgaard, assistant vice president at Key Bank, stay dry under a tent during a brief rain shower at the July 17 Gathering in the Garden event. 3. Weston Distance Learning Inc.'s Ann Rohr, left, president, and Betsy Wheeler, human resources manager, join Fred Pitzl, administrator for Spring Creek Healthcare Center at the July 31 Well City CEO and Business Leader Luncheon. 4. Everitt-MacMillan Development Inc.'s Stu MacMillan, president and CEO, and Terri Shields, broker's assistant, greet attendees at the CREW luncheon on Aug. 6.

photos by Greeley Chamber of Commerce, Business Report staff

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

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BRIEFCASE

KUDOS

Fort Collins Housing Authority was recently honored with two Awards of Excellence from the **National Association of Housing and Redevelopment** officials for its work on the Village on Elizabeth apartment complex. The residential complex was revitalized by FCHA with tax credits, **Colorado Division of Housing** funds, Community Development Block Grant dollars and other public and private funding sources.

High Plains Environmental Center announced **EMC Corp.** as the 2008 corporate champion of Centerra's Bike to Work Day Business Challenge. EMC had 40 percent of its employees bike to work on June 25, making it the Centerra business with the highest participation. Combined bike riders from seven Centerra businesses rode over 552 miles one way – keeping approximately 547 pounds of carbon dioxide from the atmosphere.

NEW PRODUCTS AND SERVICES

Shamrock Airport Express is now carrying travelers with reservations to Denver International Airport from Wellington. Shamrock Airport Express will pick up travelers at the southeast corner of the Kum & Go convenience store on Sixth Avenue east of Wellington. Operating on a fixed schedule, the shuttle will stop in Wellington when travelers make reservations 24 hours in advance. Call 970-482-0505 or visit www.RideShamrock.com for more information.

Sunflower Farmers Markets is deploying a new point-of-sale solution featuring two-sided receipt printing from **NCR Corp.** to support its sustainability initiatives. Patented NCR Two-Sided Thermal Receipt Printing allows simultaneous printing on both sides of a thermal paper receipt, reducing paper consumption by up to 40 percent.

Nonprofit notes

The sixth annual **Turning Point Center for Youth & Family Development** golf tournament raised more than \$20,000 in June. Turning Point's programs and services include mental health and substance abuse treatment; residential, transitional and non-residential services; and state-approved education and aftercare programs to youth and their families in Northern Colorado and southern Wyoming.

The **Fort Collins Symphony** performed its A Summer of Competition concert at Boardwalk Park in Windsor in June. The highest bidder of the Instant Conductor auction was Pat Heird of Windsor, who wielded the baton and directed the orchestra for a tune. Over \$2,300 was raised with proceeds going toward tornado relief.

142 Bis Designs has opened to provide window dressing and onsite design services to the public. 142 is co-owned by Meg DeWeese, owner of **EsScentuals** in Fort Collins, and local mixed-media artist Caterina Giglio. Their window work can be seen at **Old Town Wine & Spirits** in Fort Collins. For more information call 970-484-7862.

Fort Collins-based **HappyGreenBaby.com** has launched its online boutique specializing in organic, eco-friendly and sustainable baby products and gear. The site, found at www.HappyGreenBaby.com, also provides information on choosing cloth diapers, green baby gift ideas and tips for throwing a green baby shower.

The **Community Training Center at Turning Point** has been approved as a training provider under the **Colorado Department of Labor and Employment**

This year's **Weld County Relay for Life** held in Greeley raised more than \$420,000 for the **American Cancer Society** with 196 teams and 750 survivors who participated. During Relay events, teams of people gather at schools, fairgrounds, or parks and take turns walking or running laps. The events are held overnight to represent the fact that cancer never sleeps. For more information visit www.weldrelay.org.

The **Hewlett-Packard Workstations Business Unit** in Fort Collins donated several HP Workstation computers for use in the new Wired UP lab of **Urban Peak** in Englewood. Urban Peak provides support services for young people of Denver who are homeless or at risk of being homeless. The Wired UP program will use computer technology to help further empower self-reliance, creativity and literacy among the young people served by Urban Peak.

Workforce Investment Act. The **Community Training Center** is now qualified to train Workforce Investment Act participants and meets current and future community needs for professional and public training in the areas of substance abuse, residential treatment, mental and physical health and adolescent care.

All-Star Cleaning Services is now offering a pickup service for recyclable material that does not qualify for curbside pickup. Recyclable materials include batteries, compact fluorescent light bulbs, paper, plastic grocery bags, electronics and chemicals. Visit www.cleaningallstars.com or call 970-215-2224 for more information.

NEW LOCATION

The **Craig C. Campbell Agency, Farmers Insurance Group**, has moved to the second floor of the Colorado Building at 141 S. College Ave., Suite 103, in

downtown Fort Collins. The agency will return to its permanent location on the corner of Mountain Avenue and Mathews Street in about a year, when the new offices are completed.

Sign With Prestige, which offers fine writing instruments, upscale leather desk and office accessories, Filofax products and fine stationery, has opened at 1825 E. Harmony Road in Fort Collins. A card writing service and handwriting classes are available. Call 970-631-8900 for more information.

DEALS

The **Cycologist** in Fort Collins has added **Turner Bikes** to its line-up of custom and semi-custom bikes. Turner Bikes are hand-built in the United States and include long-travel DH race machines, big-hit freeride frames, as well as mid- and short-travel XC frames. Visit www.thecycologist.com for more information.

DEADLINES

The **City of Fort Collins Recreation Department** is accepting donations of new school supplies to be given to children participating in the Tot Lots & Playgrounds program, a program benefiting low-income children and to families requesting assistance in obtaining supplies. Donations will be accepted at the Northside Aztlan Community Center at 112 E. Willow St. in Fort Collins through Aug. 22.

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.

NCBR Corporate Golf League Recap

WEEK 5, AUG. 4

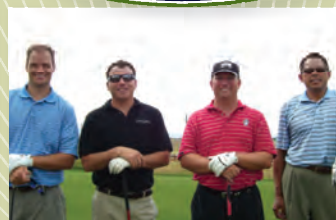


Bruce Hottman > Low Net Winner

WEEK 6, AUG 11



John Dollarhide > Low Gross Winner



DAILY IN REVIEW

Lakeview development proposal gets thumbs down

Editor's note: Daily in Review is a partial digest of stories reported in the Business Report Daily online service between July 28-Aug. 8. 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.

LOVELAND — A proposal to develop a 156-acre property along the eastern shoreline of Boyd Lake in Loveland was rejected July 28 by the city's planning commission.

The proposal, called Lakeview, includes 235 single-family homes in three subdivisions. City planners have criticized the project because of alterations already made by the developer to the shoreline and potential environmental issues.

David Summers, president of Lakeview Development Corp., told the Business Report Daily that he was "disappointed" with the planning commission's decision, but that his company intends to move forward with the project. Summers' company has already spent more than \$2 million on the project since acquiring the property in 2000.

The planning commission vote of 6-to-1 against the annexation request and 7-to-0 against the preliminary development plan will be taken into consideration when the city council votes on it. Brian Burson, Loveland senior planner, said he could not say when the council will consider the Lakeview project.

Anthem fined for market violations

DENVER — Anthem Blue Cross and Blue Shield in Colorado and its wholly-owned subsidiary, HMO Colorado Inc., were collectively fined \$542,000 by the Colorado Division on Insurance for business practices that violate Colorado insurance laws, according to an Aug. 5 news release from the Colorado Department of Regulatory Agencies.

Rocky Mountain Hospital and Medical Service Inc., which does business in Colorado as Anthem Blue Cross and Blue Shield, was fined \$290,000 and HMOC was fined \$252,500, according to Marcy Morrison, Colorado Division of Insurance commissioner.

The market examination, which covered the year 2006, found violations that included failure to maintain required records, failure in some cases to provide coverage to newborns, failure in some instances to properly implement processes for terminating policies and failure in some instances to pay, deny or settle claims within time frames required by law.

Both companies responded to the final agency orders and submitted payment of the fines on Aug. 1, the DORA reported. Copies of the examination reports and final agency orders are available on the Division of Insurance web site at www.dora.state.co.us/insurance/mcexam.htm.

Greeley-Loveland bus rolls

GREELEY — The 34-Xpress, the new rapid transit bus service between Greeley and Loveland, was initiated on Aug. 4. by the North Front Range Metropolitan Planning Organization, the transportation and air-quality planning group that serves

16 member governments in Northern Colorado.

Greeley-Evans Transit, or GET, was chosen as the 34-Xpress service provider. The service will run hourly from 6 a.m. to 7 p.m. Monday through Friday and 9 a.m. to 7 p.m. on Saturday.

Farr resigns from Guaranty Bancorp board

GREELEY — Bill Farr, former president

and CEO of Centennial Bank of the West, will resign from Guaranty Bancorp's board of directors effective Aug. 31.

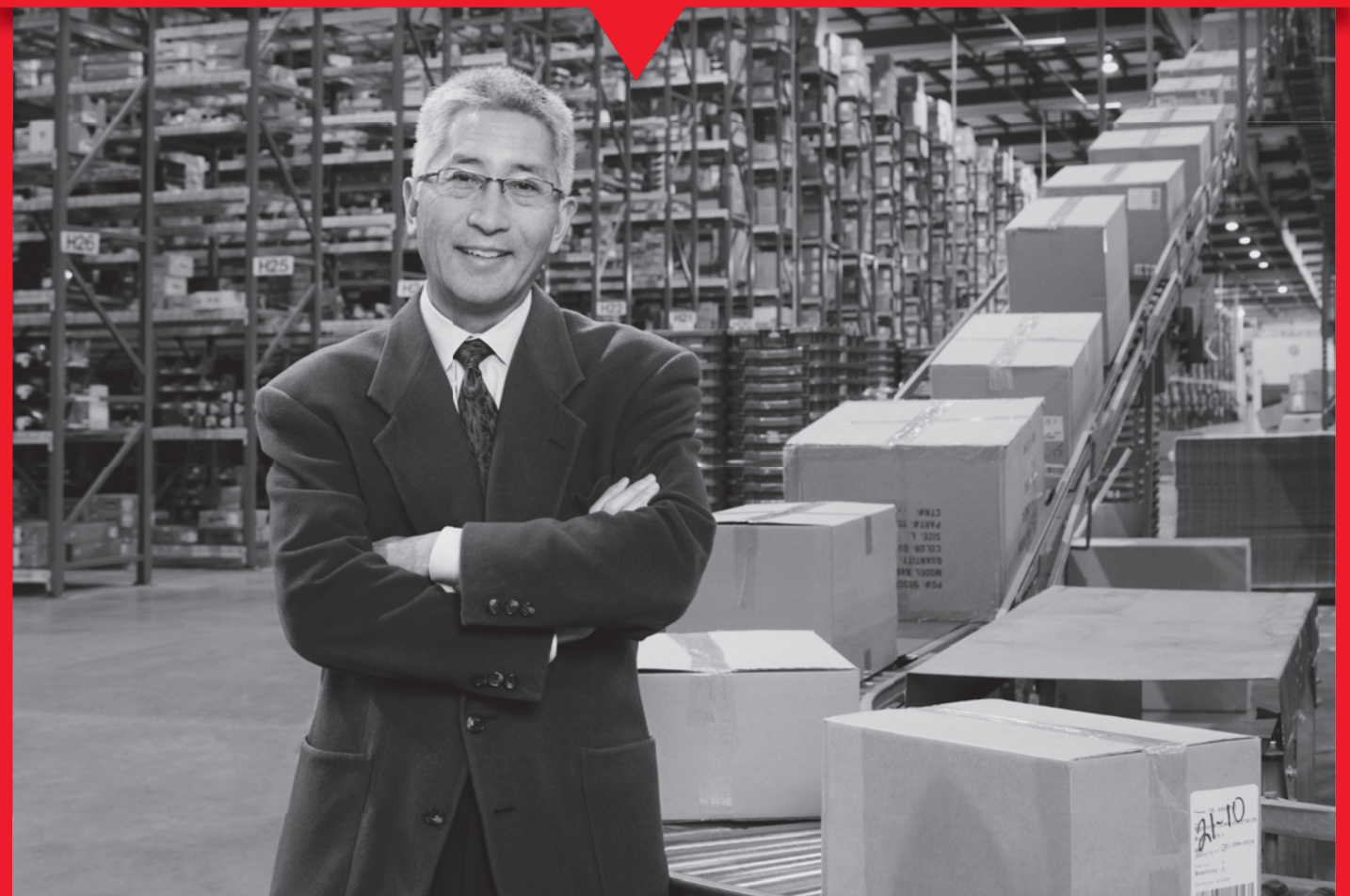
A filing with the federal Securities and Exchange Commission said Farr offered his letter of resignation on July 30.

Farr led Centennial Bank of the West following the 1993 merger of Eaton Bank and Greeley Farmers Bank. California-based Castle Creek Financial acquired Centennial in 2004 for \$155 million and formed

Centennial Bank Holdings Inc. Later that year, the company purchased Guaranty Bank and Trust Co. for \$365 million.

In 2005, the company also acquired Longmont-based First MainStreet Financial Ltd. and the company went public in October of that year. At the last annual meeting, shareholders approved the change of the holding company's name from Centennial Bank Holdings to Guaranty Bancorp.

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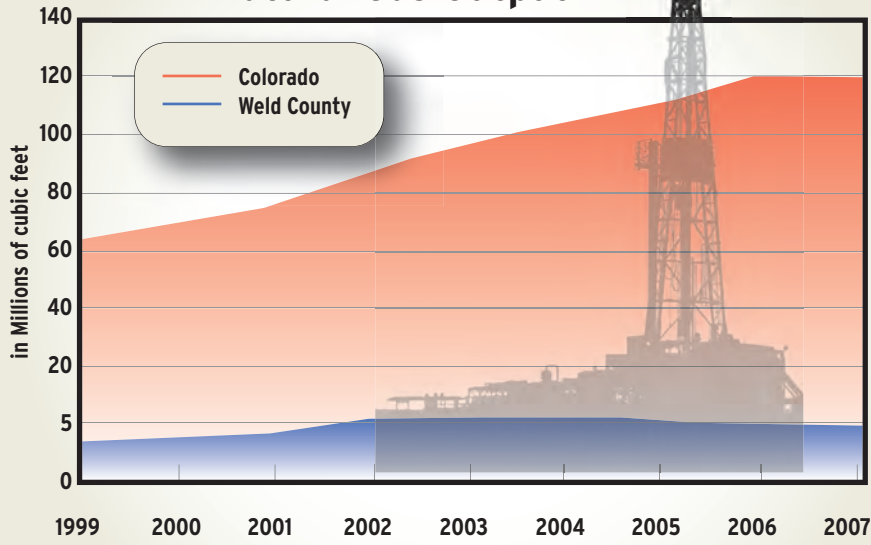
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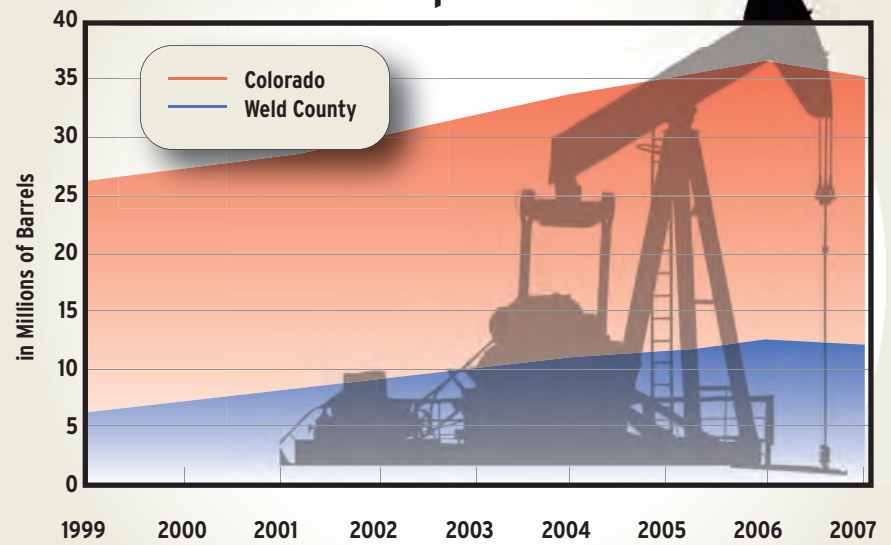


Natural Gas Output



SOURCE: COLORADO OIL AND GAS CONSERVATION COMMISSION

Oil Output



SOURCE: COLORADO OIL AND GAS CONSERVATION COMMISSION

DOING WELL?

Weld County's largest publicly traded oil and gas producers all reported year-over-year declines in net income for the first half of 2008. However, much of the decline can be attributed to non-monetary charges related to commodities futures.

Company	Ticker	Net income for first half of 2008	Net income for first half of 2007
Anadarko Petroleum Corp.	APC	\$310 million	\$3 billion*
EnCana Corp.	ECA	\$1.3 billion	\$1.9 billion
Noble Energy Inc.	NBL	\$71 million**	\$421 million
Petroleum Development Corp.	PETD	-\$54.6 million***	\$20.6 million

* Anadarko's profits in 2007 were higher partially due to the divestiture of several non-core assets.

** Noble Energy reported an unrealized commodity derivative loss of \$716 million. Without the charge, the company would have seen first-half net income of \$701 million.

*** Petroleum Development reported an unrealized commodity derivative loss of \$126.3 million. The company reported an adjusted net income (non-GAAP) of \$34.7 million.

SOURCE: U.S. SECURITIES AND EXCHANGE COMMISSION

WELD, from 1

McPherson explained that record prices for oil and gas, coupled with increased production, have made for a good first half of the year. The reason that some companies are reporting declines in net income has more to do with U.S. Securities and Exchange Commission requirements for reporting.

McPherson explained that the SEC requires companies to take a charge or profit for their commodities hedging activities based on the market rates on the last day of the quarter.

So when commodity prices experience a sudden spike, profits can seem deflated based on hedging activities that might not translate into actual cash flow for years.

"These non-cash charges skew everything," he said.

For this reason, analysts focus more on cash flow. Many publicly traded companies dealing in commodities have started reporting an adjusted net income to eliminate fluctuations from non-cash derivative gains or charges. Another major focus for analysts and investors is a company's reserves, and the potential for development.

"The first day a well is drilled is its best day," McPherson explained.

So a company's untapped holdings, especially proven reserves, are a good indicator of future performance.

