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Bravo! Awards Entrepreneurs honored for

Figures point to hunker-down year

Profits for region's banks down more than two-thirds, real estate owned doubles

the region's banks saw a 221 percent

jump to \$281 million. However,

\$119 million of those noncurrent

loans are in the portfolio of New

Frontier Bank, currently under a

cease-and-desist order from the

Federal Deposit Insurance Corp.

Without New Frontier's loans, noncurrent loans at local banks

Bv Kristen Tatti ktatti@ncbr.com

Now, more than any time in the recent past, local banks are feeling the impact of the direct ties they have to the Northern Colorado community.

With no segment of the economy sheltered from the current downturn, banks, in general, saw

profits decline and problem loans increase during 2008. Total profits reported at the region's 16 locally based banks dropped 71 percent to \$20.6 million. From 2006 to 2007, profits were down 6 percent.

Only three local banks were unprofitable at year-end - New Frontier, First FarmBank and Loveland Bank of Commerce. The latter two are among the youngest

banks in the region, formed in 2007. increased 85 percent. Additionally, noncurrent loans at

Real estate taken by local banks for non-payment — known as other real estate owned or OREO - almost doubled year-over-year to \$81.7 million. Again, about half of that amount is held at New Frontier. However, excluding New Frontier's numbers for 2007 and 2008 OREO increased by about 270 percent -See BANK NUMBERS, 30A

UQM claims 'moral victory' in contract dispute

Electric car maker liable for \$5 million

By Kristen Tatti ktatti@ncbr.com

FREDERICK UQM Technologies Inc. stands to collect more than \$5 million, or about two quarters' worth of revenue, from a contract dispute with former customer Phoenix Motorcars Inc. When — and whether — it will see

the money remains to be seen. UOM filed a claim for damages in excess of \$5.1 million with the American Arbitration Association in November 2007, a month after Phoenix suddenly cancelled a substantial contract with the Frederickbased manufacturer. An AAA arbitration panel heard the case in December and announced its decision to award UQM \$5.3 million in February 2008.

UQM has filed the arbitration decision with the U.S. District Court in Los Angeles where it will go through a confirmation proceeding to force Phoenix to begin payment.

"The challenge is that they're a small company. Do they have the ability to pay?" said UQM President and CEO William Rankin. "We're waiting to see."





Courtesy UQM Technologies Inc.

GET YOUR MOTOR RUNNING - UQM manufacturing technician Mario Salazar moves a large propulsion motor cell with the company's new motor manipulator. The Frederick-based firm has been investing in its engineering capabilities for the past year in anticipation on increased work in the automotive sector.

All about arbitration

UQM Technologies Inc. took its contract dispute with Phoenix Motorcar to the American Arbitration Association, rather than to court.

The 80-year-old not-for-profit AAA promotes alternative methods of dispute resolution outside of litigation by facilitating and providing arbitration and mediation services. Eric Tuchmann, general counsel for the

AAA, explained that arbitration is a quicker, less expensive method of dispute resolution. In arbitration, discovery is limited and

awards are final - no appeals allowed. Proceedings are confidential rather than a part of public record. Tuchmann explained that this is often attractive for family-run businesses or partnerships.

Often, a provision for using arbitration rather than litigation is written into a business contract. The decision or award rendered by an arbitrator or a panel of arbitrators is binding, just as in litigation, with only a few limited grounds for dismissal such as arbitrator bias.

However, if the party ordered to pay does not do so of its own accord, the awardee might have to file a confirmation proceeding with the appropriate U.S. District Court. The proceeding does not require a judge to review the merits of the case, and it puts the same amount of validity on the claim as a traditional court judgment.

Tuchmann said that the AAA facilitated about 138,000 cases in 2008 - about half of which were related to no-fault accident mediationand 14,000 were business-tobusiness cases.

Wellington clinic building to return to market soon

Cheyenne Medical Center plans to list property this month

By Steve Porter *sporter@ncbr.com*

WELLINGTON — A 7,000-square-foot, five-year-old medical services building in Wellington that closed six weeks ago will soon be put on the market for lease or sale.

Kathy Baker, spokeswoman for the building's owner, Cheyenne Regional Medical Center, said the building that housed the former Wellington Medical Center will be listed with a yet-to-benamed broker by the end of March.

"The plans are to either sell or lease it," Baker said on March 4. "We expect to put it on the market within the month, possibly much sooner than that."

The like-new, one-story facility has been sitting empty since CRMC closed the clinic on Jan. 30. At the time, CRMC cited the economic downturn and a desire to focus more on its core service area in southeast Wyoming and western Nebraska as the primary reasons for closing Wellington's only medical facility.

Baker said discussions with a broker to list the property were "real close" to an agreement. She said CRMC had not settled on an asking price as of March 4. "That's not been determined yet," she said. "The building has been appraised at over \$1 million — close to \$1.3 million." The most recent tax assessment by Larimer County placed the property's value at \$855,000. That assessment was done in 2006 and set the building's value at \$573,833 and its one-acre lot at \$281,167.

Baker said she could not comment on the discrepancy between the assessor's value and CRMC's, which she credited to a "broker's opinion of value" for the property.

Offer rejected

John Bender, M.D., a Fort Collins physician and owner of Miramont Family Medicine, said he approached CRMC and offered to buy the building after hearing in January that it would close.

"I offered to pay \$800,000 to \$850,000, which they said was too low," Bender said.

He said part of the delay in getting the building on the market may have been due to CRMC checking with other medical providers first to see if they were interested. "My sense is they have already offered the building to all the usual suspects and

they all said no," he said. Pam Brock, vice president for marketing for Poudre Valley Health System in Fort Collins, said in January that PVHS had considered a location in Wellington but decided against it.

"The Wellington clinic at this time is not on our list of strategic initiatives," Brock told the *Business Report* in mid-January.

After his offer to CRMC was rebuffed, Bender leased space at a building at 8017

First St. in Wellington, where doctors primarily from Miramont are seeing about 100 patients a week.

Baker said she could not comment on



Steve Porter, Northern Colorado Business Repor

TO MARKET SOON – The former Wellington Medical Center, 7859 Sixth St., will soon be placed on the local real estate market for lease or sale, according to a spokeswoman for the building's owner, Cheyenne Regional Medical Center, which closed the facility on Jan. 30.

Bender's offer or any other discussions about the property. "I can tell you we had discussions with Dr. Bender and we're happy he was able to come into the community to provide (health) care."

Bender said he intends to lease or build his own standalone facility in Wellington in the not-too-distant future. "If we buy something just to finish the interior, we could be in in four to six months," he said. "If we have to build it from scratch, we'd be in in a year."

Bender said there are "lots of potential sites" in Wellington.

Bender said it would have been nice if he could have reached an agreement with

CRMC to buy the former Wellington Medical Center building but he's not looking back now.

"I'm not that sentimental about that particular building," he said. "At this point I'd rather build something new to maximize its efficiency."

Bender said he doesn't expect that a deal will be struck with CRMC even if it had a change of heart about his offer.

"It's going to be like all real estate," he said. "If it stays unsold, the price will go down. But I don't think we can wait. If we're going to buy and finish something out we'd probably decide to do that within the next 90 days."

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THE FYE Loveland con suspect gets fame's 15 minutes

Northern Colorado viewers of the ABC News program "20/20" on March 6, Eye included, might have seen a familiar face during a segment about the fastgrowing number of work-athome schemes to which people are falling victim.

Matthew Whitley, arrested in October on theft charges and headed for trial in June, is the alleged mastermind — if he can be so labeled — of a scheme to separate hundreds of people from \$37.94 of their hardearned money.

Loveland police, aided by the Better Business Bureau of Northern Colorado, said Whitley was doing business under the names Envelopes at Home, Alaris and Xeppa, and promised to deliver kits that would allow buyers to work at home stuffing envelopes with preprinted advertising materials.

All of this, of course, was dutifully reported in the pages of the Loveland Reporter-Herald. But some of the most interesting tidbits about Whitley's alleged con game pop up on the various scam watchdog Web sites, such as RipoffReport.com.

There, Whitley's alleged victims tell their stories.

A Windsor man posted a RipoffReport warning that tracked EnvelopesAt Home.com's evolution into Xeppa.com, and a move to Fort Collins.

Other fragments of the scam's past are also scattered around the Internet, including Web sites where all three of Whitley's former domain names are for sale, and probably not for \$37.94.

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New Frontier faces more bad news

Johnson Dairy files complaint against bank, bank officials

By Kristen Tatti ktatti@ncbr.com

GREELEY — As New Frontier Bank attempts to work itself out from under a federally issued cease-and-desist order and a potential liquidity crisis, a brewing legal battle with one of its larger customers is threatening to throw a kink in its plan to recapitalize.

Johnson Dairy and owner John Johnson have filed a complaint against New Frontier Bank, its former chief lending officer and a

FOCUS

bank director alleging fraudulent and negligent behaviors. Johnson and Johnson Dairy filed for Chapter 11 bankruptcy earlier this year.

The complaint, filed Feb. 25 with the U.S. Bankruptcy Court in Denver, lists as defendants New Frontier Bank; Greg Bell, former chief lending officer at New Frontier; Tim Thissen, New Frontier board member and owner of Thissen Construction; Daniel and Susan Kruse, sister and brother-in-law of Bell's fiancé; and William and Carol Bell, Greg Bell's parents. According to the complaint, the defendants were all involved in a scheme that allowed New Frontier to continue lending to Johnson Dairy despite being beyond legal lending limits.

The bank refutes all of the claims but had not filed an official response with the bankruptcy court as of March 10. The complaint does add another layer of complexity for Colorado

Financial Holdings, a Boulder-based investment group that is considering purchasing a controlling interest in New Frontier for \$30 million. The group is looking to recapitalize New Frontier, which has been under a ceaseand-desist enforcement action with the Federal Deposit Insurance Corp. since December.