In addition to the public corporations, a number of privately owned outfits also tap the Wattenberg Field, for a total of nearly 12,000 producing wells that contributed about \$443 million in royalties to the county in 2007, according to state figures.

Wattenberg earnings engine

The Wattenberg Field, discovered in the 1970s, is the state's second-largest gas field — the sixth-largest in the United States. The field is part of the Denver-Julesburg Basin, about 50 miles long and 50 miles wide, lying mostly in Weld County but extending into Adams, Boulder, Broomfield and Larimer counties.

Last year, Noble Energy produced more oil and gas in Weld County than any other company. The two licenses under Noble's name produced more than 4 million barrels of oil and just under 58 million cubic feet of natural gas in 2007 just in Weld County. The numbers don't include production under the United States Exploration Inc. license, which Noble purchased in 2006.

Noble Energy reported a net income of \$71 million for the first half of the year, down from \$421 million during the same period last year. The decline was due to a \$721 million loss due to commodity derivatives. The company reported an adjusted income of \$701 million.

According to the company's annual report, Wattenberg is by far the company's largest natural gas holding — producing twice as much as its next largest region. The company's Wattenberg crude oil production was second to its deepwater Gulf of Mexico holdings. Wattenberg accounted for 36 percent of the company's U.S. sales volume last year and 50 percent of its proved reserves.

Buying in

Anadarko gained its holdings in the Wattenberg Field through the 2006 acquisition of Kerr-McGee. The company produced the largest amount of natural gas in Weld County last year, and the second high-

est quantity of oil. In the total scheme of the company's holdings, Wattenberg is its second highest producing U.S. asset, behind the Gulf of Mexico.

Anadarko took a \$1.6 billion non-cash loss on derivatives for the second quarter, allowing the company to report net income of \$309 million for the first half of the year — down from \$3 billion last year. Adjusted net income for the first half of the year was \$1.1 billion. Discretionary cash flow for the first half was \$4.1 billion, compared to \$526 million last year.

EnCana is the largest oil and gas producer with operations in Weld County. However, Wattenberg is small potatoes among the industry giant's holdings. In the second quarter, EnCana drilled 340 new wells.

For the first half, EnCana saw earnings of \$1.3 billion, compared to \$1.9 billion last year. Cash flow was up 23 percent to almost \$5.3 billion.

On the other end of the spectrum from EnCana is Petroleum Development Corp. The company, the smallest of Weld County's top producers, counts Wattenberg as its principal producing area and second largest source of untapped potential.

Petroleum Development actually reported a loss for the first half of the year. The company's \$54.6 million loss for the first half of the year, like the other companies, was impacted by a \$126 million derivative charge. Adjusted net income was \$34.7 million — up from \$22.1 million last year.

The company plans to increase its Wattenberg activities even quicker than expected. The company increased its capital expenditures by \$24 million for the field to drill 56 additional wells. The increase brings the total expenditure for the year to \$319 million.

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As of Aug. 4, the day 137,000 petition signatures were delivered to the Colorado Secretary of State for verification, supporters and opponents of Initiative 113 had already begun raising campaign funds from across the nation. The top five contributors for each side are:

SOURCE: COLORADO SECRETARY OF STATE

Coloradans for a Stable Economy (opposing)		
	Contributor	Amount
1.	ConocoPhillips, Denver	\$1,000,000
2.	Exxon Mobil Corp., Houston	\$1,000,000
3.	Chevron Corp., Concord, Calif.	\$1,000,000
4.	EnCana Oil and Gas (USA) Inc., Denver	\$1,000,000
5.	Williams Co., San Francisco	\$1,000,000
TOTAL AMOUNT RAISED	\$6.6 million	

A Smarter Colorado (supporting)		
	Contributor	Amount
1.	The Nature Conservancy, Arlington, Va.	\$601,000
2.	The Gary-Williams Co., Denver	\$100,000
3.	Lockheed Martin, Lakeland, Fla.	\$50,000
4.	James P. Kelley, Denver	\$25,000
5.	The Conservation Campaign, Boston	\$25,000
TOTAL AMOUNT RAISED	\$886,000	

BATTLE, from 1

"I can confirm that we have made a contribution of \$1 million but any other inquiries will have to go back to (spokesman) Dan Hopkins and (Coloradans for a Stable Economy)," said EnCana spokeswoman Carol Howes.

Hopkins acknowledged the group's financial support is coming from Big Oil. "The funding has clearly come from the industry, but we have support from Club 20 on the Western Slope, Action 22 in southern Colorado and the Denver Metro Club voted to oppose it, and that's a huge voice of business."

Club 20 and Action 22 are associations of counties that advocate for their regions and sometimes take positions on statewide issues.

"So the funding is coming from the oil industry but the support is coming from a lot of different groups across the state," he added.

Some have predicted that opponents of Initiative 113 could spend \$15 million to \$20 million to defeat the measure, but Hopkins dismisses that estimate.

"There's no projected total (for spending)," he said. "Those numbers are all speculation."

David-and-Goliath comparison

On the flip side of the issue is the group promoting Initiative 113, A Smarter Colorado, which as of Aug. 4 had collected a total of nearly \$886,000. The biggest contributor to the cause by far has been The Nature Conservancy, based in Arlington, Va., which has made two donations totaling \$601,000.

Christine Broda-Bahm, a Nature Conservancy spokeswoman based in Boulder, said the measure is of interest to her group because it would "roughly double the amount of funds available for statewide habitat funding."

"We think it will generate at least \$750 million over the next 30 years," she said. "The Nature Conservancy is interested because there is a critical need for more funding for lands, water and wildlife and we think A Smarter Colorado is the most important initiative for protecting land, water and wildlife since Great Outdoors Colorado."

George Merritt, A Smarter Colorado spokesman, said the roughly 7-to-1 contribution ratio so far was expected. "We have said all along that we expect this to be a David-and-Goliath struggle," he said.

"They (Big Oil) just had the most profitable quarter in the history of the world and we know they can write million-dollar checks. It's for that reason that Colorado taxpayers don't need to be subsidizing this industry that

made \$50 billion in the last three months."

A Smarter Colorado can also count Gov. Bill Ritter on its side. "The governor is our strongest supporter and has pulled together groups to end the subsidy," Merritt said. "People have been looking at ending this subsidy for a long time. We're talking years."

Progressive 15 — a group representing 15 counties in northeast Colorado including Weld and Larimer — has not taken a formal position on the issue but Cathy Shull, the group's director, said the group is leaning toward opposing it.

With most of the state's active oil and gas wells in Weld County, the issue prompted the Weld County commissioners on July 7 to approve a resolution opposing the measure. All five commissioners voted for the resolution, saying they feared it would reduce revenue to the county and potentially result in lost jobs.

Skin in the game

Asked by the *Business Report* if any of the five commissioners had any financial or professional ties to the oil and gas industry, three — Dave Long, Rob Masden and William Garcia — said they did not, while commissioners Douglas Rademacher and Bill Jerke acknowledged they did receive minor royalties from oil and gas wells on their property.

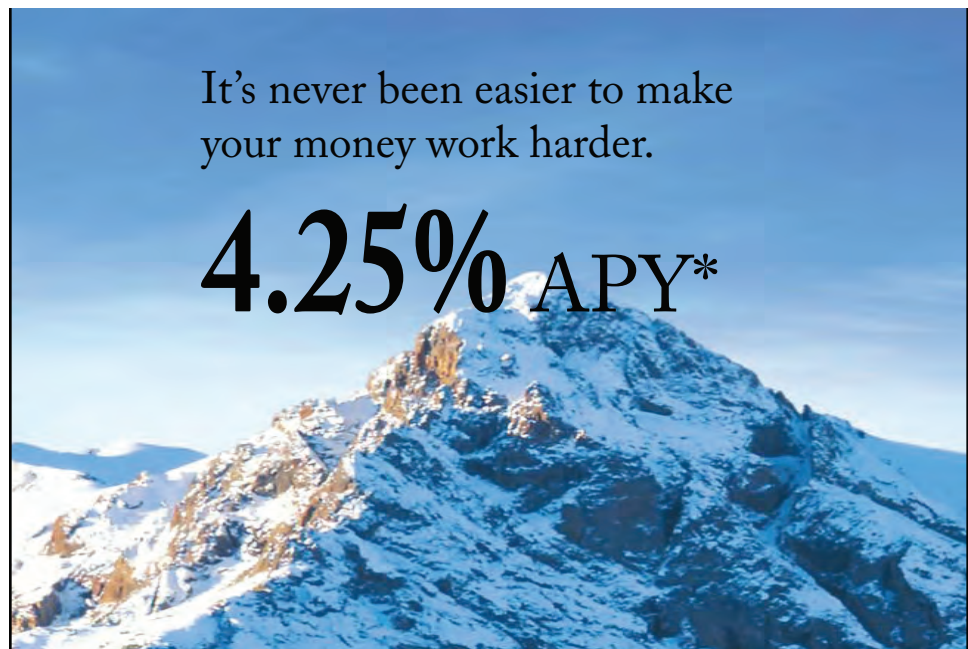
Jerke, a former Republican state legislator, said he receives royalty payments from "a number of wells" in Weld County and also has "a surface owner's interest on a number of other wells." Without disclosing the amount of those royalties, Jerke said, "added together they do contribute to my financial well-being."

"I don't bring in a million a year on this, believe me," he said. "It's pretty small potatoes."

Jerke said he worked to rein in the oil and gas industry when he served in the Legislature from 1989 to 1996 but feels that it now does "a huge amount of self-policing."

As a county commissioner, Jerke said he's concerned that Initiative 113 could hurt the county by potentially reducing the amount of revenue the oil and gas industry provides. He also thinks supporters of the measure — which would direct 60 percent of the money collected to the Colorado Promise scholarship fund for low and middle-income families — are politically pandering.

"It doesn't provide a dime in new dollars for (higher education) capital construction," he said. "It's a displacement of parental tuition dollars, and it really is pandering to parents for votes."



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RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	LOCAL MEMBERS FULL-TIME EMPLOYEES PART-TIME EMPLOYEES	MEMBERSHIP RATES INDIVIDUAL MEMBERSHIP RATES COUPLE MEMBERSHIP RATES FAMILY	AVG. AGE OF MEMBERS MEN/WOMEN/CO-ED	FACILITIES/PROGRAMS	PERSON IN CHARGE TITLE E-MAIL WEB SITE
1	1	MIRAMONT LIFESTYLE FITNESS NORTH 1800 Heath Parkway Fort Collins, CO 80524 970-221-5000/970-493-3182	4,700 15 55	\$42/month \$60/month \$70/month	32 Co-ed	Weight training and cardio equipment, climbing wall, aerobics, running track, basketball, Java and Juice Corner.	Chris Ramers General manager chris@miramontlifestyle.com www.miramontlifestyle.com
2	4	WORK OUT WEST FITNESS & TENNIS CLUB 5699-5701 W. 20th St. Greeley, CO 80634 970-330-9691	4,500 12 56	\$50/month and up \$65/month and up \$72.50/month and up	30-40 Co-ed	Aerobics, basketball, weights, tennis, swimming, racquetball, yoga and Pilates.	Darrell Call and Meegan O'Connell President and CEO info@workoutwest.com www.workoutwest.com
3	2	FORT COLLINS CLUB 1307 E. Prospect Road Fort Collins, CO 80525 970-224-2582/970-224-5812	4,500 N/A N/A	\$70/month reg. hours or \$56/month special hours \$105/month reg. hours or \$84/month special hours \$127/month reg. hours or \$08/month special hours	Primarily families Co-ed	Indoor/outdoor pools, group fitness and spin classes, water aerobics, kids club, full bar, spa and salon.	Lisa Harris Director of membership services info@fortcollinsclub.net www.fortcollinsclub.net
4	3	FORT COLLINS PULSE AND FITNESS CENTER INC. 2555 S. Shields St. Fort Collins, CO 80526 970-490-1300/970-490-1025	4,400 (1) 20 N/A	\$38 - \$57 monthly \$66 - \$85 monthly \$76 - \$95 monthly	12-99 Co-ed	Full-service health club, indoor lap pool, indoor running track, weight room, basketball, racquetball, squash, cycling, group fitness, senior program and Red Cross swim lessons. Many membership options available.	David Huber President pulse@frci.com www.fortcollinspulse.com
5	5	GOLD'S GYM LOVELAND 910 E. Eisenhower Blvd. Loveland, CO 80537 970-593-9111/970-203-0963	3,500 10 55	\$44.99 N/A \$99.95	35-40 Co-ed	Free weights, cardio cinema, nautilus, womens only work out area, tanning, locker room, saunas, steam rooms, massage therapy, kids club, group classes, personal training, basketball, physical therapy & chiropractic.	Lynn Mecham General manager and Owner lovelandco@goldsgym.net www.goldsgym.com/lovelandco
6	6	CONDITIONING SPA 2640 11th Ave. Greeley, CO 80631 970-352-0974/970-356-2073	2,500 4 45	\$40/month \$65/month \$5 each additional	40 Co-ed	Racquetball, squash, cardio, weight room, aerobics, pool, Nautilus, women's-only fitness center, youth center, Pilates, yoga, Forever Fit and Humana Gold Silver Sneakers.	Pam Balzer Owner info@conditioningspa.com www.conditioningspa.com
7	7	ORCHARDS ATHLETIC CLUB 289 E. 29th St. Loveland, CO 80538 970-667-3800/970-667-3800	1,500 6 N/A	\$30-\$52/month \$58-\$80/month \$80/month	35-60 Co-ed	Full-service health club and sports facility.	Ainslie MacEachran and Hugh MacEachran Owners jessica@orchardsathleticclub.net www.orchardsathleticclub.net
8	8	DEFINITIONS FITNESS CENTER 1115 W. Prospect Road, Suites 109 - 115 Fort Collins, CO 80526 970-416-7896/970-416-7885	1,000 3 13	\$19/month and up \$38/month and up \$75/month and up	Diverse Co-ed	Cardio and weights facility, personal training, Pilates, yoga, group exercise classes, education classes, tanning, and massage.	Kenny Bunch and Phil Daire Owners info@definitionsfitness.com www.definitionsfitness.com
9	9	FITNESS1 (2) 8017 First St. Wellington, CO 80549 970-568-4444	700 1 10	\$39/month \$59/month \$69/month	32 Co-ed	Yoga, spinning, cardio theater, massage, tanning, sauna, child care, personal training, weight management center.	Matt Beeners Owner matt@mrtrainer.com www.Fitness1Clubs.com
10	10	THE ZONE HEALTH & FITNESS 1739 S. College Ave. Fort Collins, CO 80525 970-224-4500/970-224-4015	500 2 7	\$32/month \$49/month \$59/month	20-40 Co-ed	Spinning and weight lifting, kick boxing, tae bo, ab classes.	Kim Trionfera Manager N/A www.fortcollinszone.com
11	11	WORKOUT EXPRESS 257 Johnstown Center Drive Johnstown, CO 80534 970-587-8383	415 1 4	\$34.95/month for 2 years \$64.90/month for 2 years N/A	40s Co-ed	Fitness and friendship through 30-minute circuit-training workouts along with strength and cardio equipment. Fitness classes available.	Mitch Kottler and Lori Hardy Co-owner and Manager johnstownworkoutexpress@msn.com www.johnstownworkoutexpress.com
12	12	UNIQUE PHYSIQUE 154 Barberry Place Loveland, CO 80537 970-663-4009/970-669-7758	350 1 2	\$380/year \$680/year \$850/year	35 Co-ed	Personal training, free weights, cardiovascular exercise, circuit training, tanning, massage therapy.	Jay Watterson Owner and Trainer N/A www.uniquephysiqueinc.com

Region surveyed is Larimer and Weld counties.
 N/A-Not Available
 (1) Business Report estimate
 (2) Formerly known as the Wellington Athletic Club LLC

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

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Web site usability issues can make or break deal

Decisions to stay with business site made in moments

If you're in the software business, or if your business depends for its success on a Web site, there's something you must know. Usability — how easy your software or site is for users to work with — is no mere nicety. It's the difference between success and failure.



GEEK NEWS
Peter Kent

I recently ran across a perfect example of how poor usability is killing several businesses, an example you can see for yourself.

First, consider that Web sites are actually pieces of software, not just pieces of "collateral" or business "literature;" you read them on a computer, you navigate through them using keyboard and mouse, they contain different types of media, the publisher can "lead" people one way or another. They are software, so don't think of them as another type of brochure!

Online spokesmodels — someone who walks onto the screen, over a Web site, and begins talking — are becoming more popular, and services offering a variety of talent for businesses' sites are proliferating. This technique can help increase the number of people who take action on a site, if done well.

Let's start with a couple of sites that do a really good job presenting their stable of models. Go to www.LiveFaceOnWeb.com/. There is a problem on this site — they tend to hide away the starting point — but once you find the Order button (the right side of the navbar at the top), you'll see two clear choices. Click Female Models or Male Models, and you'll see a selection of pictures. Click the Play button on an image, and you'll see that model in action. All very simple.

Now try <http://iSpeakVideo.com/>. This site is even easier. There's a big Meet Our Talent button on the left side; click that, and then select Male or Female. Again, you'll see a table of pictures; click one and the model appears on the right side in a large video.

Both of these services make it very easy to view all their spokesmodels — their actors — and pick the one you feel will work best for your site; this is, of course, the critical first step in working with these companies. There's another service that makes it pretty easy to view demos of the actors, too, though there's a little more scrolling involved; see www.LaserStreamVideo.com/our-talent.html.

Other services not so good

I actually have a list of about a dozen of these services, uncovered in my search for the perfect video spokesmodel.

"Decisions about software and Web sites are often made in moments."

Look at <http://videowebpresentation.com/>. There are numerous design and usability problems with this site; click on Submit Your Order, for instance, and you just get an order form. Still, if you find the Preview Our Talent button hidden in the navbar, and you see the familiar table. OK, click on an actor. A new page loads, and you'll have to wait a while for the video to load. To view all the actors you have to jump back and forth between these pages.

Or how about www.videospokesmodel.com/? I saw the search function, so I selected a few options and clicked Search. I got the familiar table, so I clicked on a model — and was taken to another page. Worse, though, was that when I clicked the prominent Back, I wasn't taken back to my search results, but to a page showing a table with all the actors, and again, clicking on an actor took me to another page.

Some other sites I reviewed (1stopdigital.com, videospokespeople.com.) had similar, irritating little usability issues, slowing my ability to watch the actors in action. My reaction? I gave up within minutes. "I don't have time for this nonsense," was my thought, so I moved on.

Now, I wasn't completely right about some of the other sites; some do, in fact, have pages where you can view all the actors in little videos on one page. VideoSpokesmodel.com has a scrolling bar across the top showing the actors, for instance.

But in some cases I was led astray, to view the actors another, inconvenient way, or didn't quickly find the demo page. On VideoSpokesmodel.com there's a Play button under each model, but the button is virtually hidden, easily missed if you're quickly scanning the page. Just giving the button a prominent color would make this site a hundred times easier to work with!

Either way, all I needed was a few moments on each site to give me that "I can't deal with this..." feeling.

Decisions about software and Web sites are often made in moments, and if your product or site creates a "I don't have time for this" reaction among users, you've just lost the battle.

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

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CALENDAR

Aug. 15 - 17 - Kersey Days. Event will include street dances, beer garden, fun run, pancake breakfast, parade, tractor pull, food, music and fireworks. Contact: Perry Buck at 970-302-4013.

Aug. 15 - 17 - Bohemian Nights at NewWestFest, Old Town Fort Collins. Part of the 20th annual NewWestFest celebration, Bohemian Nights will feature nearly 60 Colorado bands performing on five stages. More information is available at www.BohemianNights.org or 970-484-6500. Cost: Free. Contact: 970-484-6500.

Aug. 16 - Bulls in the City Bull Riding Benefit, Terry Bison Ranch, in Cheyenne, Wyo. A bull-riding benefit for Renee's Friends Fund and Susan G. Komen Foundation. Proceeds to assist breast cancer patients. First Round - Aug. 16, Finals - Sept. 20. Contact: John P. Eagleton at 303-364-4185 or jpeagleton@yahoo.com.

Aug. 17 - Venus de Miles Women-Only bike ride, Prospect Park/Prospect New Town, 700 Tenacity Drive in Longmont. Register online. Choose between a 35- or 65-mile ride. Cost: \$75 (\$65 is tax deductible).

Aug. 17 - Evans Chamber Business After Hours, from 5 to 7 p.m., Trion Lifts, 3819 St. Vrain St. in Evans. This is an old fashioned BBQ with plenty of hamburgers just off the grill and cold beer. Come enjoy the weather and the friendship and the networking. Cost: Free. Contact: Michele Jones at 970-330-4204 or ecc@evanschamber.org.

Aug. 18 - NoCoNet presents Speed Networking for the Job Seeker, from 8 to 10 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. Kim Medina will present. Cost: Free. Contact: NoCoNet at noconetinfo@yahoo.com.

Aug. 19 - Johnstown-Milliken Chamber of Commerce Business After Hours, from 6 to 8 p.m., Dance Dynamics, 1845 Laurus Lane in Johnstown. Contact: Johnstown-Milliken Chamber of Commerce at 970-587-7042.

Aug. 20 - Fort Collins Area Chamber of Commerce Business After Hours, from 5:30 to 7:30 p.m., Colorado State University, in Fort Collins. Contact: Erin Collins at 970-482-3746 or ecollins@fcchamber.org.

Aug. 20 - 30 - International Peace Corps Photography Exhibition, Northside Aztlan Community Center, 112 E. Willow St. in Fort Collins. A show of photographs from the Peace Corps' long history. More information is available at www.c4fap.org, www.BeetStreet.org or 970-419-8240. Contact: Beet Street at 970-419-8240.

Aug. 20 - What Can We Learn from Other Nations to Fix our Ailing Health Care System?, from 7 to 9 p.m., Harmony Library Community Room, Shields Street and Harmony Road in Fort Collins. The hour-long documentary, T. R. Reid's "Sick Around the World" will be shown. A discussion will follow, led by Christina Moorcroft and Dr. Janet Seeley. Contact: Carolyn Taylor at 970-461-1328 or carolynltaylor@msn.com.

Aug. 21 - Trademarks & Copyrights, from 8:30 a.m. to noon, Key Bank Tower, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$40, \$45 the day of. Contact: SBDC at 970-498-9295 or sbdc@frii.com.

Aug. 21 - Downtown Loveland Association Networking Party, from 5:30 to 7 p.m., Loveland Youth Gardens, 231 W. Fourth St., No. 202 in Loveland. Contact: Randy Cruz at 970-663-7600.

Aug. 21 - 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@ccsnc.org.

Aug. 21 - How to keep your marketing running smoothly for optimal performance, starting at 5:30 p.m., Johnstown Milliken Chamber of Commerce, 118 Charlotte St. in Johnstown. Cost: \$5. Registration

Deadline: RSVP by Aug. 18. Contact: JMCC at 970-587-7042 or info@johnstownmillikenchamber.com.

Aug. 22 - Quickbooks Overview, from 9 a.m. to 1 p.m., City of Loveland Lab, 500 E. Third St. in Loveland. This four-hour class will cover what QuickBooks can do for you. Cost: \$40, \$45 the day of. Contact: LCBD at 970-667-4106.

Aug. 22 - 23 - Northern Colorado Greek Festival, starting at 0 a.m., Old Town Square, College and Mountain avenues in Fort Collins. Experience Greek culture and heritage, feature Greek food, music, dancing and merchandise. Ten percent of proceeds will be donated to Hope Lives and Respite Care.

Aug. 22 - 2008 Citizen Academy applications due, Larimer County Sheriff's Office Administration Building, 2501 Midpoint Drive in Fort Collins. Applications must be returned in person no later than 5 p.m., Aug. 22. Cost: \$20. Contact: Eloise Campanella at 970-498-5189.

Aug. 22 - More than management: Leadership Essentials for emerging executives, from 8 a.m. to noon, 1200 S. College Ave. in Fort Collins. A second session will be held the same day starting at 1 p.m. Cost: \$150, \$125/non-profits. Registration Deadline: Aug. 12. Contact: Broadreach Recruiting & Consulting at 970-221-3511.

Aug. 22 - Arts: La Boheme performed by Opera Fort Collins, starting at 7:30 p.m., Lincoln Center, 417 W. Magnolia St. in Fort Collins. Contact: Lincoln Center box office at 970-221-6730.

Aug. 23 - Hunters for Habitat, from 9 a.m. to 5 p.m., North of PetSmart at Harmony Road and College Avenue, 4432 S College Ave. in Fort Collins. Hunters for Habitat is a new fundraising endeavor that will collect and sell gently used hunting, fishing and camping gear at deep discounts to benefit the Women Build program of Fort Collins Habitat for Humanity. Contact: Shannon Hein at 970-488-2704 or info@fortcollinshabitat.org.

Aug. 23 - Old-Fashioned Corn Roast Festival, from 7:30

a.m. to 6 p.m., Downtown Loveland, Fifth and Cleveland in Loveland. Enjoy the corn eating contest, talent contest, corn recipe contest, amusements, vendors, food, beer garden, rubber duck race, and fresh cooked and roasted Sakata Farms corn on the cob! Cost: Free admission. Contact: Kathryn Roth at 970-744-4790 or info@loveland.org.

Aug. 23 - Local organizer offers free advice, from 10 to 11:30 a.m., Reader's Cove, 1001 E. Harmony Road, Unit C in Fort Collins. Laurie Clarke will be available to answer questions and offer ideas about organizing your home or office including everything from kitchens to closets to files and messy desks. Cost: No charge. Contact: Laurie Clarke at 970-430-9845.

Aug. 23 - Beyond Blogging Basics Workshop, from 9 a.m. to noon, Windsor Recreation Center, 250 N. 11th St. in Windsor. Cost: \$55/NCW members, \$65/non-members. Registration Deadline: Aug. 23. Contact: Laura Bridgewater at 970-416-6836 or laura@ncwc.biz.

Aug. 25 - NoCoNet presents Negotiations for Employment, from 8 to 10 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. Marie Zimenoff will present. NoCoNet is a networking and skill-building group for professionals looking to find new opportunities with top local companies. The group meets weekly. Cost: Free. Contact: NoCoNet at noconetinfo@yahoo.com.

Aug. 27 - Right Start I - Business Registration & Entity, from 7 to 9 a.m., Key Bank Tower, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$20. Contact: SBDC at 970-498-9295 or sbdc@frii.com.

Aug. 27 - Right Start Docs, from 9:30 to 11:30 a.m., Key Bank Tower, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$20, \$25 the day of. Contact: SBDC at 970-498-9295 or sbdc@frii.com.

Aug. 28 - Right Start II - Taxes & Recordkeeping, from 8:30 a.m. to noon, Key Bank Tower, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$40, \$45 the day of. Contact: SBDC at 970-498-9295 or sbdc@frii.com.

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BRIGHTON BUSINESS

Brighton focuses on primary employment avenues

DIA still drives jobs, but more local work needed without UP

By Jessica Centers
news@ncbr.com

BRIGHTON — Since the announcement in January that Union Pacific would not be building a new rail facility, Brighton now has just one small transportation project on its horizon — an interchange at Interstate 76 and Bridge Street that the Denver Regional Council of Governments currently opposes.

City officials expect the project will still proceed toward a planned completion in 2011.

In the meantime, Brighton, like communities across Colorado, is waiting on state and federal government to find new mechanisms to fund transportation projects and maintenance. But unlike the rest of the state, Brighton easily accesses five highways, two rail lines and the Denver International Airport. It's a transportation hub that has spent the last several years growing faster than any city in the state. Even with homebuilding slow now, Brighton is faring better than other cities because of its past growth.

"DIA's been the biggest driver in growth,

and it really seems to be continuing," Brighton Mayor Jan Pawlowski said. "Day to day, with our economy, we all gulp from time to time and hope we're fastened in. Our budgets are down because of the fact that building is not going on like it was, but I see our neighboring cities doing major budget adjustments and we've done slight, but not major, adjustments. We just keep pushing on. I'm the eternal optimist that things are going to be OK."

And so far rising gas prices have not pushed Brighton's population, 75 percent of whom use one of those five highways to commute to work outside the city, to leave for homes closer to work.

Thus, for a city that boasts a rare commodity — an extensive and uncongested transportation network — having to wait on an interchange or even miss out on a rail hub is hardly a catastrophe.

The proposed Union Pacific project came out of negotiations for a land swap last year with the Denver metro-area Regional Transportation District. RTD wanted a north Denver UP rail yard for a maintenance facility and would help pay for UP's relocation. UP selected a site on the southern edge of Fort Lupton for a cargo distribution center that was expected to indirectly generate as many as 8,000 jobs. The deal fell through when RTD could not afford UP's asking price.



Courtesy Denver Metro Convention & Visitors Bureau

BRIGHT LIGHTS, GROWING CITY — Brighton's proximity to Denver International Airport has helped the city grow faster than any other in the state in recent years. Vestas Wind Systems may add to the growth with a second wind-turbine blade plant.

"We recognize the facility had the potential of attracting additional jobs and businesses," said Brighton city manager John Bramble. "A lot was speculation as to what else would come with the intermodal facility. So, although there was some interest in seeing it, there was a community reaction that said maybe it wasn't the best thing for our community. We had some mixed emotions. It was an opportunity that didn't materialize. We understood that when RTD

looked at the numbers it wasn't economical-ly feasible for them to move Union Pacific."

Interchange needed for retail, access

Within their own city limits, Brighton officials recognized that an interchange was needed at I-76 and Bridge Street to create opportunities for retail and better access. "Bridge Street is the main access road between I-76 and I-25 and we felt it was

See **BRIGHTON**, 31



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Information subject to change without notice.

Largest Brighton Employers

Private sector, ranked by no. of employees



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RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES-LOCAL 2008 EMPLOYEES-2007	REVENUES 2007 REVENUES 2006	TYPE OF BUSINESS	E-MAIL WEB SITE	PERSON IN CHARGE TITLE OF PERSON IN CHARGE YEAR FOUNDED
1	PLATTE VALLEY MEDICAL CENTER 1600 Prairie Center Parkway Brighton, CO 80601-4006 303-498-1999/	567 450	N/A \$118,849,000	78-bed acute care, Level IV trauma center, national award winner for exceeding patient expectations.	N/A www.pvmc.org	John R. Hicks CEO and President 1960
2	SAKATA FARMS P.O. Box 508 Brighton, CO 80601 303-659-1559/303-659-7865	250 250	N/A N/A	Grow, process, ship fresh vegetables.	sakatafarms@aol.com N/A	Robert Sakata Owner 1944
3	KMART DISTRIBUTION CENTER 18875 E. Bromley Lane Brighton, CO 80601 303-654-0054/303-659-0651	219 333	N/A N/A	Retail distribution center.	N/A www.kmart.com	James Saad General manager 1899
4	DAVID PETROCCO FARMS INC. 1410 Brighton Road Brighton, CO 80601 303-659-6498/303-659-7645	200 200	N/A N/A	Wholesale grower and shipper for green leaf, red leaf, romaine, and Boston lettuce, spinach, cabbage, onions and green beans.	julie@petroccofarms.com www.petroccofarms.com	David Petrocco President 1916
5	UNITED POWER INC. 500 Cooperative Way Brighton, CO 80601 303-659-0551/303-659-2172	165 132	\$111,598,735 \$97,996,773	Electric utility.	hstorz@unitedpower.com www.unitedpower.com	Robert Broderick CEO 1938
6	VALLEY BANK & TRUST 4900 E. Bromley Lane Brighton, CO 80601 303-659-3490/303-659-9785	160 160	N/A N/A	Full-service banking, including mortgage and trust, as well as smart business loans.	contact@valleybankandtrust.com www.valleybankandtrust.com	Valerie Espinosa-Martinez Branch manager 1971
7	BJ SERVICES CO. 285 Weld County Road 27 Brighton, CO 80603 303-659-5853/303-659-5806	150 N/A	N/A N/A	Oilfield servicing.	info@bjservices.com www.bjservices.com	Mike Mcconnell District manager N/A
8	METALWEST LLC 1229 S. Fulton Ave. Brighton, CO 80601 303-654-0300/303-654-0404	125 120	\$370,000,000 \$370,000,000	Steel-service center; flat, rolled-metal products, including cold-rolled, hot-rolled galvanized, galannealed, aluminum, stainless coils and sheets.	N/A www.metalwest.com	Doug Geisick General manager 1986
9	AMERICAN PRIDE CO-OP 55 W. Bromley Lane Brighton, CO 80601 303-659-1230/303-659-8719	105 85	N/A \$58,061,091	Farm supplies, lawn and garden products, fertilizer, ag chemicals, petroleum, propane, seed, Ace Hardware, grain marketing.	kalquist@americanpridecoop.com www.americanpride.coop	Gary Morrison and Keith Alquist President and CFO 1936
10	LEED FABRICATION SERVICES INC. 12535 Weld County Road 2 Brighton, CO 80601 303-659-6801/303-659-6808	78 110	N/A N/A	Steel fabrication, tanks, enclosures, oilfield production equipment, roustabout/construction services, field welding/pipeline services.	info@leedfab.com www.leedfab.com	Patrick Daniel CEO and President 1981
11	INGLENOOK AT BRIGHTON - INDEPENDENT LIVING 2195 E. Egbert St. Brighton, CO 80601 303-659-4148/303-659-5370	75 70	N/A N/A	Senior retirement.	inglenookatbrigh@qwest.net www.inglenookatbrighton.com	MaryJo Wright and Patrick Wright Executive administrator and Marketing director, Human Resources director 1980
12	BRIGHTON FEED & SADDLERY 370 N. Main St. Brighton, CO 80601 303-659-0721/303-659-4841	30 N/A	N/A N/A	Saddles, tack, feed, supplements, farrier supplies.	info@brightonsaddlery.com www.brightonsaddlery.com	Roger Allgeier and Verna Allgeier Owners 1943

N/A-Not Available
Region surveyed is Brighton and surrounding areas.
Revenue is based on corporate parent figures.

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



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Building Excellence Into the Future

Local printers not singing four-color blues yet

Commercial shops hold own against Internet companies

By Luanne Kadlub
news@ncbr.com

The print industry is in the midst of a transformation — and has been for the last decade.

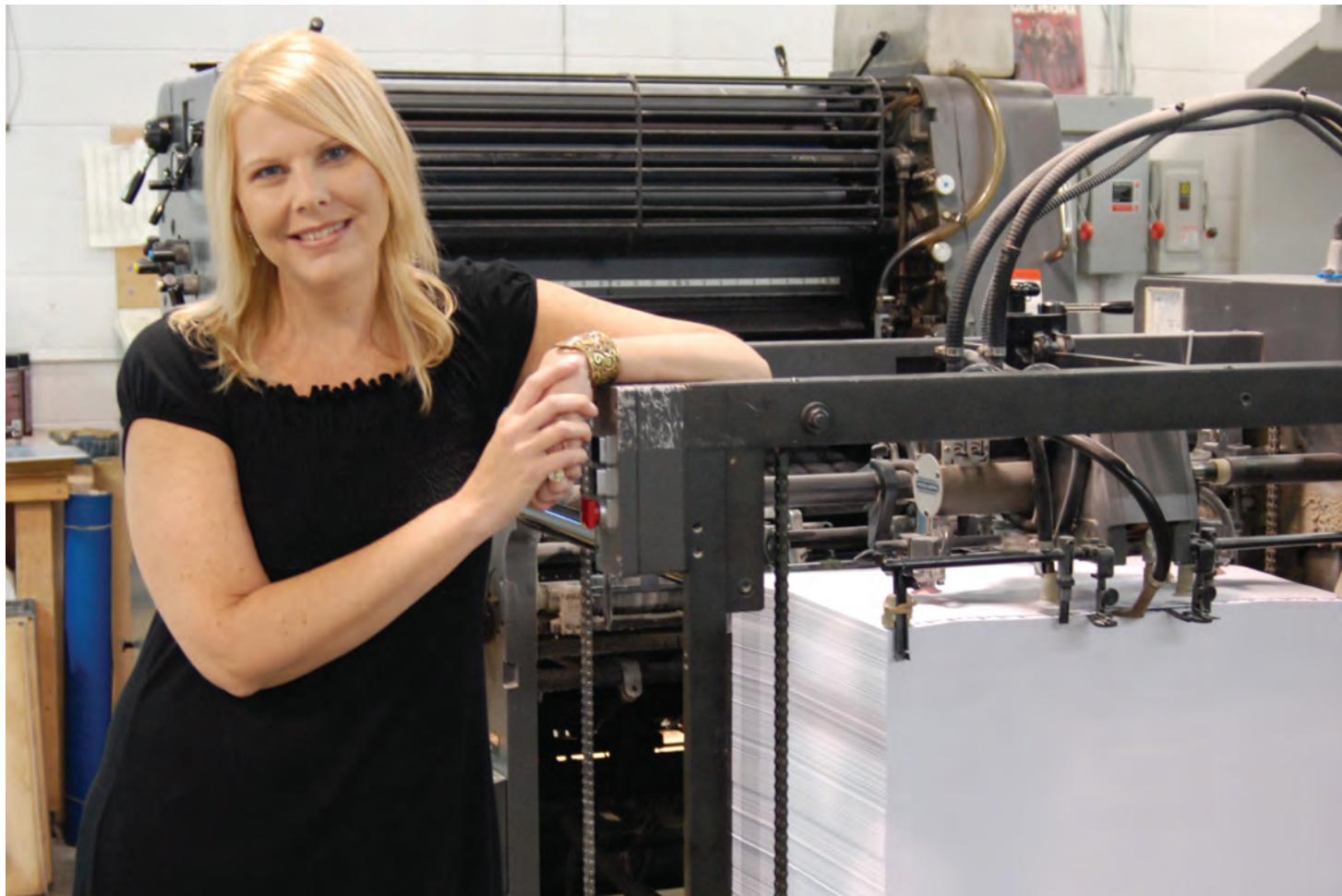
“This is turning into a difficult time for the industry,” Joe Webb, director of WhatTheyThink’s Economics and Research Center, wrote on the center’s Web site. “The effects of new media, especially Web pages and search engines, and the continuing growth in mobile communications, have had significant impact on print volume for the last decade.