One of the conditions of the enforcement action was the replacement of New Frontier President Larry Seastrom and Chief Lending Officer Greg Bell. Seastrom was slated to leave the bank on March 3, but the bank applied for and received an extension allowing him to stay on through April 2 while the investor group secures approvals for its own management team.

"I'm not quite sure if it will all be done at that point, either," Seastrom told the Business See NEW FRONTIER, 25A

Producers seek ethanol blend to boost market

Fifteen-percent mix would help industry, corn experts say

By Steve Porter

sporter@ncbr.com

WINDSOR ____ The ethanol industry is pushing the federal government to increase the maximum blend of ethanol in motor vehicle fuel from 10 percent to 15 percent, and that's sweet music to Dan Sanders' ears.



Sanders, who began SANDERS operating Front Range

Energy, an ethanol production facility in Windsor, in June 2006, said such a move could be a lifesaver for the struggling ethanol industry as it fights to establish a foothold in the U.S. energy picture.

"Basically, what it means is the industry is at the 'blend wall,' so to speak, so expanding or raising the blending cap makes sense," Sanders said. "It helps keep existing ethanol plants operational and it promotes new growth and investment in the industry."

On March 6, ethanol industry advocacy group Growth Energy called on the U.S. Environmental Protection Agency to raise the cap on ethanol blended into gasoline to 15 percent, saying the move would help reduce dependence on foreign oil and create badly needed jobs.

"Increasing the ethanol blend up to E15 is a commonsense solution to our economic, energy and environmental challenges," said Wesley Clark, retired U.S. general, former presidential candidate and Growth Energy cochairman. "Raising the cap to E15 is supported by sound science. If the EPA acts swiftly, a higher blend of ethanol will help us jumpstart the economy while further reducing our dependence on foreign oil."



Illustration by Bernie Simon, Northern Colorado Business Report

GO NORTH, YOUNG MAN - An increasing number of Northern Colorado companies are finding business opportunities in communities on the other side of the Wyoming border.

Northern Colorado eyes Wyoming for new revenue

By Tom Hacker thacker@ncbr.com

CHEYENNE — Most of the Fort Collins staff of JCL Architecture Inc. will be at the firm's new Chevenne office on the evening of March 19, playing host to Chevenne Chamber of Commerce members at a Business After Hours event.

That mere fact is reflective of how Northern Colorado businesses are more and more inclined to slip across the Wyoming state line for business opportunities. It's also an indicator of Wyoming's interest in bringing a growing number of so-called "greenies" into the fold.

While North Front Range construction companies have long known that they can't ignore a potentially large chunk of business lying to the north in energy tax-rich Wyoming, other business sectors are also finding ways into the growing Cowboy State economy.

Just ask Cheyenne Chamber of Commerce President and CEO Dale Steenbergen, who in his 18 months on the job has seen dozens of Colorado businesses, such as JCL, join his group as new members.

"I can think of five just in the last month," he said. "The last one was someone from Colorado who just walked into our luncheon on Friday and signed on."

The business ties that link Wyoming's southern tier and Colorado's northern region have become more binding in just the past two years. A watershed event in the process was the announcement in January 2007 that the Boulder-based National Center for Atmospheric Research had chosen Wyoming

See WYOMING, 24A

State line blurs as opportunities pop in Wyoming



Kim Jordan CEO, Community Leader, Recreator

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us, what moves you?

NCBR staff wins record number of Top of the Rockies awards

DENVER — The editorial staff of the *Northern Colorado Business Report* received seven awards — a record in the newspaper's

13-year history — from the Society of Professional Journalists for work done during 2008.

At the organization's Top of the Rockies awards presentation on Feb. 26, all three of the publication's staff writers received recognition and swept the business column writing category, with Steve Porter taking first place, Kristen Tatti second, and Tom Hacker third.

Porter took home the most awards including a first place for business feature writing for "20 Billion Bottles of Beer on the Wall," a look at the 20th anniversary of Anheuser-Busch's Fort Collins brewery; a first place in science/environmen tal/agriculture/medical reporting for "Glade Change Would Downtown River Flow," part of his ongoing coverage of the NISP water

project that includes Glade Reservoir; and a second place in general business reporting for "Powertech's Taxing Issues," on the economic ramifications of proposed in-situ uranium mining in Weld County.

Porter also shared a first place award in the investigative/enterprise reporting category with Tatti for their combined effort on "Battle Looms Over Oil, Tax Credit," an



To read the award-winning stories, go to www.ncbr.com and click on Databank. Then search the article archives, free of charge, for these headlines. To read a sample of the winning columns, access the Aug. 15, 2008 issue – all were submitted as part of the entry.

• "Powertech's taxing issues," 11/23/07

5/23/08

- "20 billion bottles of beer on the wall," 3/14/08"Glade would change downtown river flow,"
- "Battle looms over oil, gas tax credit," 8/15/08

examination of the political, economic and environmental issues surrounding Amendment 58, ultimately defeated by voters on last year's ballot.

"I am incredibly proud of our editorial staff, not just for bringing home these very prestigious awards, but for the work they have done during the entire year," said *NCBR* Publisher Jeff Nuttall. "In a time of transition internally and turmoil in the national and regional economy, our editors and reporters have stayed on top of — and in many cases ahead of — the stories most important to our readers."

The Top of the Rockies competition included nearly 800 entries from professional journalists working for 50 news organizations in Colorado, Utah, Wyoming and New Mexico. The awards ceremony took place in the auditorium of the Denver Newspaper Agency the same day the *Rocky Mountain News* announced publication of its last issue.

CORRECTIONS

With a reported 370 employees, Greeley Medical Clinic would have placed first on the Largest Medical Clinics list published in the Feb. 27-March 12 issue of the *Business Report*, but our research staff did not receive the clinic's information before deadline.

The Wellington Chamber of Commerce was inadvertently omitted from the 2009 Giving Guide, published Feb. 27. It should have been listed under Business and Economic Organizations.

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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TATTI

HACKER

Markey pushes for E-Verify employment screening

Senators joust over state program to curb illegal workers

By Steve Porter sporter@ncbr.com

U.S. Rep. Betsy Markey, D-Colo., is pushing to renew the federal E-Verify system designed to curb employment of illegal while workers, Republican-sponsored bill to require employers



MARKEY to use E-Verify in

Colorado was killed last month on a partyline vote.

But Colorado legislators may get another chance to vote on a mandatory E-Verify program for the state before the current legislative session ends, a Fort Collins senator

Markey defeated Republican Marilyn Musgrave in November to represent the Fourth Congressional District that includes Northern Colorado. She said she sees E-Verify as the best way to reduce illegal immigration.

"This bill (HR662) will address one of the critical aspects of America's immigration crisis: the need for a tough and effective federal employee verification system," Markey said in a press release announcing

her co-sponsorship of the bill with Rep. Gabrielle Giffords, D-Ariz. "Businesses must comply with immigration laws, and they depend on reliable information from the federal government about the citizenship sta-

SCHULTHEIS tus of employees. This

bill is about giving businesses the tools they need to do just that."

Without re-authorization, the 12-yearold E-Verify program is set to expire this month. Re-authorization would keep the voluntary program in effect through 2013.

Meanwhile, a bill sponsored by state senator Dave Schultheis, R-Colorado Springs, that would have required all non-governmental employers in Colorado to use E-Verify was killed on a party-line 3-2 Senate committee vote on Feb. 9.

Senate Bill 23, also known as the "Fair and Legal Employment for Coloradans Act," would have allowed courts to suspend the business license of an employer who knowingly violated the law and revoke the license of a business that violated the law more than once.

Schultheis said the death of his bill came as no surprise because he has introduced essentially the same bill twice before with the same result. "I've run a similar bill the last two years and all were voted down in committee on party-line votes," he said.

'Pro-illegal immigration'

Schultheis said opposition to his bills has

come from "pro-illegal immigration" groups and the National Federation of Independent Business, which he said wants to continue to "take advantage of low labor costs" by employing illegal workers.

GAGLIARDI "They don't want to give up their illegal profits by underpaying people from what legal citizens could get,"

Schultheis said. Tony Gagliardi, spokesman for the Colorado chapter of NFIB, hotly denied Schultheis' allegations. "It's unfortunate that Sen. Schultheis would accuse 7,500 NFIB members of hiring illegal workers and further accusing us of illegal gains by hiring those workers," he said.

Gagliardi said NFIB opposed SB23 because it contained too many harsh penalties for businesses that would be forced to use E-Verify, which has been criticized for having serious flaws.

"NFIB members do not object to using a database for verification but it needs to be reliable and it needs to be accurate," he said.

Schultheis said he also credits his bill's demise to Democrats who he says want to curry favor with illegal immigrants who may eventually win the right to vote. But that's something that may backfire on them, he noted.

What (Democrats) don't realize is that the people being hurt the most are the people in their constituency base," he said. See E-VERIFY, 22A



E-Verify grew out of the federal Basic Pilot Program established in the mid-1990s. The program, which is free and voluntary to employers, matches the names and Social Security numbers of new hires against federal Social Security and other databases.

If a name and number don't match, the employer is alerted and warned that he or she may be hiring an illegal worker. Critics of the program contend that it sometimes fails to correctly match Social Security numbers or often isn't able to spot stolen numbers.

A December 2006 immigration raid on the Swift & Co. meatpacking plant in Greeley - now owned by JBS S.A. - resulted in more than 1,000 workers being arrested on identity theft charges. Swift was using Basic Pilot/E-Verify when it hired those workers and JBS continues to use the system.

The program has been on life support recently, with questions about its renewal last year resulting in an extension of its funding on a temporary basis until this month.

The new law includes recent enhancements that make it easier for naturalized U.S. citizens to quickly resolve Social Security mismatches and a photo screening tool designed to help employers more guickly detect any attempted identity theft.