“Corporations are also dealing with increased costs by cutting back on discretionary expenses. Because much of the corporate growth of U.S. companies is overseas and in emerging and frontier markets, the print materials needed for those efforts are often created and produced there.”

Now add to the mix the ease with which businesses can produce business cards, brochures or pamphlets on their own computer desktops or at any one of the gazillion online printers, and you’d think local commercial printers would be singin’ the four-color blues.

They’re not.

See **PRINTERS**, 23



Brett Wagner, Northern Colorado Business Report

PAPER TRAIL — Marti Bradley, office manager of Pioneer Press in Greeley, says her shop, like others in the region, is meeting the competition from Internet printing services by offering higher quality work. She’s also finding new customers through the Internet.

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PRINTERS, from 22

“We’re probably little affected,” said Mark Steputis, president/owner of Vision Graphics in Loveland. “It’s my perception that online printers are selling more to the small home office business. We don’t tend to get involved with smaller operations’ business papers. We’re not printing smaller orders of letterhead and postcards and those kind of things.”

What Vision Graphics does do, Steputis said, is “provide very customized online support for companies. We tailor it specifically to that company so they can order static printing, variable data printing, one-to-one printing. We’re the ‘back room’ tailored just to that company.”

Steputis said he doesn’t equate desktop publishing with commercial print operations. And as for the online printers, he said they offer creative products, “but nothing is custom about it. The majority of what we produce is four-color and some two-color. We’re a Rocky Mountain regional printer, though we do have customers on both coasts — thanks to the World Wide Web.”

Small-budget tool

He concedes that online printers are useful outlets for home-based businesses that don’t have big budgets.

“For \$35 they can get business cards designed for their industry; they keyboard in the name, address and phone number and suddenly they have finished business cards,” he said.

“We use all the same tools (as online printers), we exchange files electronically, provide proofs electronically, and most of our communication is electronic e-mail. Instead of putting up a storefront to sell to anybody who happens to Google us, we build a storefront specific to a customer’s need. It tends to be a bigger customer.”

Dave Shafer, president of Citizen Printing in Fort Collins, agreed that online printers have had minimal impact on local commercial printers. “We’re a local business and most of our business is in Northern Colorado. Most of the printing is personal design, it’s not a generic product,” he said.

But the Internet has, in fact, helped Citizen Printing expand its customer base. “We have online customers from all over

the country,” Shafer said.

The national clients, however, did not find Citizen Printing via a search engine, but through the old-fashioned methods of word of mouth and personal contacts.

An advantage to the electronic age in printing, he added, is that now “we’re right next door. You used to have to get in your car and drive to the printer.”

Web increases competition

Marti Bradley, office manager at Pioneer Press in Greeley, however, said Web-based printers have indeed had an impact in local business. Many of the large products — multi-page programs, magazines, catalogs and the like — have gone to Web-based companies.

“It’s cheaper and they use a lighter weight paper that we can’t run through an

offset press. It’s not the same quality, but it’s acceptable,” she said.

Bradley says more businesses are comparison shopping. “Corporations will usually opt for the higher quality piece” that a local printer produces, she explained.

And online competition has affected pricing, Bradley conceded. “We’re seeing more cutthroat competition. In the amount of time that I’ve been here, which is eight years, I have seen a 25 percent drop in prices just to compete. It’s just what you have to do. We’re all competing with the Web and with each other. There are a lot of printers in the area.”

On the other hand, the Web has helped funnel new customers to Pioneer Press, which helps make up for those who have defected to the Web. “We’re national and Canada,” Bradley said.



Courtesy Aller Lingle Architects PC

TREE HOUSE — This architect’s illustration depicts a four-story commercial and residential building that will house Colorado State University students and retailers at the northwest corner of Laurel and Howes streets in Fort Collins. Not shown are the century-old cottonwood trees that will be preserved during development of the site.

SAE, from 3

year-old cottonwood and elm trees that front Laurel and Howes. The development team members said they were committed to saving the trees.

“Those trees will provide some great screening for the building,” Shuff said. “And, for the people in those apartments, it will be like living in a tree house.”

Fort Collins planner Ted Sheppard said the project received a favorable response from adjacent property owners, many of them investors in rental properties, at a neighborhood meeting in early August.

“It’s going to be very attractive for the

student who doesn’t want to own a car,” Sheppard said. “It’s an example of redevelopment along the Mason Street corridor, which is what the corridor plan envisions. It’s got lots of multimodal opportunities.”

The site is one block from two transit centers, one on each side of Mason Street, that will become hubs for the MAX, or Mason Express — the rapid-transit bus system that will open in 2011 along a five-mile stretch from Old Town to Harmony Road.

Brinkman said his company expects to break ground on the Oval Oaks project next spring, with the building ready for occupancy at the beginning of the 2010 academic year.

— human or canine — experiencing separation anxiety.

More upscale K&K — kennel & kibble — establishment than backwoods lodge, the 8,000-square-foot hotel and doggie day care on South College Ave. features indoor play areas and sanitary facilities, round-the-clock supervision, lactose-free ice cream treats and, for those very special overnight guests, private glass-enclosed rooms complete with flat-screen TVs, lambskin bedding and cots. No keys to the mini-bar will be provided.

THE EYE, from 3

with cots and fleece bedding (for overnight campers). When there’s a break in the political partying, Camper Cams let pet parents sneak a peak at their fur-covered kids romping — or canoeing or making lanyards.

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RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES 2008 EMPLOYEES 2007	REVENUES 2007 REVENUES 2006	PRESSES: KIND (NUMBER OF EACH)	SPECIALTIES	E-MAIL WEB SITE	PERSON IN CHARGE W/ TITLE YEAR FOUNDED
1	1	RR DONNELLEY NORWEST INC. 259 30th St. Greeley, CO 80631 970-350-0700/970-350-9958	300 300	N/A N/A	3 four-color, 2 two-color, MAN Roland, Harris, KMB.	Directories.	N/A www.rrdonnelley.com	Owen Silva, Vice president of manufacturing 1984
2	2	QUEBECOR WORLD LOVELAND INC. 380 W. 37th St. Loveland, CO 80538 970-962-5100/970-962-5216	225 235	N/A N/A	Cold-web presses.	Directories, catalogs.	N/A www.quebecorworld.com	Terry Gren 1954
3	3	VISION GRAPHICS INC. 5610 Boeing Drive Loveland, CO 80538 970-613-0608/970-461-8073	80 78	\$14,300,000 \$14,000,000	MAN Roland 906 lv 40" x 56". 6-color, MAN Roland 706 plv 28"x40" 6-color, MAN Roland 506 luv 23" x 29" 6-color, MAN Roland 702 p 28" x 40" 2-color	Catalogs, maps, plastic, books, marketing-agency & corporate, complete mailing facilities, digital 1-1 marketing.	webinfo@visiongraphics-inc.com www.visiongraphics-inc.com	Mark Steputis, CEO and President 1952
4	5	NORTHERN COLORADO COMMUNICATIONS - PRINTING AND PRODUCTION DEPARTMENT 501 Eighth Ave. Greeley, CO 80631 970-352-0211/970-352-4059	70(1) N/A	N/A N/A	N/A	N/A	web@greeleytrib.com www.greeleytrib.com	Robert Rodd, Production manager 1870
5	6	FORT COLLINS COLORADOAN PRODUCTION/PRINTING DEPT. 1300 Riverside Ave. Fort Collins, CO 80524 970-493-6397/970-224-7864	61 61	N/A N/A	18 Goss Urbanite, 1 Didde Press.	Cold-web newsprint printing, 8 1/2 -inch X 11-inch and 11-inch X 17-inch single sheet.	sales@coloradoan.com www.coloradoan.com	Kim Roegner, Publisher 1873
6	4	KENDALL PRINTING CO. 3331 W. 29th St. Greeley, CO 80631 970-330-8895/970-330-1412	50 70	N/A N/A	Heidelberg Speedmaster 102-10P, Heidelberg Speedmaster 102-FP, Heidelberg Speedmaster 102-ZP, Heidelberg GTO, Heidelberg Quickmaster, Heidelberg DigiMaster.	Printing, full bindery, including saddle stitch, perfect binding, wire-o binding, spiral bind.	info@kendallprinting.com www.kendallprinting.com	Mark Kendall, President and Patrick Grant, Plant manager 1984
7	7	CITIZEN PRINTING INC. 1309 Webster Ave. Fort Collins, CO 80524 970-482-2537/970-221-4352	45 45	N/A N/A	Digital and Offset presses - One to multiple colors, up to 25" x 42".	Graphic design, MAC & PC, Digital color printing, CTP, computer to plate, brochures, newsletters, manuals, catalogs, business cards, stationery, NCR forms, books, perfect binding, saddle stitch, wire-o, GBC, die cutting, folding, embossing.	N/A www.citizenprinting.com	David W. Shafer, President 1906
8	9	PIONEER PRESS OF GREELEY INC. 2965 27th Ave. Greeley, CO 80631 970-330-4800/970-339-5107	25 23	\$3,425,000 \$3,400,000	2 MAN Roland, 3 Heidelberg.	Flexo labeling, vinyl labels.	mbradley@pioneerpresscolorado.com www.pioneerpresscolorado.com	J. Paul SoRelle, President 1976
9	10	LINDEN 223 S. Howes St. Fort Collins, CO 80521 970-221-3232/970-221-0375	16 16	\$2,700,000 \$2,550,000	4-color Ryobi and 2-color Ryobi.	In-house printing to support marketing clients.	doug@golinden.com www.golinden.com	Susie Cannon and Laurie Parry, Owners 1996
10	11	MOUNTAIN MEDIA CORP. ENTERPRISE INC. 102 Rome Court Fort Collins, CO 80524 970-493-2499/970-493-3598	14 14	N/A N/A	Small format and digital. Direct Imaging.	Commercial printing and a variety of related services.	mark@mountain-media.com www.mountain-media.com	Sonny Schaus, Owner and Mark Hoyle 1999
11	12	FRONTIER PRINTING INC. 1400 Webster Ave. Fort Collins, CO 80524 970-484-2950/970-484-2951	12 12	N/A N/A	Heidelberg.	Commercial printing, advertising and embroidery.	frontierprinting@frontierprinting.com www.frontierprinting.com	Douglas Iszler, CEO 1987
12	NR	MONTAGE GRAPHICS INC. 225 N. Lemay, Suite 1 Fort Collins, CO 80524 970-484-2330/970-221-0844	8 7	N/A N/A	HP Indigo digital press.	Digital printing, large format and creative services	jobs@montagedigital.com www.montagedigital.com	Chuck Black, General manager 1976

N/A-Not Available
Region surveyed is Brighton, Larimer and Weld counties.
Revenues from corporate parent.
(1) Business Report estimate

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

Largest Newspapers

Ranked by no. of employees



The Twist

No. 1 based on longevity:
The Greeley Tribune since 1870.
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RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES-LOCAL AVERAGE CIRCULATION PER ISSUE	PUBLISHING FREQUENCY SUBSCRIPTION RATE	FULL-PAGE AD AT OPEN RATE	E-MAIL WEB SITE	PUBLISHER EDITOR YEAR FOUNDED
1	THE FORT COLLINS COLORADOAN 1300 Riverside Ave. Fort Collins, CO 80524 970-493-6397/970-224-7899	230 33,881 (1)	Daily \$13.43/month	\$4,309.20 daily; \$5,695.20 Sunday	KimRoegner@coloradoan.com www.coloradoan.com	Kim Roegner Robert Moore 1873
2	THE GREELEY TRIBUNE 501 Eighth Ave. Greeley, CO 80631 970-352-0211/970-352-4059	160 27,617 (1)	Daily \$151/year, Mon. through Sun, \$24.00/Fri - Sun only	\$3,961.59 /weekdays and Saturday, \$4,659.48 Friday, \$4,727.85/Sundays	rbangert@greeleytribune.com www.greeleytribune.com	Bart Smith Randy Bangert 1870
3	LOVELAND REPORTER-HERALD 201 E. Fifth St. Loveland, CO 80537 970-669-5050/970-667-1111	108 18,641	Daily \$9.85/month, \$18/month mail	\$2,698.68/weekdays, \$2,823.81/Sundays	news@reporter-herald.com www.reporterherald.com	Edward Lehman Ken Amundson 1880
4	THE MIRROR 823 16th St. Greeley, CO 80631 970-392-9270/970-392-9025	100 N/A	Mon, Wed, Fri during academic year N/A	\$494 net	editor@mirror.unco.edu www.uncmirror.com	Student Media Corp. N/A 1919
5	ROCKY MOUNTAIN COLLEGIAN CSU - Lory Student Center Fort Collins, CO 80523 970-491-1688/970-491-1690	90 11,000	Daily, Monday through Friday None	Starting at \$1100; packages vary	editor@lamar.colostate.edu www.collegian.com	The Rocky Mountain Student Media Corp. Aaron Montoya 1891
6	FORT LUPTON PRESS/ METRO WEST NEWSPAPERS 139 N. Main St. Brighton, CO 80601 303-659-2522/303-659-2901	30 2,000	Weekly - Wednesdays \$30 in county; \$47 outside county	\$14.93	news@metrowestnewspapers.com www.metrowestfyi.com/fortluptonpress	Karen Lambert Kevin Denke 1906
7	BRIGHTON STANDARD BLADE-METRO WEST NEWSPAPERS 139 N. Main St. Brighton, CO 80601 303-659-2522/303-659-2901	30 18,500 (2)	Weekly - Wednesdays \$30 in county; \$47 outside county	\$1,545	klambert@metrowestnewspapers.com www.metrowestfyi.com	Karen Lambert Allen Messick 1903
8	CARBON VALLEY FARMER & MINER 139 N. Main St. Brighton, CO 80530 303-659-2522/303-659-2901	30 7,500 (2)	N/A N/A	N/A	klambert@metrowestnewspapers.com www.metrowestfyi.com	N/A N/A 1930
9	NORTHERN COLORADO BUSINESS REPORT INC. 141 S. College Ave. Fort Collins, CO 80524 970-221-5400, ext. 227/970-221-5432	25 7,500	Bi-weekly \$49.97 for one year.	\$3,275 black and white, \$3,875 color	research@ncbr.com www.ncbr.com	Jeff Nuttall Tom Hacker 1995
10	FORT COLLINS NOW 400 Remington Street, Suite B Fort Collins, CO 80524 970-484-1116/970-484-0449	22 45,000	Twice per week, Wed. and Fri. N/A	N/A	web@fortcollinsnow.com www.fortcollinsnow.com	Joel Dyer Greg Campbell 2002
11	AMERICAN CLASSIFIEDS 325 E. Mulberry St. Fort Collins, CO 80524 970-493-2560/970-493-3804	20 N/A	Weekly Free	N/A	fcart@verinet.com www.thriftynickelads.com	John Gilberth John Gilberth 1979
12	ESTES PARK TRAIL-GAZETTE P.O. Box 1707 Estes Park, CO 80517 970-586-3356/970-586-9532	16 N/A	Twice Weekly \$0.75 / \$36 Annual in County	\$1,300	tgbusiness@eptrail.com www.eptrail.com	William Ferguson John Cordson 1912
13	THE FENCE POST 423 Main St. Windsor, CO 80550-5129 970-686-5691/970-686-5694	15 25,000	Weekly \$49/year	\$901	tdarrington@thefencepost.com www.thefencepost.com	Gary Loftus Tracy Darrington 1980

N/A-Not Available
Region surveyed includes Brighton, Larimer and Weld counties.
(1) Sunday circulation
(2) Business Report estimate

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RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES 2008 PUBLISHING FREQUENCY	LOCAL PUBLICATIONS	PUBLICATION TYPE FULL-PAGE AD AT OPEN RATE	E-MAIL WEB SITE	PUBLISHER/CEO EDITOR YEAR FOUNDED
1	GROUP PUBLISHING 1515 Cascade Ave. Loveland, CO 80538 970-669-3836/970-292-4445	330 Monthly and bi-monthly	Religious books, magazines, video and audio products and religious curriculum.	Magazines, books, curriculum. Varies.	info@group.com www.group.com	Thom Schultz, CEO and Rocky Gilmore, President Rick Lawrence, Chris Jones, Lee Sparks 1974
2	GANNETT CO. INC. 1300 Riverside Ave. Fort Collins, CO 80524 970-493-6397/970-224-7899	230 Daily	Publishes Fort Collins Coloradoan and prints USA Today.	Newspaper. \$4,309.20 daily; \$5,695.20 Sunday.	sales@coloradoan.com www.coloradoan.com	Kim Roegner Robert Moore 1873
3	PENTON IT MEDIA GROUP 221 E. 29th St. Loveland, CO 80539 970-663-4700/970-667-2321	150 Monthly	Windows IT Pro Magazine, SQL Server Magazine and System iNEWS.	Technical computer publications. Varies per publication.	information@penton.com www.penton.com	David Nussbaum N/A 1981
4	LOVELAND PUBLISHING CO. 201 E. Fifth St. Loveland, CO 80537-5605 970-669-5050/970-667-1111	108 Daily	Loveland Reporter-Herald daily newspaper; RH Weekly weekly newspaper, HealthLine monthly magazine, numerous other publications.	Newspaper. \$2,699/weekdays, \$2824/Sundays.	news@reporter-herald.com www.reporterherald.com	Edward Lehman Ken Amundson, General manager 1880
5	INTERWEAVE PRESS INC. & NATURAL HOME LLC 201 E. Fourth St. Loveland, CO 80537 970-669-7672/970-667-8317	80 Varying.	14 magazines, over 250 books in print. Approximately 40-45 new titles are added annually.	Magazines, books. Varies per publication.	N/A www.interweave.com and www.aspire-media.com	Clay Hall Linda Ligon 1975
6	NORTHERN COLORADO COMMUNICATIONS 501 Eighth Ave. Greeley, CO 80631 970-352-0211/970-352-4059	70 Daily	The Greeley Tribune, Windsor Now, Fort Collins Now, Northern Colorado Tribune, La Tribuna and custom publications.	Newspaper and custom publications. Greeley Tribune: \$3,961.59 /weekdays and Saturday, \$4,659.48 Friday, \$4,727.85/Sundays	web@greeleytrib.com www.greeleytrib.com	Bart Smith Randy Bangert 1870
7	METROWEST NEWSPAPERS 139 N. Main St. Brighton, CO 80601 303-659-2522/303-659-2901	30 Every Wednesday	Brighton Standard Blade, Fort Lupton Press, Carbon Valley Farmer & Miner	Community newspaper. \$990	news@metrowestnewspapers.com www.metrowestfyi.com	Karen Lambert Allen Messick 1903
8	NORTHERN COLORADO BUSINESS REPORT INC. 141 S. College Ave. Fort Collins, CO 80524 970-221-5400, ext. 227/970-221-5432	25 Bi-weekly	The Northern Colorado Business Report and special publications.	Newspaper. \$3,275 black and white, \$3,875 color	research@ncbr.com www.ncbr.com	Jeff Nuttall Tom Hacker 1995
9	AMERICAN CLASSIFIEDS 325 E. Mulberry St. Fort Collins, CO 80524 970-493-2560/970-493-3804	20 Weekly	Publishes classified advertising publication.	N/A N/A	fcart@verinet.com www.thriftynickelads.com	John Gilberth John Gilberth 1979
10	SCENE MAGAZINE PUBLISHING CO. INC. P.O. Box 489 Fort Collins, CO 80522 970-490-1009/	16 Monthly	Scene Magazine: Nightlife for the Northern Front Range.	Magazine Open rate \$2500	publisher@scenemagazine.info www.scenemagazine.info	Michael E. Mockler Michael E. Mockler 1990
11	THROUGH THE BIBLE PUBLISHERS 2643 Midpoint Drive, Suite A Fort Collins, CO 80525 970-484-8483/970-495-6700	15 N/A	DiscipleLand family resource curriculum.	Religious training material. N/A	discipleland@throughthebible.com www.throughthebible.com	Mark Steiner N/A 1935

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

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ENERGY, from 3

skills applicants were lacking.

Aims worked with Employment Services of Weld County, recipient of the \$334,000 grant, to launch the MIST — multiple industry systems technician — certificate program.

Linda Perez, director of Employment Services, said the goal is to improve a wide range of skills to make applicants more competitive. Aims will administer the certificate-track courses, while Employment Services is hosting a prep academy.

“That was one of the cornerstones of our proposal,” Perez said.

The prep academy will offer remedial training in basic math, writing and other skills that students will need to succeed in

the Aims courses. Perez said about 60 percent of the current 50 prep academy participants just need a refresher because they have been out of the educational system — in the workforce, but looking to switch gears.

The goal of the program is to enroll 120 through the next year, and have 100 end up employed in the energy industry. Perez, who feels they will meet the goal, said Employment Services will follow-up with individuals who complete the program.

First wave of MIST

Aims will enroll its first wave of students into the MIST program this fall. Brenda Rask, associate dean for Aims' Career and Technical Education program, said that final enrollment numbers are not in yet, but that interest in the program has been

strong. She estimates there will be between 30 and 45 students from Employment Service's prep academy, as well as students from Weld County School Districts 6 and 8. The district's have committed to about 25 slots in the course.

Aims was able to align the industry's needs with classes already being taught, such as manufacturing and business management that covered some of the desired soft skills. Aims did add some courses to fill out the program — a blueprint reading class, process technology for equipment, instrumentation and an introduction to carpentry.

With the curriculum in place and students enrolling, the work is not yet done.

“Our intention is sustainability of the program,” she said.

Right now, the MIST program includes a

16-credit Level One certificate and a 16-credit Level Two certificate. Rask hopes to develop a level three certificate and eventually add a full two-year degree.

The MIST program consulted with employers such as Xcel Energy and United Power. Rask hopes to finalize plans in the near future to further involve industry with the growth of the program.

Getting Energy Boost

Front Range Community College launched its own WIRED-enabled energy employment program this summer. Energy Boost held its first classes this summer and has three more sessions scheduled for this fall. The 80-hour sessions have a limit of 20 students each, and the first two sessions were completely full.

“Mostly we're seeing non-traditional folks who are out in the workforce and are looking for better employment,” said Lynn Vosler, director of Front Range's Institute for Community and Professional Development at the Larimer Campus. She said the starting salary for the targeted positions is around \$30,000.

Due to the different needs of potential students, the sessions are being offered either on evenings and weekends or in a two-week, all-day format. The grant is paying for eight sessions, with student tuition fully covered except for a \$50 application fee.

“The pool of people is there,” Vosler said, adding that they just need to polish some skills to compete in the burgeoning energy industry.

Like the Aims program, Front Range is working with local energy industry employers to determine what they are looking for, and many times not seeing, in entry-level employees. The program is working with Woodward Governor Co., Vestas Wind Systems, Advanced Energy, Platte River Power Authority, Solix Biofuels and others. Vosler said she is hearing that applicants are often lacking the necessary math skills and basic work skills, such as the ability to work in teams.

Identifying needed skills

For Woodward Governor, defining its hiring needs was an easy exercise.

“We've been hiring over the last year at a pretty good pace,” said Keith Korasick, director of manufacturing for Woodward. He said that the company has been resigned to hiring people that might not have all of the skills needed, and Woodward takes on the added expense of in-house training programs and employee development.

Woodward's human resources department started working with Front Range early in the grant writing process, helping to identify the technical and soft skills that applicants were missing. Korasick became involved once the grant was awarded to assist with developing the curriculum.

So far, Woodward has hired four of the program's participants as temporary employees through Adecco. The company often hires for its production team through the temp agency in order to gauge a potential employee's aptitude for technical work. Korasick added that graduates from the program have already proven they have the right mindset.

“What it shows us is that they have the right attitude and want to improve,” he explained.

Korasick is also working with Front Range on the next step in the career ladder — a two-year degree program focused on engineering technology. Front Range continues to look for industry involvement in growing the program and could see such a program develop as early as January.



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CAREER, from 9

career college with locations in Colorado and Wyoming, has reported placement rates of 90 percent or more, compared with the ACICS national average of 72.8 percent and the Colorado average of 62 percent in 2006. In the June 2006 through July 2007 reporting period, 107 out of 114 students were hired in a job that coincided with their area of study. IBMC offers instruction in business, legal, health care and massage therapy leading to a diploma, degree or certificate depending on the subject.

Although the results of the 2007-08 reporting period have not been fully gathered, JoAnn Caddoo, director of the Career Services Department, said that out of 179 graduates, 161 students, or 90 percent, have reported placement so far.

The Career Services Department provides several resources for students about to complete a program at IBMC, including the required externship program. The externship must be in a student's area of study to earn course credit; unlike many intern or extern programs, some of the positions are paid by the employer, usually a local business that has provided externships to IBMC students in the past. All externships last 120 hours, excluding those in the Farm Tech program, which last 150 hours.

According to Caddoo, 50 percent to 60 percent of students are hired permanently at their extern site. However, those who do not find permanent positions before completing the program can access the Job Bank, an online database available to all IBMC alumni. Career Services also provides resume packets, workshops and mock interviews to students who are looking for employment.

Some IBMC students choose to continue

"There are quite a few who go on."

Christina Nilsson, marketing executive
Institute for Business and Medical Careers

their education rather than start a career right away. "There are quite a few who go on," said Christina Nilsson, the school's marketing executive. But many students already have a four-year degree when they study at IBMC and are taking classes to pursue a different career path.

Community colleges take different approach

Institutions like Front Range Community College, with campuses in Boulder County, Westminster and Larimer County, have a very different approach to placement. While many students begin their careers immediately after finishing a program at FRCC, the vast majority — 72.4 percent of the class of 2007 — continue their education at a different institution.

FRCC offers courses in 100 different areas, from anthropology to welding technology, leading to two-year associate's degrees and certificates. It also offers a wide range of continuing education through the Institute for Community and Professional Development.

Because Front Range has an agreement

with certain four-year programs at other schools, students can complete their associate's degree at Front Range and go on to get a four-year degree in another two years, according to Kris Binard, dean of student services at the Larimer campus.

Some students begin work while going to school, but half of 2007's graduating students are employed in a field unrelated to their program at FRCC, according to the Vocational Follow-Up Survey conducted by the school in January 2008.

For those students who want to begin their career immediately, the Career Services office provides services similar to those at many other schools. Teresina Davie, FRCC's full-time career counselor, conducts mock interviews, critiques resumes and speaks to classes about career options.

"We try to get in early on," Binard said, so students can begin planning before finishing their program at FRCC. Career

Services also staffs an Employer Relations position, designed to connect employers to graduates who are looking for work in their area of study.

Aims Community College in Greeley provides similar services to students: full career counseling, job skill development such as mock interviews and resume building, and a year-old online software program called Career Advance that provides a job posting service for employers and students and will eventually track placement rates for recent graduates.

In addition to the more traditional career services, Aims also takes input from the local business community when deciding which courses to offer. Each Career and Technical Educational Program at Aims has an advisory community made up of deans, faculty and members of the business community who provide input on how to more fully prepare students for life in the real world.

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Tom Behr - First Western Trust Bank
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Eric Bergland - Northern Colorado Economic Development Corp.
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Bill Leary - Lifestyle Magazine
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Colette MacFarlane - SOS Staffing Services
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ALBERTSON, from 2

finally brought them in.

NCBR: Is the school still operating?

Albertson: Oh, yes. Next year is the 60th anniversary. Since 1967 it has been an independent institution named the Asian Institute of Technology.

NCBR: So in the late 1950s, you had become deeply involved in international development and research. What did that mean at CSU?

Albertson: In 1958, Bill Morgan came to me and said, "80 percent of our grant money comes from you. You need to head up research for the whole university." So he set me up as director of the CSU Research Foundation.

NCBR: And was that about the time you got wind of the Peace Corps?

Albertson: Yes, only it wasn't called the Peace Corps at first. It was originally called the "4-Point Youth Corps," an idea tacked onto the Mutual Security Act. The idea was to send young people to work in developing countries. I knew that CSURF was the only organization in the country that could put together the report on "the advisability and practicability of the 4-Point Youth Corps." I recruited Pauline Birky and put together a proposal to get the contract from the State Department. It was only for \$10,000.

NCBR: How did you get the contract?

Albertson: We knew we had terrible competition: the Stanford Research Institute and MIT wanted it. But we never let the people in Washington forget us. I was in Washington twice a month for meetings for other grants and research, and every time I was there I dropped in on Rep. Henry Reuss from Wisconsin or the people with

the ICA (International Cooperation Agency) to keep them up to date on the ideas we had about the project. We were finally told we would get the contract, but it was months before we got the money.

NCBR: How were you able to work on the project?

Albertson: I wrote proposals to the Rosenthal Foundation and the Rockefeller Foundation. At that time Dean Rusk was director of the Rockefeller Foundation and organized a conference of top people to discuss the ideas our team had come up with. Then he gave us \$5,000 to continue our work. The Rosenthal Foundation gave us \$25,000.

(In her memoir, "Peace Corps Pioneer," Pauline Birky-Kreutzer noted that General Hershey, Director of Selective Service; Colin Bell, executive secretary of the American Friends Service Committee (Quaker); and

Lewis Carliner, representing the United Auto Workers, were among those who participated in the conference.)

NCBR: So what did you do when you finally had a contract and the \$10,000 in hand?

Albertson: The contract said we had to do a detailed study in at least 10 countries on three continents. I was able to combine my trip to the SEATO Graduate School of Engineering with stops in Pakistan and India. A member of our philosophy faculty, Dr. Manuel Davenport, had been invited by Albert Schweitzer to attend a workshop in Africa. So we paid his airfare, and he did our study on that continent. Pauline did the study in Latin America and the Caribbean.

NCBR: So you got the contract in 1960, you turned in the preliminary report in February 1961 and you had 400 volunteers in the field by the fall of the year.

Albertson: We couldn't believe how fast it was. Sargent Shriver, (President John F. Kennedy's) brother-in-law, put together a terrific team. Bill Moyers headed up PR for the program. Warren Wiggins, who had worked for USAID, organized everything. It was just amazing how organized it became. Sarg talked to everyone in Washington to get the Peace Corps funded.

NCBR: Your report, which later became the book "New Frontiers for American Youth: Perspective on the Peace Corps," was written by you, Pauline and Andrew Rice, who was based in Washington. Was that it for Colorado State?

Albertson: Oh, no. The logical step was for us to submit a proposal to train volunteers and to administer the programs overseas. We had faculty and programs well established in Pakistan, Iran and Thailand. We won the contract for Pakistan, and when the first director there didn't work out, Pauline went over and ran it. She was highly successful.

NCBR: Before the Peace Corps was established, detractors of the idea called it the "Children's Crusade" and "Kennedy's Kiddie Corps." Earlier this year, some 47 years later, there was a flurry of activity on the New York Times' Op Ed page and "Letters to the Editor" about whether the Peace Corps was really relevant to development in the 21st century. What do you think? Is the Peace Corps obsolete?

Albertson: Absolutely not! I talk with people from foreign countries all the time, and the one thing they are happy with, the one thing they think really represents the American people, is the Peace Corps. The greatest PR for the U.S. in the world is Peace Corps.

NCBR: Is there anything you can suggest that would improve it?

Albertson: Well, the government is not going to be able to keep it going unless they expand it. Presidents always talk big, but they won't push Congress to give it the money it needs. It needs to be much bigger, and there are plans for that to happen.

(The annual budget for the Peace Corps, originally under the Department of State but since 1981 an independent federal agency, is now \$325 million.)

NCBR: Meanwhile, at age 90, you are continuing your work with sustainable development.

Albertson: Yes, I created Village Earth. It's a nonprofit organization based at the CSU Engineering Research Center. We are dedicated to promoting sustainable, community-based development around the world.

For more information on Village Earth, go to www.villageearth.org/MauryAlbertson.Birthday.html.

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ums as long as the development remains in the floodplain.

Other land owners, including Denver area developer David White who owns acreage fronting I-25 between Mulberry Street and Prospect Road, say their plans for bringing retail and other commercial users have hinged almost solely on the formation of the stormwater district authority.

Work on the Boxelder projects could commence as soon as early 2009, beginning with the Clark Reservoir expansion, according to county engineer Burns. The remaining work will be done over the course of three years.

"This will be a long-term project," Burns said. "We are the government. We can't work too fast."



BOXELDER, from 5

Reservoir northeast of Wellington, a measure that would remove a constant flood threat from Boxelder and Coal creeks to the town's center;

- construction of a new reservoir, Edson Reservoir, southeast of Wellington to contain floodwaters from Boxelder and Indian creeks;

- work to improve the flow of water through the middle channel of Boxelder Creek between Wellington and Fort Collins.

The project got a boost last year with the award of a \$3 million grant from the Federal Emergency Management Agency. A special tax district that will collect a stormwater fee from residents within a cone-shaped service area that includes all of Wellington plus parts of Fort Collins and Larimer County would provide most of the remaining funds. Fees would range between \$6 and \$8 monthly for residential properties and 3 to 4.5 cents per square foot for commercial buildings.

The authority will also seek grants from organizations with interests in waterfowl habitat, such as the Colorado Department of Wildlife, and the U.S. Environmental Protection Agency, Larimer County engineer Rex Burns said.

"The Natural Resources Conservation Service is another candidate for grant money," Burns said. "We'll be banging on their door."

Private nonprofit groups, Ducks Unlimited among them, have also shown interest in supporting the project.

Path to development

Beneficiaries of the improvements include owners of the 670 structures that are currently within Boxelder's 100-year floodplain and owners of vacant land that could be more easily and cheaply developed once the project is completed.

Land owners on the east side of Interstate 25 abutting Fort Collins have significant interest in the project. Most are members of the Boxelder Alliance, a group that has advocated the project for more than two years.

"This allows land within this area to come back to market value," said Fort Collins developer Jim Mokler, a partner in Realtec Commercial Real Estate Services, who two weeks ago closed on the purchase of 47 acres of land at the northeast corner of I-25 and East Mulberry Street. "What it means is that it restores value to property that was severely suppressed in value because of the floodplain impacts."

Mokler has already developed the Interchange Business Park on the southeast corner of the same intersection, but pays \$30,000 yearly in flood insurance premi-

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ENTREPRENEUR, from 9

So how do you know if you're "entrepreneurial?" In America, we live in a culture that encourages us to do things on our own, customize and feel like we are getting a unique experience. Only in America can you spend less than \$3 and "get it your way," at least according to Burger King.

Customization is the "in" thing. We love to tailor our experiences and we talk endlessly of how much we dislike feeling pigeonholed. Most of the time when people describe what they really like or enjoy, there is an element of uniqueness to the experience.

Uniqueness is a major element of how entrepreneurs think: How can I make this product/service/idea unique to others? How can I create a unique experience for myself, feel free, and also be rewarded financially?

You might be an entrepreneur if ...

Recognizing that you may have an insatiable urge to create and lead the charge on a new project is a good first step in identifying if you're suited for being out on your own.

Ask yourself if you possess any or all of the following:

- Strong creativity and a need to express individual style, ideas and opinions.
- Ability to quickly grasp new concepts, shift gears, and go another direction.
- Desire to contribute on a higher level in terms of innovation, creativity or service.
- Resilience; ability to bounce back time after time when rejected.
- Ability to communicate ideas to others and persuade them to get on board.
- Desire to work on a rewards-based system rather than a stability-based system; you would forego a huge base salary for the opportunity to increase compensation based solely on performance.
- Strong desire for autonomy.
- Propensity to derive inspiration from several types of people and sources and develop business ideas based on your reactions to these.
- Tendency to pursue ideas relentlessly until they are implemented.