SOURCE: BUSINESS REPORT RESEARCH

Here's What We've Done Recently!

Sold Transactions

921 - 925 E. Harmony Road Fort Collins, CO

\$5,267,000 (Retail) 4057 Camelot Circle

Longmont, CO \$2,900,000 (Industrial)

Lot 8, Camelot Circle Longmont, CO \$350,000 (Land)

318 - 320 S. Second Street Laramie, WY

\$925,000 (Retail/Office) 1305 W. Elizabeth Street

Fort Collins, CO \$695,000 (Car Wash)

4820 S. College Avenue Fort Collins, CO \$455,000 (Retail)

4850 Innovation Drive Fort Collins, CO

\$1,500,000 (Flex) 100 Commerce Drive Berthoud, CO

\$2,200,000 (Industrial) 1292 S. Cleveland Loveland, CO \$1,000,000 (Industrial)

630 S. Sherwood Street Fort Collins, CO

\$2,200,000 (Multi-Family)

Leased Transactions 710 SW 14th Street

Loveland, CO 14,488 SF (Flex)

1260 Doctors Lane Fort Collins, CO 2,500 SF (Medical Office)

4025 Automation Drive

Fort Collins, CO 1,340 SF (Office)

824 S. College Avenue Fort Collins, CO 1,924 SF (Retail)

542 W. 66th Street, Unit B-2 Loveland, CO 2,250 SF (Office/Warehouse)

4619 S. Mason Street (Several Suites) Fort Collins, CO 8,400 SF (Retail)

5401 Stone Creek Circle Loveland, CO

5,080 SF (Office) 2226 E. Harmony Road Fort Collins, CO

13,849 SF (Retail) 1029 Robertson Street Fort Collins, CO

1,799 SF (Medical Office)



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Alliance fills gap in real estate's neediest niche

Fort Collins, Denver projects will benefit homeless population

LOVELAND — Serving a slice of the housing market that is the most notoriously underserved, Alliance Construction

Solutions Inc. of Loveland has completed one project that serves the homeless and has two more under way. The builder fin-

ished work in

February on the \$2.5

million Sister Mary

Alice Center for Hope

in north Fort Collins,

a resource center for



REAL ESTATE Tom Hacker

homeless families and individuals. Company representatives were on hand Feb. 27 when the center opened with a public sneak preview of its features.

Alliance then reached a key milestone in early March with the completion of an underground parking structure for the St. Francis Cornerstone Residences, a downtown Denver project that will provide 50 residences, one-bedroom and studio apartments, in a four-story, 42,000-square-foot building.

The \$9.4 million project is a partnership between the St. Francis Center, one of Denver's largest homeless service agencies, and the Rocky Mountain Housing Development Corp., a faith-based, nonprofit affordable housing group.

The building's first floor will provide support services for individuals and couples who will reside at Cornerstone, ranging from medical and mental health treatment to employment counseling.

A third homeless service project is now in the pipeline for Alliance, which closed on a \$12 million contract to build the Renaissance Uptown Lofts, another downtown Denver project being developed by the Colorado Coalition for the Homeless. When complete in 2010, the

Renaissance transitional housing project will offer 96 housing units in 100,000 square feet of space.

Alliance business development manager Jeremy Nothdurft said the three projects are coming on line at a time when they are most needed.

"These people have been through some pretty rough times," he said. "To be able to have a warm bed and a meal is a pretty big deal."

KW Commercial launches

This column last summer noted the merger of Fort Collins Real Estate, a firm led by prominent and hyper-busy broker Mike Jensen, and Keller Williams Realty Inc.

But it's taken almost a half year for the official launch of KW Commercial, the commercial brokerage arm of the national company that had been strictly residential in focus.



Courtesy VTBS Architects

HOME FOR THE HOMELESS – The St. Francis Cornerstone Residences, taking shape near Curtis Park in downtown Denver, will provide 50 one-bedroom and studio apartments that provide homeless people a place to call home.

And during the ceremonies marking the emergence of KW Commercial in Orlando, Fla., in early March, Jensen also learned of a lofty position he holds within the ranks of Keller Williams agents. Among the company's 73,000 brokers, commercial and residential, Jensen ranks in the top 150, having logged a sales volume of \$31 million last year.

Jensen's not shy, either, about saying he's shooting to be No. 1. "All I have to do is triple my sales volume," he said. In this economy? "Right," he added.

Being plugged into a national network

of Keller Williams' size — it is now the nation's third-largest brokerage — has meant other advantages, Jensen said.

"As a small guy, you sort of make it up as you go along," he said. "With KW, the platform and the infrastructure are pretty powerful. What's been shocking to me are the referrals from other brokers, all over the country."

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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Beetle battle is on in communities, mountains

Infestation has made way to urban Front Range pine trees

LARIMER COUNTY — It was only a year ago that forest officials and tree experts were hopeful that the mountain pine beetle infestation that has ravaged

millions of acres of lodgepole pine trees in Colorado's high country would likely not spread to Front Range communities. Lodgepole pine

trees — the beetle's

mostly at high alti-

tude and the general

consensus was that

trees in lower eleva-

favorite nosh - grow

J.