This is a mere short list of entrepreneurial traits. If I had to choose one that represents all the entrepreneurs I have worked with, it's resilience. This trait seems to be intrinsic; people don't usually learn to be resilient. They seem to have it

For further reading on entrepreneurship, Dawn recommends:

- "Patterns of Entrepreneurship," Second Edition, by Jack M. Kaplan and Anthony C. Warren (John Wiley & Sons, Hoboken, N.J., 2007)
- "A Leader Becomes A Leader: Inspiring Stories of Leadership for a New Generation," by J. Kevin Sheehan (True Gifts Publishing, Belmont, Mass., 2007)
- "The Entrepreneurial Mindset," by Rita Gunther McGrath and Ian MacMillan (Harvard Business School Press, Cambridge, Mass., 2000)
- "The Alchemist," by Paulo Coelho (Harper One, San Francisco, 1994)

built into their psyche and exercise it to sustain themselves and keep getting back on the horse.

No one likes rejection, but entrepreneurs see it as part of the game. If utilized the right way, rejection can be used as fuel to move forward. Rejection can create a strong sense of competition and can also be a catalyst for more creativity and to go in a different direction.

Are you an entrepreneur at heart? If you think that you are, start by learning everything you can about the subject. Talk to people who are self-employed, read books about successful entrepreneurs, and write down all of your ideas (even the "ridiculous" ones).

Ask yourself whom you are surrounded by who displays entrepreneurial traits. When you identify people who are entrepreneurial, talk to them about their experiences and their ideas. Ask them to mentor you and assist you in developing your plans.

Above all, have a goal of what you want to bring to fruition, put your ideas in motion by talking about them, asking for help and sustaining the excitement about your idea. This enthusiasm is the heart of entrepreneurial spirit and it never dies down; it may take on different forms, but it's always present, continuously propelling the entrepreneur toward personal and professional improvement and satisfaction.

Dawn Duncan is the co-owner of Broadreach Recruiting & Consulting, a Fort Collins-based firm that assists companies in attracting, retaining and training professional and executive staff. Contact her at 970-221-3511 or www.broadreachrecruiting.com.



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BRIGHTON, from 19

important to open up that corridor," Bramble says.

The city proposed the interchange to the Denver Regional Council of Governments as an amendment to the regional transportation plan. Steve Rudy, DRCOG's director of transportation planning, said he recommended the proposal be denied on procedural grounds. "There's a step they needed to go through, an approval by [the Colorado Department of Transportation] and they had not gotten that yet. Once they have that in hand, they can submit an amendment again."

Bramble says the city knew they needed to go through CDOT's environmental review process, but wanted to try to get the interchange on the transportation plan now so they could start design immediately once the review was complete. "We pretty much knew they were going to deny it, but it's on their radar screen now, so we will continue on," he said.

The city has started its environmental review with CDOT, which could take 12 to 18 months. The city would hope to then finish the design work and begin construction by 2010. The project already has funds set aside from the Adams County sales tax, of which Brighton gets two-tenths of a percent. "It might add a couple of months," Bramble said of DRCOG's denial of the amendment. "But it isn't a major setback."

Another Brighton transportation project that had been a priority for the area now waits on the back burner. An interchange at U.S. Highway 85 and Bromley Lane would cost about \$37 million — about \$14 million more than Brighton's portion of the county sales tax will generate.

It's unknown when that project will materialize, but Pawlowski thinks it could be as many as 30 years.

"It's really dependent on a number of things," Bramble said. "It depends on what the (state transportation) panel does, what the federal government is going to do for highways and roads, so it's really beyond the local jurisdiction's financial ability. Unfortunately, there's so little funding through the regional transportation funds."

Pawlowski said the delay on this project isn't necessarily a bad thing. Originally, U.S. 85 and Bromley Lane had been a priority because so many accidents occurred there. The city was able to reduce the accident rate by eliminating the left turn onto Main Street. When it is time to work on that intersection, it's also going to create some access challenges for the businesses now located there, and the city has yet to figure out how best to accommodate them.

Primary jobs priority

For the time being, transportation is the least of Brighton's woes. The city is instead focused on bringing in more primary jobs so its residents don't need to rely quite so much on those highways.

The efforts are paying off. The Brighton city council in July voted to make available a 112-acre city-owned land parcel, two miles north of Brighton, for purchase by Vestas Wind Systems A/S, the Danish maker of wind turbines, for a factory to build turbine blades where 400 people would work. While Vestas has not committed to the deal, negotiations are ongoing.

In January, Brighton made No. 2 on the Gadberry Group's 7 from 2007 list, which highlights the top seven high-growth cities in the United States. Brighton, the only Colorado city on the list, had its number of households grow by 122 percent since 2000. Bramble says some of that growth was attributed to the fact that people can live in

Mousetrap – maybe

DENVER – Since ending negotiations to relocate Union Pacific from its 36th Street switching yard in Denver, the Regional Transportation District has selected a new site for its Fastracks commuter rail maintenance facility – at the intersection of Interstates 70 and 25. However, the owners of the site are reportedly balking at the deal.

In 2006, RTD identified the UP yard as its preferred location for a maintenance facility and agreed to help UP pay the cost of relocation. The railroad identified a 640-acre site in Fort Lupton on which it planned to build a distribution center for cargo trains and freight trucks. In January, the deal was called off because the amount UP wanted in order to relocate was beyond RTD's budget.

This spring, RTD selected its current Platte Division bus maintenance facility at 31st Street and Ringsby Court as the site for the commuter rail maintenance facility because of its proximity to the 36th Street yard, said RTD spokeswoman Pauletta Tonilas. The district has since been conducting an environmental review for the project at that location while searching for a site to relocate the bus maintenance facility.

"Our staff looked at about 25 different locations and now has a preferred site that meets all the criteria – the former *Denver Post* printing plant at I-70 and I-25," she said.

Tonilas said it's important to make that site work so it doesn't throw off the whole project. "A critical piece of Fastracks is keeping the commuter rail maintenance facility on schedule so it's ready by the time the first commuter rail lines open in 2015."

On Aug. 8, the *Denver Post* reported owner Ascendant Development Corp. has plans to raze the building, which RTD had planned to use for bus storage and maintenance. Ascendant has also announced plans to sell the site to developer Brighton Corp. for \$48.3 million, which could be another budget buster for RTD.

– Jessica Centers

Brighton and commute easily to DIA, Boulder and downtown Denver. With the economy, growth has slowed since 2007.

The city has not seen people move away to be closer to work since gas prices hit \$4 a gallon, but officials do recognize the importance of bringing more jobs into the city.

Both of the Pawlowski's grown children drive to Denver to work. "We'd like to have better paying jobs here," she said. "This council has worked really hard on the primary job issue. All I can tell you is there are a lot of things on the horizon, nothing I can talk about now, but soon we'll be able to."

Bramble said the Brighton Economic Development Corp. has focused the past few years on primary employment. Already, the Staples Distribution Center and Platte Valley Medical Center, with some medical and office buildings beginning to follow, have been a boost to the economy.

Unfortunately, that economic development work was stalled in May when the group's director Susan Stanton left to take a job with CLC Associates' Denver office. Since then, Bramble and a few other staffers have been juggling the work. He'll be glad to see the position filled, and said an announcement could come very soon.

"I'm sure we missed some beats, but our city manager has worked really hard to pick up whatever slack he can," Pawlowski said. "We've had some staff working overtime. I'm sure it will be much better to have someone in that position."

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"It's an exciting project if we can get folks to talk to each other."

John Daggett, regional initiatives and operations manager
North Front Range MPO

Embrace Colorado board members

John Daggett, embrace Colorado director, said he expects the board of directors will eventually have "15 or 20" members, of which six are already signed up:

- Acting Chair Bill Kaufman, former Republican state representative and current member of the Colorado Transportation Commission.
- Louis Swanson, Colorado State University vice provost.
- Tom Selders, former Greeley mayor.
- Ed Stark, former Windsor mayor.
- Milan Karspeck, former Berthoud mayor.
- Glenn Vaad, former Weld County commissioner and current Republican state representative from Greeley.

EMBRACE, from 3

would just like to be within a quick distance of most of the cities and towns and be centrally located and independent."

Cliff Davidson, MPO executive director, said the plan is to separate Embrace Colorado from the MPO by Oct. 1. "We're setting it off to the side so the MPO can provide funding support but not drive it," he said.

Public outreach effort

Daggett said the organization will likely take "a couple years" to get fully up and running. He said a public outreach program will include 200 to 300 meetings over the next 18 months to find out what the residents of Northern Colorado want their transportation system look like in coming decades.

"Who knows? It could be a train to Denver or passenger rail or 10-lane highways or just maintaining what we've got," he said. "It's an exciting project if we can get folks to talk to each other. The key is to collaborate on a regional level."

Last year, an effort to create a regional transportation authority was derailed when local communities couldn't agree on how it would be funded.

Meanwhile, other transportation improvement efforts are continuing on the state level. The governor's Blue Ribbon Transportation Panel released its recommendations last fall for a \$1.5 billion program to shore up the state's failing highway system. Ideas offered by the panel included increasing vehicle registration fees by \$100 — which would raise about \$500 million — and increasing the state's motor fuel tax by 13 cents per gallon, which would raise about \$351 million.

The panel has recently begun meeting again with the goal of fine-tuning some of its recommendations for possible legislative action next January. John Kefalas, a Democratic state representative from Fort Collins, said regional efforts like Embrace Colorado can be part of the solution to the complex transportation dilemma the state faces.

"Regions have to take the initiative for regional solutions, and if they're done properly, they can compliment what the state is doing as well," Kefalas said, adding that "communication is key" to making those efforts work together.

Daggett said the just-launched 34-XPRESS, a bus service between Greeley and Loveland, is an example of how the MPO is trying to reduce traffic congestion and provide intercity transportation in the region.

Daggett said the basic premise of embrace Colorado is to achieve public buy-in for a Northern Colorado transportation solution.

"The strategy behind Embrace Colorado is you can continue to chip away at this funding option or that option, but until you have a vision for the future you're not going to solve the problem," he said.

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2	3	AMARA MASSAGE THERAPY CENTER 100 W. Olive St. Fort Collins, CO 80524 970-484-2629/970-493-9150	7 8 1	Massage therapy center.	www.amaramassage.com info@amaramassage.com	Mike Mazza Owner 2006
3	9	ABARR LAKE CHIROPRACTIC & ACUPUNCTURE CLINIC PC 2530 Abarr Drive, Suite 120 Loveland, CO 80528 970-622-8775/970-622-8761	6 9 1	Chiropractic, acupuncture, massage therapy and nutrition.	www.abarrlake.com N/A	Amy Reeves and Andrew Gow Owners 1999
4	2	EATON THERAPEUTIC CENTER 123 Elm Ave. Eaton, CO 80615 970-454-2224/970-454-3147	5 7 1	Swedish massage therapy, deep tissue therapy, sports therapy, mud and herbal wraps, massage for two, raindrop therapy, contact reflex analysis, health food store with gluten-free products.	N/A eatontherapeuticcenter@hotmail.com	Dorothy Mongan Owner 1985
5	7	GATEWAY NATURAL MEDICINE & DIAGNOSTIC CENTER 1211 Lake Ave. Berthoud, CO 80513 970-532-2755/970-532-9838	4 8 1	Internal medicine, vitamins, natural supplements, chiropractic, acupuncture, medical massage therapy, sports physicals.	www.gatewaynaturalmedicine.com info@gatewaynaturalmedicine.com	William Michael Kleber D.C., DABCI N/A
6	6	SCOTT FAMILY CHIROPRACTIC 1491 N. Denver Ave., Suite 101 Loveland, CO 80538 970-663-2225	4 7 1	Chiropractic, massage and acupuncture. Official chiropractors for the Colorado Eagles and the Colorado Ice.	www.scottchiro.com info@scottchiro.com	Trenton L. Scott Owner 1994
7	4	CENTER FOR ADVANCED BODYWORK 1931 Boise Ave., Suite 1 Loveland, CO 80538 970-663-6501/970-663-4524	4 5 1	Medical massage, chiropractic, physiotherapy, neuromuscular re-education, sports therapy, acupuncture.	www.coloradobodywork.com josh@coloradobodywork.com	Joshua J. Crill President 1998
8	8	SOLECKI CHIROPRACTIC & PHYSICAL THERAPY 3624 W. 10th St. Greeley, CO 80634 970-353-2101/970-353-0754	3 6 1	Chiropractic, acupuncture, nutrition, massage and physical therapy.	www.soleckichiro.com dr.nicole@soleckichiro.com & dr.david@soleckichiro.com	David Solecki and Nicole Solecki Owners 2001
9	NR	TRADITIONAL CHINESE MEDICAL CLINIC 700 W. Mountain Ave. Fort Collins, CO 80521 970-416-0444	3 6 1	Acupuncture, herbology, traditional Chinese medicine, yoga.	www.tcmclinic.org tcmclinic@tcmclinic.org	Oliver Pijoan L.A.C. 1994
10	5	CAMPBELL CHIROPRACTIC D.C. 3000 W. 10th St. Greeley, CO 80634 970-346-9031	3 5 1	Chiropractic, acupuncture and nutrition.	N/A N/A	Kristy Lynn Campbell D.C. 2001
11	11	KELLEY HEALING ARTS CENTER 209 E. Swallow Road Fort Collins, CO 80525 970-223-7425/866-225-2126	2 4 1	Natural therapies including homeopathy, acupuncture, herbal medicine, physical medicine, nutrition and kinesiology.	www.kelleyhealingarts.com kelleyhealingarts@yahoo.com	Buffy Binder and Mark Kelley Practitioners N/A
12	10	ATLAS CHIROPRACTIC 4605 Ziegler Road Fort Collins, CO 80528 970-223-8775/970-225-9734	2 3 1	Holistic health care using chiropractic and nutrition.	N/A kerstencs@hotmail.com	Corey Kersten D.C. 2002

Region surveyed Brighton, Larimer and Weld counties.
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COMMENTARY

EDITORIAL

Oil, gas subsidy has outlived its value to industry and consumers

Remember when a gallon of gasoline cost 65 cents? The year was 1977, when Colorado instituted a property tax credit for petroleum producers who said they were on the verge of shutting down their operations because of declining energy prices.

Three decades later, the economics of producing oil and gas in the state are vastly different. But the tax credit remains. Now, with natural gas and oil prices hovering near historic highs, the producers are also setting records with their earnings.

The time for subsidies is over. While it goes against the grain for a business publication to call for a measure that would take away a business incentive, the *Northern Colorado Business Report* calls for the passage of Initiative 113, a ballot measure that would end the tax credit.

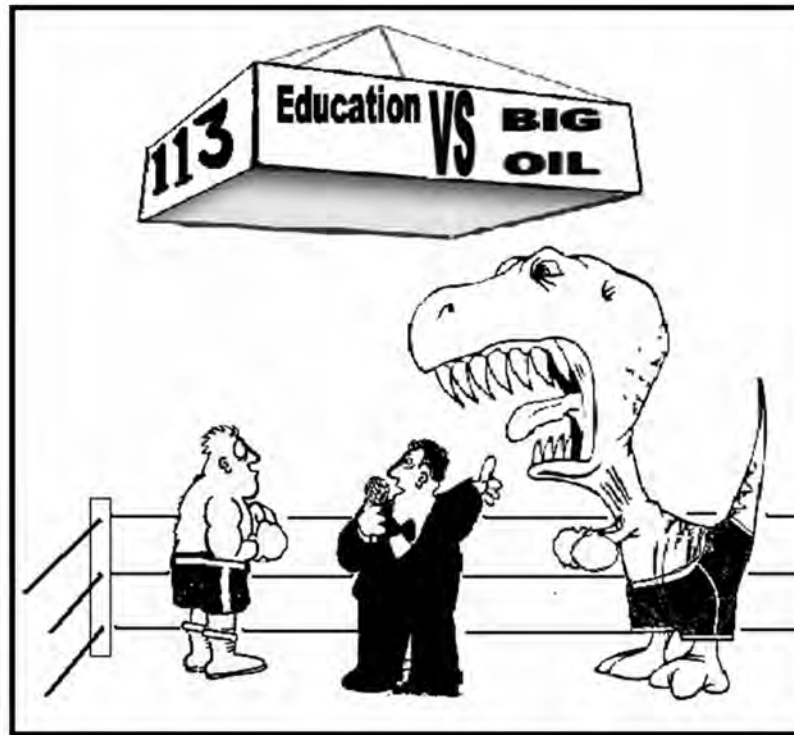
Admittedly, there are plenty of opportunities to quibble over the details. The initiative would steer tax revenue that producers would have to pay for the first time in 30 years to college scholarships for low income students, fund renewable energy development and pay for public works projects in areas where petroleum producers operate.

Higher education funding advocates say 113 would do little to improve the financial health of colleges and universities in Colorado, a state that ranked 49th last year in its support of higher education.

Public officials in counties where producers are most active — notably Weld County, with more producing wells than any other county in the state — say 113 would jeopardize severance tax revenue. In Weld County's case, the tax pays about 40 percent of the public budget. The unanimous vote by Weld commissioners to oppose the initiative is tainted by the fact that two of the five members of the board receive royalty payments from oil and gas produced on land they own. That fact alone should disqualify a vote that purports to be in the public interest.

But the most compelling reason to end the tax credit that producers have enjoyed for so long is found in the bottom lines of their quarterly earnings reports. *Business Report* research shows the three largest producers in Weld's natural-gas-and-oil-rich Wattenberg Field reaped nearly \$1.7 billion in profits during the first half of this year. It's no wonder that the industry has so far pumped more than \$6 million into the campaign against 113.

Our bottom line: The state's most profitable industry no longer needs a tax subsidy to support its operations. End it on Election Day.



Alright now! I want a clean and fair election.

Larimer County budget to result in cuts to services

The Larimer County 2009 budget process is under way. You'll be hearing about projected cuts in the realm of public safety and elsewhere. Here is what is developing.

We are looking at our revenues and expenditures and a daunting picture emerges. Like many people and businesses in today's economic times, we're faced with escalating costs and a drop in revenues.

In addition to this current situation we have a projected 2009 shortfall in funding for our Detention Center, the County jail, which we liken to a "cliff effect." This shortage is expected to grow to a projected \$15 million in 2014 when the sales and use tax that finances the most recent expansion to the Detention Center expires.

Lastly, for a county with a budget of nearly \$300 million, less than \$100 million of which is discretionary, we only have \$6 million or 2 percent in reserves, and we strongly believe that reserves need to be maintained and even shored up. Therefore, we're looking at limiting most 2009 budgets (and reducing a few) to maintain our reserves.

Approximately 50 percent of our current expenditures go to a category of county services that include public safety, and while we agree with citizens that law enforcement and other public safety ser-

vices are important and doing a great job, we just can't maintain the status quo while the sales and use tax income falls short — doing so would require sacrificing other very important services.

Even if we left the 2009 budget exactly where it is in 2008, revenues for services would still be less as inflation and operating costs eat away at those revenues.

In looking at our budget and services we also agree with citizens that more needs to be done in the realm of services to the disadvantaged, so we are not proposing reduced funding to top priority services in that arena. We are actually increasing revenues to our road and bridge department as citizens have told us that we need to do that.

You're going to start seeing cuts in services at Larimer County. We're sorry for that; however there aren't a lot of alternatives.

We are looking at asking citizens to approve funds for treatment programs for mental illness and substance abuse issues. These programs are aimed at recidivism reduction, keeping people from returning time and again to jail. We can save the county huge amounts of money just by keeping people out of jail.

We're looking at everything we can to spend your tax dollars wisely.

Deni La Rue is the Larimer County community information manager. More information on the Larimer County budget process can be found online at www.larimer.org/budget. A proposed balanced budget is due by Oct. 15; the final budget will be adopted by the commissioners in December.



GUEST COLUMN

Deni La Rue

Northern Colorado BUSINESS REPORT

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THE ALLIANCE OF AREA BUSINESS PUBLICATIONS



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.

Huge bison feedlot planned near Pierce (NCBR, July 18-31, 2008)

I am gravely concerned about this proposal for several reasons. First, most people consume and enjoy bison precisely because they are leaner than cattle and associate bison meat with free-ranged animals. This

finishing will increase the fat and cholesterol in the meat, rendering it as an expensive beef alternative with no added value.

Second, there is concern over disease, water quality, methane emissions and general quality of life around all feedlot operations, and conventional cattle tend to be much more "domestic" than bison. The incidents of injured animals, escaped animals, sick animals, and fatalities of animals is much greater in human-handled bison.

Further, the National Bison Association cited in this article would have to betray their own mission — "The mission of the National Bison Association is to bring together stakeholders to celebrate the heritage of American bison/buffalo, and to educate and create a sustainable future for our industry." — if they stand silent on the subject of bison feedlotting.

I hope decisions will be made that keep the integrity of bison ranching and the bison themselves in mind.

Ray Aberle
Bellvue

This is a terrible idea! One hundred animals per acre is not only "a little tight," but inhumane. What are these developers trying to do, treat the buffalo like the cattle have been treated and then have to use all the drugs and chemicals on them, too? It's crazy. I hope the public comes out strongly against this insanity.

Mary Pat
Summit County

This is wrong on so many levels.

If this goes forward, the market will be flooded with inferior, fat-laden meat. We have enough of that on the market now.

Also, these animals deserve better than this. I'm all in favor of ranchers running commercial buffalo ranches, but keep it humane and keep the market clean.

This could well destroy the existing buffalo markets.

Jerry Ellinghuysen
Fort Collins

NCBR poll watch

How confident are you in your bank?

I'm very confident my money is safe.
82%

IndyMac's failure has me a little spooked.

11%

All my money is under my mattress!

7%

These results reflect responses to the online poll at www.ncbr.com July 14 through Aug. 11.

Next question:
Does the oil and gas industry still need state tax credits?

Answer now at www.ncbr.com. Responses will be accepted through Aug. 25.

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.: 7409524, System and method for responding to TLB misses. Inventors: Safford, Kevin, Fort Collins, Colo.; Bhatia, Rohit, Fort Collins, Colo.; Brummel, Karl, Chicago, Ill. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 8/5/08.

Patent No.: 7409510, Instant virtual copy to a primary mirroring portion of data. Inventors: Werner, Sam Clark, Scottsdale, Ariz.; Spear, Gail Andrea, Tucson, Ariz.; Stanley, Warren Keith, Loveland, Colo.; Bartfai, Robert Francis, Tucson, Ariz.; Micka, William Frank, Tucson, Ariz. Assignee-at-issue: International Business Machines Corp., Armonk, N.Y. Date: 8/5/08.

Patent No.: 7408788, Device and method for circuit board insertion and removal. Inventor: Rubenstein, Brandon A., Loveland, Colo. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 8/5/08.

Patent No.: 7408634, Automated imaging with phosphorescent imaging targets. Inventors: Gardner Jr., Richard Lynn, Greeley, Colo.; Coffin, Paul C., Fort Collins, Colo.; Chaloner, Michael J., Fort Collins, Colo. Assignee-at-issue: Hewlett-Packard Development Co. L.P., Houston, Texas. Date: 8/5/08.

Patent No.: 7406880, Averaging orifice primary flow element. Inventors: Orleskie, Charles T., Berthoud, Colo.; Beachey, Terry X., Longmont, Colo. Assignee-at-issue: Dieterich Standard Inc., Boulder, Colo. Date: 8/5/08.

Patent No.: 7406671, Method for performing design rule check of integrated circuit. Inventors: Corbeil Jr., John D., Fort Collins, Colo.; Saunders, Michael J., Fort Collins, Colo. Assignee-at-issue: LSI Corp., Milpitas, Calif. Date: 7/29/08.

Patent No.: 7406548, Systems and methods for responding to a data transfer. Inventors: Owens, James W., Fort Collins, Colo.; Bloom, Daniel, Loveland, Colo.; Voss, James S., Fort Collins, Colo. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 7/29/08.

Patent No.: 7406422, Techniques for improving collaboration effectiveness. Inventors: Tripp, Travis S., Fort Collins, Colo.; Yonkatis, Steve, Fort Collins, Colo.; Kamholz, David W., Loveland, Colo. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 7/29/08.

Patent No.: 7405853, Miniature single actuator scanner for angle multiplexing with circularizing and pitch correction capability. Inventors: Sissom, Bradley J., Boulder, Colo.; Harris, Rodney C., Fort Collins, Colo. Assignee-at-issue: Inphase Technologies Inc., Longmont, Colo.; Nintendo Co., Ltd., Kyoto, Japan. Date: 7/29/08.

Patent No.: 7405109, Method of fabricating the routing of electrical signals. Inventor: Burton, William S., Fort Collins, Colo. Assignee-at-issue: Avago Technologies General IP Pte Ltd., Singapore, Singapore. Date: 7/29/08.

Patent No.: 7404279, Silverware and napkin rolling apparatus. Inventors: Miano, Mario L., Fort Collins, Colo.; Nelson, Kevin W., Fort Collins, Colo. Date: 7/29/08.



INVENTIONS • NEW BUSINESSES

NEW BUSINESSES

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

DC56: Domestic Cooperative (Statute 56)
DLLC: Domestic Limited Liability Company
D LLP: Domestic Limited Liability Limited Partnership

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

LARIMER COUNTY

SWAN NINJITSU LLC, 29839 Poudre Canyon Highway 14, Bellvue, CO 80512. REGISTERED AGENT: BRANDON CAMENISCH. TYPE: DLLC. DATE: 5/19/08.

JIM KIMBALL MASONRY INC., 7063 McMurry Ranch Road, Bellvue, CO 80512. REGISTERED AGENT: SANDRA RODARDEL. TYPE: DPC. DATE: 6/17/08.

LEAPING POSSIBILITIES LLC, 5914 Alpaca Trail, Bellvue, CO 80512. REGISTERED AGENT: BARBARA GREEN. TYPE: DLLC. DATE: 7/29/08.

REAP INC., 875 N. Larimer County Road 17, Berthoud, CO 80513. REGISTERED AGENT: THOMAS HOEKSTRA. TYPE: FO. DATE: 7/9/08.

ACCUSTAT DECISION SCIENCE LLC, 119 E. Iowa Ave., Berthoud, CO 80513. REGISTERED AGENT: PETER SCOTT. TYPE: DLLC. DATE: 4/30/08.

ESO CARPENTRY & CONSTRUCTION LLC, 2291 Elmwood St., Berthoud, CO 80513. REGISTERED AGENT: ERIK ONEAL. TYPE: DLLC. DATE: 5/15/08.

BROOKSIDE GARDENS LLC, 619 E. Highway 56, Berthoud, CO 80513. REGISTERED AGENT: LAWRENCE BEBO. TYPE: DLLC. DATE: 5/19/08.

PSE TECHNOLOGY LLC, 1111 Jefferson Drive, Berthoud, CO 80513. REGISTERED AGENT: PATRICK MCCORMICK. TYPE: DLLC. DATE: 5/26/08.

BERTHOUD BMX ASSOCIATION, 988 Welch Ave., Berthoud, CO 80513. REGISTERED AGENT: PAT DIPENTINO. TYPE: DNC. DATE: 5/27/08.

MAKN PRECISION, 790 Homes Place, Berthoud, CO 0. REGISTERED AGENT: MICHAEL NEWBY. TYPE: DPC. DATE: 5/30/08.

BOW-WOW- MEOWS- FAIRY "TAIL" VILLA LLC, 816 First St., Berthoud, CO 80513. REGISTERED AGENT: ANNE JORGENSEN. TYPE: DLLC. DATE: 6/6/08.

BERTHOUD CUSTOM CABINETS INC., 4026 Arleigh Drive, Berthoud, CO 80513. REGISTERED AGENT: WILLIAM LUDWIG. TYPE: DPC. DATE: 6/13/08.

GRACE REFORMED FELLOWSHIP, 1219 Cedar Drive, Berthoud, CO 80513. REGISTERED AGENT: PATRICIA CLARK. TYPE: DNC. DATE: 6/23/08.

THE CENTER FOR CORPORATE SOCIAL RESPONSIBILITY, 927 Kansas Ave., Berthoud, CO 80513. REGISTERED AGENT: JOHN HALL. TYPE: DLLC. DATE: 6/24/08.

GRAVITAS LAND HOLDINGS LLC, 15395 E. County Line Road, Berthoud, CO 80513. REGISTERED AGENT: FENTON BAIN. TYPE: DLLC. DATE: 6/25/08.

GRAVITAS DEVELOPMENT GROUP INC., 15395 E. County Line Road, Berthoud, CO 80513. REGISTERED AGENT: FENTON BAIN. TYPE: DPC. DATE: 6/25/08.

LONE TREE MECHANICAL INC., 904 Kansas Ave., Berthoud, CO 80513. REGISTERED AGENT: LEEANNE BAUER. TYPE: DPC. DATE: 6/27/08.

2664 BUCHANAN AVE. LLC, 549 Fourth St., Berthoud, CO 80513. REGISTERED AGENT: GEORGE STRAW. TYPE: DLLC. DATE: 7/2/08.

COMPETENT HELPER LLC, P.O. Box 2, Berthoud, CO 80513. TYPE: DLLC. DATE: 7/17/08.

M&J RELIABILITY LLC, 2813 Pheasant Run, Berthoud, CO 80513. REGISTERED AGENT: JOHN MEDVETZ. TYPE: DLLC. DATE: 7/21/08.

CHRISTMAS RIVER LLC, P.O. Box 27, Berthoud, CO 80513. REGISTERED AGENT: BEN STEVENS. TYPE: DLLC. DATE: 7/21/08.

SWANSON HOUSE B&B LLC, 1932 First St., Berthoud, CO 80513. REGISTERED AGENT: SALLY NIBBELINK. TYPE: DLLC. DATE: 7/23/08.

ULTIMATE AUTO SALES LLC, 1621 W. Mountain Ave., Berthoud, CO 80513. REGISTERED AGENT: JUDITH RUGG. TYPE: DLLC. DATE: 7/28/08.

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What entrepreneurs really need from their bankers

Money always nice, but sales contacts, support even better

Golf is a perfect way to get to know people a lot better than you would under normal circumstances.

I recently played golf with a great guy who was the partner of a friend. My new friend is a banker. Even though bankers and entrepreneurs are at opposite ends of the business spectrum, they usually like each other because they are so different. They both need each other to survive in the jungle.

The banker (we'll call him John) told me he had read a few of my columns and wanted to spend time visiting with me about the subject of entrepreneurship. He explained to me that he was an entrepreneurial banker. In my view, that's impossible and a genuine oxymoron, but to be polite I didn't share that particular contradiction with him.

To convince me of his entrepreneurial spirit, he asked my opinion about his new banking venture. He explained that he, a few professors and other bankers were organizing a series of seminars to help entrepreneurs get new ideas for their products and services.

It was his opinion that entrepreneurs were many times blinded to opportunities that others such as the bankers and professors could see. He asked what I thought about this idea and wanted me to consider some level of personal involvement.

I could have said it was a great idea and I would like to get involved in any way I contribute, but over the years I think I have made more friends by saying what I really think. I decided that John was a good guy and he could take it.

I took a deep breath and said, "John, it's really not a good idea and it won't work. You're wasting your time and energy on this effort."

He drew back and dropped his jaw. Then I could see by the look in his eye that he almost welcomed my candidness and found it very refreshing. It was something he hadn't heard from employees or directors sitting on boards.

"Please, go on, enlighten me," he said with a genuine smile.

I explained to him that every entrepreneur I know already has plenty of ideas. The fact that they have a multitude of ideas is one of the main reasons they are entrepreneurs in the first place. The concept of an entire seminar on this subject would be boring and superfluous to the typically impatient entrepreneur.

The real problem is that entrepreneurs don't have the resources to pursue all their ideas. The good entrepreneurs know how to concentrate on what's working and they stick to their knitting. They simply can't afford to pursue all the other product out-

"Your credibility and the entrepreneur's creativity could be a winning combination."

**GETTING
STARTED**

Brooks Mitchell

let ideas they are given. They don't have a quarter of a million dollars to hire a new product manager and have him operate in such a way that it doesn't impede the existing organization.

Entrepreneurs know that a new venture would require devoting their time to planting, fertilizing and harvesting a product that might take one or two or three years to come to market and they don't have that type of time.

"Well," John said, "I think I get it. What entrepreneurs really need from bankers is money, right?"

"Johnny," I replied, "of course, they would like money, but a banker is almost always the last source of revenue for an entrepreneur. Why? Because banks are not willing to give entrepreneurs money without collateral and most entrepreneurs already have everything they own invested in their company anyway and have used up their collateral many years ago.

"If you really want to help entrepreneurs, the one thing you can help them with is sales. If you can figure out how to help an entrepreneur do that, you will have a friend and a customer for life. Rather than a seminar on how to find new business opportunities, why don't you sit down with the entrepreneur and really understand how his business works? Then review your contacts and customer lists with him, and identify potential customers for his products.

"Next, you can personally introduce him to potential customers, facilitate a meeting or a presentation. Perhaps you could hold a reception for him at your bank. Your credibility and the entrepreneur's creativity could be a winning combination. If you really want to kick it up a notch, let him use some of your resources such as graphics support and conference rooms. These are things that many entrepreneurs don't have access to or can't afford."

I think John really liked my ideas because the next morning he invited me to lunch. I'm always glad to get a free lunch, but I would rather have his list of contacts.

■■■

Regretfully, this is my last column for the *NCBR*. Over the past six years, I have enjoyed and been flattered by the numerous comments and e-mails from the readers of this column. So long for now!

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

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2	2	NEW BELGIUM BREWING CO. 500 Linden St. Fort Collins, CO 80524 970-221-0524/970-221-0535	483,000	310	N/A N/A	Fat Tire, Sunshine, Blue Paddle, 1551, Abbey, Trippel, Mothership WIT organic wheat beer, and seasonal brews.	Peter Bouckaert Kim Jordan & Jeff Lebesch	nbb@newbelgium.com www.newbelgium.com 1991
3	3	ODELL BREWING CO. INC. 800 E. Lincoln Ave. Fort Collins, CO 80524 970-498-9070/970-498-0706	39,400	42	75% 25%	90 Shilling, 5 Barrel Pale Ale, Levity Ale, Cutthroat Porter, Easy Street Wheat and seasonal brews.	Doug Odell Doug, Wynne & Corkie Odell	cheers@odellbrewing.com www.odellbrewing.com 1989
4	4	FORT COLLINS BREWERY 1900 E. Lincoln Ave., Suite B Fort Collins, CO 80524 970-472-1499/970-472-1520	6,000	10	40% 60%	Pomegranate Wheat, IPA, Kidd Lager, Z Lager, Retro Red, Chocolate Stout, and seasonal brews.	Sandy Jones Tom Peters	info@fortcollinsbrewery.com www.fortcollinsbrewery.com 2003
5	5	COOPERSMITH'S PUB & BREWING 5 Old Town Square Fort Collins, CO 80524 970-498-0483 ext 1/970-498-0471	2,019	125	100% N/A	Mountain Ave. Wheat, Poudre Pale Ale, Horsetooth Stout, Punjabi Pale Ale, and seasonal brews.	Dwight Hall Scott Smith	Coopland@CooperSmithsPub.com www.coopersmithspub.com 1989
6	6	C.B. POTTS RESTAURANT & BREWERY 1415 W. Elizabeth St. Fort Collins, CO 80521 970-221-1139/970-484-1846	1,450	2	80% 20%	Buttfaced Amber Ale, Colorado Blonde, Big Red IPA, Big Horn Hefeweizen, Total Disorder Porter, 71 Pale Ale, Big Horn Light Premium Lager, Apricot Ale, and seasonal ales and lagers.	Kirk Lombardi Ram International	klombardi@theram.com www.cbpotts.com 1971
7	7	ESTES PARK BREWERY 470 Prospect Village Drive Estes Park, CO 80517 970-586-5421/970-586-0651	1,250	30	85% 15%	Long's Peak Raspberry Wheat, Stinger Wild Honey Wheat, Estes Park Gold, Trail Ridge Red, Estes Park Renegade, Estes Park Porter, Samson Stout, Staggering EIK Lager, and seasonal brews.	Eric Bratrud Eric Bratrud & Tyler Lemirande	epbrewery@epbrewery.net www.epbrewery.net 1994
8	8	CRABTREE BREWING CO. 625 Third St., Unit D Greeley, CO 80631 970-356-0516/970-330-8192	322	4	80% 20%	Belgian Strong, Box Car Brown, Ginger Bee, Golden 8, Jeff's Pale Ale, Oil Change Stout, Serenity, Twisted Creek Wheat.	Jeff Crabtree Jeff Crabtree & Stephanie Crabtree	info@crabtreebrewing.com www.crabtreebrewing.com 2006

(1) Business Report estimate

Based upon responses to Business Report survey researched by Kathleen Chaballa
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LEADS

NEW BUSINESSES

ULTIMATE CAPITAL LLC, 3312 MEINING ROAD, BERTHOUD, CO 80513. REGISTERED AGENT: JUDITH RUGG. TYPE: D.L.C. DATE: 7/28/08.