AGRIBUSINESS Steve Porter

tions would likely escape infection, as long as the beetles did not jump to another species.

But that hope was dashed last fall when residents of Fort Collins, Loveland and other towns and unincorporated areas began reporting the presence of pine beetle infestations in their ponderosa and Scotch pine trees.

Once arrived on the Front Range, the voracious bugs have rapidly established a foothold, helped by warmer-and-drierthan-usual weather and drought-stressed trees. In Fort Collins, for example, the number of infected trees has jumped from six in 2006 to 342-and-counting today.

"Around the end of August 2008 we started getting calls like crazy," said Ralph Zentz, Fort Collins' assistant city forester. "We're at around 30 trees that will die because of the beetle, but I haven't looked at everything yet."

Zentz said that's about a 10 percent death rate among infected trees, with Scotch pines proving to be most tasty to the beetles. About 260 of the beetle-bit trees are Scotch pines, with about 70 ponderosa pines and the remainder — fewer than 15 — a mixture of other species.

How did the beetles get here and multiply so quickly? Zentz said it's believed that swarms of the bugs were blown east from the high country last summer when they emerged from their lodgepole incubators.

"We think the wind was just perfect and swept some beetles up and over the Continental Divide," he said. Zentz said clouds of beetles have been picked up on Canadian radar in swarms 30 miles across.

Dave Lentz, Larimer County forester, echoes Zentz's assessment of the infestation sweeping down the eastern side of the Continental Divide. "This last year we're seeing hundreds and hundreds of new hits (in the county)," he said. "It's moved way east."

Lentz said beetles have been detected throughout the forested areas of the coun-

ty, including Stove Prairie, Glacier View Meadows, Cherokee Park and other populated mountain communities.

Controlling factors out of control

So how bad is it, and how bad is it likely to get?

First, Lentz notes that mountain pine beetles have always been with us and probably always will be. Warmer-thanaverage winters and drier-than-average summers over the last decade have allowed the bugs — whose populations are normally held in check by cold spells and healthy trees with high sap levels — to get a firm foothold in the high country and inevitably move into usually safer lower elevations.

Another controlling factor — wildfire — has largely been suppressed in recent decades, resulting in thicker groves of trees and bigger feasts for the beetles.

"There's probably twice as many ponderosa pines in the forest than there should be," Lentz said. But that might not be the case for long, he notes.

"We can't say we're going to lose every ponderosa pine, like with the lodgepole," he said. "But we more than likely will lose a lot of them."

Both Lentz and Zentz say they expect the battle of controlling the beetle epidemic along the Front Range will take a long time but will eventually be won.

Both foresters say property owners can play a big part in turning the beetle tide by becoming more aware of what's going on with their trees and taking preventive actions that include spraying uninfected trees they don't want to lose and removing seriously infected trees.

Zentz said May is probably the optimal time to spray — just before hatched beetles fly off to munch on new home trees. Anti-beetle sprays are useless against embedded beetles but do provide a barrier to new infections.

"I think in the towns it's very controllable," he said. "We're in a situation in town where preventative spraying will make a difference, and we know Scotch pine and ponderosa are susceptible."

Lentz agrees that the urban pine beetle battle will likely be winnable in a short time with a concentrated effort by property owners. "We can clear up the towns that's not a big deal. But in the mountains, that's a different story."

Lentz said the battle in the county's forests will be longer and much harder.

"We can count on 10 to 15 years of work dealing with this stuff," he said. "If we can aggressively go after the new-hit trees, we can definitely have an impact. It will eventually peter out, but before that happens we're going to lose a lot more trees."

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



FDIC works to shore up deposit insurance fund

New interim rule would double charges to most sound banks

Banks aren't the only ones in the financial industry feeling the pinch of the current economic climate. One of the big federal regulators is, too.

Federal The Deposit Insurance Corp. is looking, again, at ways to bolster its Deposit Insurance Fund. The DIF, funded by banks, is used to guarantee deposits against loss. The agency points out that in its 75-year history, no depositor has "ever lost a penny of insured deposits."



BANKING Kristen Tatti

However, the recent spate of failed banks is putting a strain on the fund. Twenty-five banks failed during 2008, costing the insurance fund \$18 billion. In the first two months of this year, 16 have already failed.

At the end of 2008, the fund had a balance of \$18.9 billion — and the FDIC was still holding about \$16 billion in assets from failed banks.

With an eye toward restoring the fund, on Feb. 27 the FDIC voted to adopt an

interim rule that would charge all banks a one-time assessment of 20 basis points or 0.2 percent — on total domestic deposits held. The assessment would be based on deposits as of June 30 and would be collected on Sept. 30.

FDIC spokesman David Barr said the charge is expected to bring around \$15 billion into the fund, and points out that's about 30 percent of the amount banks paid in dividends to shareholders last year.