CRAZY WOLF LLC, 5821 W. COUNTY ROAD 8E, BERTHOUD, CO 80513. REGISTERED AGENT: JANIS HOLLER. TYPE: D.L.C. DATE: 7/28/08.

MOUNTAIN PAINTING & REPAIR INC., 1814 STORM MOUNTAIN DRIVE, DRAKE, CO 80515. REGISTERED AGENT: DARRELL SPANGLER. TYPE: D.P.C. DATE: 5/28/08.

MOUNTAIN-VALLEY HEATERS INC., 11645 N. FORK ROAD, DRAKE, CO 80515. REGISTERED AGENT: SCOTT TARBOX. TYPE: D.P.C. DATE: 6/24/08.

MOBILE TECHNOLOGY INC., P. O. BOX 188, DRAKE, CO 80515. REGISTERED AGENT: HANS GERTHE. TYPE: D.P.C. DATE: 7/1/08.

F F ENTERPRISES CORP., 2505 LONGVIEW DRIVE, ESTES PARK, CO 80517. REGISTERED AGENT: BRENDA MAROUSEK. TYPE: D.P.C. DATE: 7/11/08.

F F ENTERPRISES #3 LP, 2505 LONGVIEW DRIVE, ESTES PARK, CO 80517. REGISTERED AGENT: BRENDA MAROUSEK. TYPE: D.L.P. DATE: 7/11/08.

DLS COLORADO PROPERTIES LLC, 2701 FALL RIVER ROAD, ESTES PARK, CO 80517. REGISTERED AGENT: DEBRA SEEBAUER. TYPE: D.L.C. DATE: 7/14/08.

DIVIDE ELECTRICAL SERVICES LLC, 701 W. WONDVIEW AVENUE, ESTES PARK, CO 80517. REGISTERED AGENT: JOHN VLJET. TYPE: D.L.C. DATE: 5/14/08.

MATT'S COLOR MASTERS LLC, 1572 MOSS ROCK DRIVE, ESTES PARK, CO 80517. TYPE: D.L.C. DATE: 5/16/08.

POST PROPERTIES LLC, 6307 DEVILS GULCH ROAD, ESTES PARK, CO 80517. REGISTERED AGENT: SIDNEY BROWN. TYPE: D.P.C. DATE: 5/20/08.

LS REALTY SERVICES INC., 1670 CLOVER LANE, ESTES PARK, CO 80517. REGISTERED AGENT: LORETTA SMITH. TYPE: D.P.C. DATE: 5/23/08.

CHAPIN INVESTMENTS LLC, 453 E. WONDVIEW AVENUE, ESTES PARK, CO 80517. TYPE: D.L.C. DATE: 5/26/08.

MCMILLANNURSELLC, 264 LITTLE VALLEY DRIVE, ESTES PARK, CO 80517. REGISTERED AGENT: JOHN MCMILLAN. TYPE: D.L.C. DATE: 5/28/08.

POP'S PROPERTIES LLC, 1020 SCOTT AVE., ESTES PARK, CO 80517. REGISTERED AGENT: RANDOLF REPOLA. TYPE: D.L.C. DATE: 5/29/08.

POP'S PAD LLC, 1020 SCOTT AVE., ESTES PARK, CO 80517. REGISTERED AGENT: RANDOLF REPOLA. TYPE: D.L.C. DATE: 5/29/08.

NANA'S NOOK LLC, 1020 SCOTT AVE., ESTES PARK, CO 80517. REGISTERED AGENT: RANDOLF REPOLA. TYPE: D.L.C. DATE: 5/29/08.

S & L ENTERPRISES, P.O. BOX 903, ESTES PARK, CO 80517. REGISTERED AGENT: STEVEN LAMONTIA. TYPE: D.L.C. DATE: 6/5/08.

7522 RESTAURANT CORP., 820 MORAINA AVE., ESTES PARK, CO 80517. REGISTERED AGENT: CATHY OEHLMAN. TYPE: D.P.C. DATE: 6/9/08.

XTREME CONSTRUCTION CONCEPTS LLC, 557 GRAND ESTATES DRIVE, ESTES PARK, CO 80517. REGISTERED AGENT: MICHAEL LEMKE. TYPE: D.L.C. DATE: 6/12/08.

JJ GROUP, 1054 TRANQUIL LANE, ESTES PARK, CO 80517. REGISTERED AGENT: JERRY ROBINSON. TYPE: D.L.C. DATE: 6/19/08.

CLAZAK II LLC, 220 VIRGINIA DRIVE, ESTES PARK, CO 80517. TYPE: D.L.C. DATE: 6/19/08.

CREATIVE FRAMING AND DESIGN LLC, 1184-A GRAVES AVE., ESTES PARK, CO 80517. REGISTERED AGENT: MATTHEW SCHLADEZKY. TYPE: D.L.C. DATE: 6/27/08.

TESORA BELLA, 125 W. ELKHORN AVE., ESTES PARK, CO 80517. REGISTERED AGENT: BRIAN SMITH. TYPE: D.L.C. DATE: 7/7/08.

SPR INVESTMENTS LLC, 903 PROSPECT PARK DRIVE, ESTES PARK, CO 80517. REGISTERED AGENT: WILLIAM ROBINSON. TYPE: D.L.C. DATE: 7/7/08.

G. WAYNE NEWSOM & CO. LLC, 450 WONDVIEW AVENUE, ESTES PARK, CO 0. REGISTERED AGENT: G. NEWSOM. TYPE: D.L.C. DATE: 7/8/08.

CLAIRE'S RESTAURANT LLC, 225 PARK LANE, ESTES PARK, CO 80517. REGISTERED AGENT: A. RAY. TYPE: D.L.C. DATE: 7/8/08.

CLAIRE'S INC., 225 PARK LANE, ESTES PARK, CO 80517. REGISTERED AGENT: A. RAY. TYPE: D.P.C. DATE: 7/8/08.

POST PROPERTIES LLC, 6307 DEVILS GULCH ROAD, ESTES PARK, CO 80517. REGISTERED AGENT: SIDNEY BROWN. TYPE: D.L.C. DATE: 5/29/08.

560 HEINZ PARKWAY LLC, 560 HEINZ PARKWAY, ESTES PARK, CO 80517. REGISTERED AGENT: KARIN YOUNG. TYPE: D.L.C. DATE: 7/16/08.

MCCORMACK MAINTENANCE & CLEANING LLC, P.O. BOX 3679, ESTES PARK, CO 80517. TYPE: D.L.C. DATE: 7/17/08.

ABSTRAKT INC., 230 W. ELKHORN AVE., ESTES PARK, CO 80517. REGISTERED AGENT: LISA SMITH. TYPE: D.P.C. DATE: 7/17/08.

CHASEN REALTY LLC, 380 E. ELKHORN AVE., ESTES PARK, CO 80517. REGISTERED AGENT: DONALD CHASEN. TYPE: D.L.C. DATE: 7/27/08.

ESTES PARK REPERTOIRE THEATER CO., 651 CEDAR RIDGE CIRCLE, ESTES PARK, CO 80517. REGISTERED AGENT: MARJORIE CORCORAN. TYPE: D.N.C. DATE: 7/28/08.

GOING GREEN LLC, 709 KEENESBURG COURT, FORT COLLINS, CO 80525. REGISTERED AGENT: HECOURT OR DIAZ. TYPE: D.L.C. DATE: 6/11/08.

LARIMER COUNTY FOUNDATION, 1525 BLUE SPRUCE DRIVE, FORT COLLINS, CO 80524. REGISTERED AGENT: KATHY SNELL. TYPE: D.N.C. DATE: 7/14/08.

AMITY SYSTEMS LLC, 1030 CENTRE AVE., FORT COLLINS, CO 80526. REGISTERED AGENT: PHILLIP TRUJILLO. TYPE: F.L.C. DATE: 7/3/08.

STEPHANIE JAVERNICK LLC, 1309 SAINT JOHN PLACE, FORT COLLINS, CO 80525. REGISTERED AGENT: STEPHANIE JAVERNICK. TYPE: D.L.C. DATE: 7/9/08.

DCO LLC, 3838 CELTIC LANE, FORT COLLINS, CO 80524. REGISTERED AGENT: DANIEL OHLIN. TYPE: D.L.C. DATE: 7/9/08.

HIGHLAND VIEW LLC, 2433 ROCK CREEK DRIVE, FORT COLLINS, CO 80528. REGISTERED AGENT: BRANDON MCLEOD. TYPE: D.L.C. DATE: 7/9/08.

ABELBECK PARTNERS LTD., 1230 TWINBERRY COURT, FORT COLLINS, CO 80525. REGISTERED AGENT: LAURIE ABELBECK. TYPE: F.L.P. DATE: 7/9/08.

C&S REAL ESTATE SERVICES, 2326 CHANDLER ST., FORT COLLINS, CO 80528. REGISTERED AGENT: CHRISTOPHER SPENARD. TYPE: D.L.C. DATE: 7/9/08.

TRACT O RIGDEN LLC, 2020 CARIBOU DRIVE, SUITE 201, FORT COLLINS, CO 80525. REGISTERED AGENT: LARRY HAWE. TYPE: D.L.C. DATE: 7/9/08.

THIRDKAR INC., 2200 GEMSTONE COURT, FORT COLLINS, CO 80525. TYPE: D.P.C. DATE: 7/9/08.

DG MANAGEMENT LLC, 631 MONTE VISTA AVE., FORT COLLINS, CO 80523. REGISTERED AGENT: DON GURY. TYPE: D.L.C. DATE: 7/9/08.

OUTDOOR LOGIC, 510 WOOD ST., FORT COLLINS, CO 80521. REGISTERED AGENT: JASON WOMACK. TYPE: D.L.P. DATE: 7/9/08.

MOUNTAINS AND PLAINS INSTITUTE FOR LIFE-LONG LEARNING AND SERVICE INC., 430 PETERSON ST., FORT COLLINS, CO 80524. TYPE: D.N.C. DATE: 7/10/08.

PERSIAN CUISINE LLC, 215 W. OAK ST., FORT COLLINS, CO 0. TYPE: D.L.C. DATE: 7/10/08.

OPA! LLC, 3711 JFK PARKWAY, FORT COLLINS, CO 80525. REGISTERED AGENT: AKI PALMER. TYPE: D.L.C. DATE: 7/10/08.

EVERBUSTER LLC, 3030 S. COLLEGE AVE., FORT COLLINS, CO 80525. REGISTERED AGENT: ALAN LINE. TYPE: D.L.C. DATE: 7/10/08.

HITZ INVESTMENTS LLC, 1309 HEPPLEWHITE COURT, FORT COLLINS, CO 80526. REGISTERED AGENT: STEVEN HITZ. TYPE: D.L.C. DATE: 7/10/08.

SHEL LLC, 2425 BELVINS ST., FORT COLLINS, CO 80524. REGISTERED AGENT: ANDREW HOLBROOK. TYPE: D.L.C. DATE: 7/10/08.

RED FROG DESIGN LLC, 812 CITY PARK AVE., FORT COLLINS, CO 80521. REGISTERED AGENT: MAKEESHA FISHER. TYPE: D.L.C. DATE: 7/10/08.

TOTALLY AWESOME ENTERPRISE LLC, 6427 CARMICHAEL ST., FORT COLLINS, CO 80528. REGISTERED AGENT: TERRY ANN EHRLICH. TYPE: D.L.C. DATE: 7/10/08.

TOTALLY AWESOME PROPERTIES LLC, 6427 CARMICHAEL ST., FORT COLLINS, CO 80528. REGISTERED AGENT: TERRY ANN EHRLICH. TYPE: D.L.C. DATE: 7/10/08.

MASA LLC, 500 APPLE BLOSSOM LANE, FORT COLLINS, CO 80526. REGISTERED AGENT: MARK ANDERSON. TYPE: D.L.C. DATE: 7/10/08.

NATIONAL LENDING GROUP LLC, 6712 S. COLLEGE AVE., FORT COLLINS, CO 80525. TYPE: D.L.C. DATE: 7/10/08.

SOUTH COLLEGE 639 LLC, 103 W. MOUNTAIN AVE., FORT COLLINS, CO 80524. REGISTERED AGENT: JOSEPH ZIMLICH. TYPE: D.L.C. DATE: 7/10/08.

GREEN GLOVE LLC, 2618 SHAVANO COURT, FORT COLLINS, CO 80525. REGISTERED AGENT: ASHLEY GUTIERREZ. TYPE: D.L.C. DATE: 7/10/08.

FORT COLLINS CROSS COUNTRY LLC, 3233 LEDGESTONE COURT, FORT COLLINS, CO 80528. REGISTERED AGENT: KATHERINE BRIGGS. TYPE: D.L.C. DATE: 7/12/08.

FETCH, 2517 W. PLUM ST., FORT COLLINS, CO 80521. REGISTERED AGENT: KAY JOHNSON. TYPE: D.L.C. DATE: 7/12/08.

HEART 2 HEART COMPANION CARE LLC, 2407 COCHETOPA COURT, FORT COLLINS, CO 80525. REGISTERED AGENT: CHERI CLARK. TYPE: D.L.C. DATE: 7/13/08.

ALOHA LLLP, 1524 BRENTFORD LANE, FORT COLLINS, CO 80525. REGISTERED AGENT: ROGER SAMPLE. TYPE: D.L.L.P. DATE: 7/13/08.

MBNE PARTNERS LLC, 900 HUNTINGTON HILLS DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: BRAD BLANK. TYPE: D.L.C. DATE: 7/14/08.

SUMMIT MOUNTAIN ESCAPE LLC, 900 HUNTINGTON HILLS DRIVE, FORT COLLINS, CO 80525. REGISTERED AGENT: BRAD BLANK. TYPE: D.L.C. DATE: 7/14/08.

SEPTMBER 5, 2008
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Ft. Collins/Loveland Airport (5883 Langley Avenue)

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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	286,134	287,279	-0.40%	279,897	2.23%	6/08
Unemployment	15,285	12,839	19.05%	13,037	17.24%	6/08
Colo. Unemp. Rate	5.30%	4.70%	N/A	3.80%	N/A	6/08
Lmr. Unemp. Rate	4.70%	3.90%	N/A	3.30%	N/A	6/08
Weld Unemp. Rate	5.70%	4.80%	N/A	4.10%	N/A	6/08

Jet fuel (gallons dis.) F.C.-Loveland Airport	95,589	64,322	48.61%	100,600	-4.98%	6/08
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Motor vehicle reg.	56,345	55,717	1.13%	53,809	4.71%	6/08
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Vectra Small Business						
Colorado index	87.4	87	0.46%	90.6	-3.53%	6/08
U.S. index	65.3	65.8	-0.76%	89.3	-26.88%	6/08

Bankruptcies						
Larimer County						
Chapter 7	75	74	1.35%	54	38.89%	6/08
Chapter 13	8	9	-11.11%	9	-11.11%	6/08
Weld County						
Chapter 7	77	83	-7.23%	70	10.00%	6/08
Chapter 13	18	10	80.00%	6	200.00%	6/08

Foreclosures						
Larimer County						
Value (000s)	\$31,671	\$35,799	-11.53%	\$24,540	29.06%	6/08
Weld County	218	204	6.86%	298	-26.85%	6/08
Value (000s)	\$53,091	\$45,453	16.80%	\$56,444	-5.94%	6/08

Patents						
Larimer County						
	32	39	-17.95%	48	-33.33%	6/08
Weld County						
	9	9	0.00%	10	-10.00%	6/08

New businesses						
Larimer County						
	279	379	-26.39%	335	-16.72%	6/08
Weld County						
	217	235	-7.66%	206	5.34%	6/08

Consumer Price (Colorado, Wyoming, Montana and Utah)						
Index (1982-84 = 100)						
Food & beverages	219.494	215.331	1.93%	208.658	5.19%	6/08
Housing	227.629	226.351	0.56%	221.23	2.89%	6/08
Transportation	213.387	196.863	8.39%	190.781	11.85%	6/08
Medical Care	369.169	368.638	0.14%	353.37	4.47%	6/08

REAL ESTATE						
Total construction (000s)						
Larimer County						
	\$61,508	\$64,541	-4.70%	\$30,012	104.94%	6/08
Weld County						
	\$32,406	\$82,050	-60.50%	\$91,942	-64.75%	6/08

Building permits	179	202	-11.39%	281	-36.30%	6/08
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Apartment vacancies						
F.C.-Loveland						
	5.20%	4.60%	N/A	9.30%	N/A	3/08
Greeley						
	7.30%	7.20%	N/A	7.20%	N/A	3/08

Apartment rent						
F.C.-Loveland						
	\$760	\$768	-0.98%	\$752	1.03%	3/08
Greeley						
	\$636	\$631	0.82%	\$625	1.86%	3/08

Office vacancy rates						
Fort Collins						
	14.26%	13.21%	N/A	11.79%	N/A	6/08
Loveland						
	8.31%	10.33%	N/A	7.98%	N/A	6/08
Greeley						
	16.00%	15.16%	N/A	17.07%	N/A	6/08

Retail vacancy rates						
Fort Collins						
	8.57%	7.50%	N/A	7.24%	N/A	6/08
Loveland						
	6.43%	5.27%	N/A	7.05%	N/A	6/08
Greeley						
	12.07%	5.65%	N/A	9.28%	N/A	6/08

Industrial vacancy rates						
Fort Collins						
	5.77%	5.65%	N/A	4.45%	N/A	6/08
Loveland						
	3.86%	4.20%	N/A	4.27%	N/A	6/08
Greeley						
	9.45%	9.20%	N/A	8.13%	N/A	6/08

SALES						
Restaurant retail (000s)						
Larimer County						
	\$107,593	\$111,170	-3.22%	\$101,440	6.07%	3/08
Weld County						
	\$54,536	\$56,655	-3.74%	\$50,563	7.86%	3/08
Gross sales (000s)						
Larimer County						
	\$657,826	\$560,677	17.33%	\$569,264	15.56%	2/08
Weld County						
	\$688,277	\$661,252	4.09%	\$577,755	19.13%	2/08
New tax accounts						
	376	490	-23.27%	379	-0.79%	6/07

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

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

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

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