Local bankers have expressed concern over the assessment, especially since they are already facing higher deposit insurance rates in an increasingly tough economy. In October, the FDIC approved a plan for an across-the-board increase in annual DIF assessments by 7 basis points starting in 2009. For the safest and most sound banks, the increase basically doubled the assessment rate.

Raise the ratio

The new rate schedule was put in place with the goal of raising the insurance fund's reserve ratio —the fund balance to the total estimated insured deposits — to 1.15 percent within five years. The interim rule would extend the timeline to seven years "in recognition of the current significant strains on banks and the financial system and the likelihood of a severe recession," according to the FDIC announcement.

On March 31, 2008, the reserve ratio was 1.19 percent, but it ended the year at an estimated 0.4 percent — the lowest it has been

"Twenty-five banks failed during 2008, costing the insurance fund \$18 billion."

since 1993 following more than 100 bank failures. The FDIC expects losses from bank failures through 2013 to cost the insurance fund \$65 billion.

The 20-basis-point assessment would cost locally based banks around \$15.9 million based on year-end deposit totals. Banks based in Larimer and Weld counties reported net income for the year of \$20.6 million.

Following the adoption of the "emergency special assessment," the FDIC opened it up for a 30-day comment period. In a week, the agency received more than 100 personalized letters.

Groups including the Independent Community Bankers of America moved to halt implementation of the assessment, with some success. FDIC Chairwoman Sheila Bair pledged to cut the assessment if Congress would approve legislation expanding the FDIC's existing line of credit with the U.S. Treasury. Senate Banking Committee Chairman Christopher Dodd, D-Conn., is expected to advance such legislation.

"Scaling back the assessment is a good first step, and we are very grateful to Chairman Bair and the FDIC for being responsive to our recommendations, but more needs to be done," said ICBA President and CEO Camden Fine, in a prepared statement. "Reducing the assessment will lessen the impact of this expense burden, but the burden remains and additional alternatives should be considered by the FDIC board, such as broadening the assessment base. Main Street community banks did not trigger the current economic crisis and should not have to shoulder a disproportionate assessment burden for those that did."

For its part, the ICBA would like to see a risk premium on "too-big-to-fail" institutions and assessments based on bank assets rather than on just domestic deposits. Last year, 95 percent of the assets at all 25 failed banks were held at the largest two: IndyMac, which failed with \$32 billion in assets, and Washington Mutual, which failed with \$307 billion in assets.

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.

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- Play 9 holes at the FCCC/GCC, Wednesday's at 4:30 p.m. Fees include range balls and carts.
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- Different pairings every week.
 A weekly schedule will be e-mailed prior to rounds.
- Hors d'oeuvres, networking and prizes nightly after play (no host bar).
- Scores will be published weekly, along with pictures, bragging rights and information about the league.

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THE EDGE



TIME OUT Snapshots of

life outside the office

Page 12A

COLUMNS



Facilitation can help tame tyrant of time Slow down to make time work for you, not against efforts Page 13A

ETC.

Briefcase Regional business developments Page 14A

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Regional arts events Theater, music, arts and entertainment events to satisfy your need for culture Page 16A

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LISTS **Region's largest**

Cultural organizations

Cultural venues Page 17A

Utilities Page 20A

Page 10A

Blah. Blah. Blah. Blah. Blah. Blog.

Social media beg the question: Do you have anything worth saying?

Social media are evolving quickly, and in this early stage no one can predict how it will all

shake out. But as business slows down and marketing budgets are trimmed, many people see media outlets such as Facebook, Twitter and YouTube as a modern-day miracle for advertising, PR and promotion. They're cheap. They're simple to operate. And they're a gateway to gazillions of people ready to read whatever you write or record with your camera.

Does anybody think this sounds too good to be true?

Social media have tremendous potential for many businesses, but they're not inexpensive, unless you're blind to the resources they will absorb if you do the job properly. And they're not simple, unless you're blind to the cost of broadcasting a steady blather of messages not

Social networking sprints ahead

According to Nielsen Online, social networks/blogs are now the fourth most popular online category - ahead of personal e-mail.

In December 2008, 242 million unique visitors around the world logged on to "member community" sites, 236 million to e-mail sites.

A year ago "member communities" accounted for one in every 15 online minutes globally; now it's one in every 11. Facebook has the highest average time per person (3 hours 10 minutes)

among the 75 most popular brands online worldwide.

Almost one third of Facebook's global audience is 35-49 years old and almost one quarter is over 50 years old. Facebook has added almost twice as many 50- to 64-year-old visitors (13.6 million) than it has added under-

18-year-old visitors (7.3 million) in past year. Unique visits to LinkedIn were up more than 100 percent in 2008 over

2007, to 7.7 million U.S. users.

SOURCE: "GLOBAL FACES AND NETWORKED PLACES: SOCIAL NETWORKING'S NEW GLOBAL FOOTPRINT," NIELSEN ONLINE, MARCH 2009

squarely aligned with your brand strategy.

No, social media do not represent an easy, doit-yourself marketing opportunity. At least not for anyone who is savvy about brand strategy. It's a PR project that should be planned rigorously and executed by pros who know how to stay on strategy.

The promise and pitfalls of social media are actually subjects for another day. For now, I simply want you to see how easily you can confuse your priorities. As the economy stalls, marketing managers everywhere are looking for new ways to communicate cheaply.

But like so many bloggers, they have forgotten this axiom: Before you become entranced with a cool medium and dive into endless writing, you have to find something that is actually worth saying.

See MARKETING, 22A

Masks, Mamma-Mia, Mardi Gras and more



BUSINESS AND THE ARTS Kiki Gilderhus

Arts groups raise funds to stay afloat in the creative business

Looking for something to do during lunch in downtown Fort Collins? Stop by the Fort Collins Museum of Contemporary Art on Wednesdays at noon for an "Art Break," when the museum offers a 15-minute tour of one or two pieces on display in the galleries.

"It's quick, easy, and fun," explained museum executive director Marianne Lorenz. "They can be longer if the people want to stay longer, but the idea was to have people who are meeting for lunch – maybe they meet once a week or once a month — can come by and get a quick tour, get a little art break, then move

on with the rest of their day."

Currently the Main Gallery features an exhibition called "Out of Shapes," stainless steel sculptures by Bret Price. Like three-dimensional scribbles, the sculptures whip and twist in space.

In contrast, the Mezzanine Gallery exhibition called "Dress Code" is devoted to more figurative work by three artists. The show examines aspects of costuming and dress, particularly in terms of gender roles and identity.

For Lorenz, the Art Breaks are a new way to introduce the community to different aspects of contemporary art. Diverse and high-quality exhibitions are a way to attract art lovers and educate those who may be new to contemporary art. At the same time, the goal is also to attract financial support.

CLASSES START

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See ARTS, 11A



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MARKETING Don Condit

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Largest Cultural Organizations Ranked by attendance

RANK	COMPANY ADDRESS PHONE/FAX	ATTENDANCE 2008 ORGANIZATION MEMBERS NO. OF EMPLOYEES IN REGION	TICKET SALES \$ VALUE 2008 OPERATING BUDGET IN FISCAL 2009	FOUNDATION GRANTS 2008 REVENUES 2008	YEAR FOUNDED LOCALLY	HIGHLIGHTS AND MAJOR EVENTS	PERSON IN CHARGE E-MAIL WEB SITE
1	CULTURAL ARTS COUNCIL OF ESTES PARK 423 W. Elkhorn Ave. Estes Park, CO 80517 970-586-9203/n/a	42,000 250 2	\$0 \$145,000	\$6,000 \$144,000	1990	Special Events and Performing Arts (Various locations throughout Estes Park, CO).	Mike Oline info@EstesArts.com www.EstesArts.com
2	FORT COLLINS MUSEUM OF CONTEMPORARY ART 201 S. College Ave. Fort Collins, C0 80524 970-482-2787/970-482-0804	15,000 375 4	50,000 \$300,000	\$45,000 \$363,000	1985	Nine exhibitions per year of nationally recognized visual artists. Masks at MOCA Fundraiser. Children's Art Workshop.	Marianne Lorenz info@fcmoca.org www.fcmoca.org
3	BAS BLEU THEATRE CO. 401 Pine St. Fort Collins, CO 80524 970-498-8949/970-498-9272	14,900 250 5	132,000 \$301,000	\$13,700 \$301,000	1992	\$1.6 million funds raised toward \$3 million goal for Capital Campaign, raised \$18K at Annual Mardi Gras Fundraiser, chosen Best Regional Theatre by a group of our peers.	Matt Strauch basbleu@basbleu.org www.basbleu.org
4	OPENSTAGE THEATRE & CO. INC. P.O. Box 617 Fort Collins, CO 80522 970-484-5237/970-482-0859	13,008 173 1	137,810 \$299	\$5,000 \$305,883	1973	Produces six contemporary and classical shows, plus three original and challenging works through openstage etc. Winner of The Governor's Award for Excellence in the Arts. Currently celebrating its 36th Anniversary Season.	Denise B. Freestone denisef@openstage.com www.openstage.com
5	GREELEY PHILHARMONIC ORCHESTRA P.O. Box 1535 Greeley, C 080632-1535 970-356-6406/970-352-8761	12,323 845 73	126,205 \$603,403	\$23,380 \$836,561	1911	Connoisseur Series; Poinsettia Pops; Wild, Wild West Family Concert; Wines of Note; Inside the Orchestra.	Jeanette Kolokoff jk@greeleyphilharmonic.com www.greeleyphilharmonic.com
6	FORT COLLINS SYMPHONY 214 S. College Ave. Fort Collins, CO 80524 970-482-4823/970-482-4858	11,920 N/A N/A	N/A N/A	N/A N/A	1949	Classical Mystery Tour, Young Education Series, Masterworks Series, Friday Nite Lite Series.	Terese Kaptur note@fcsymphony.org www.fcsymphony.org
7	CANYON CONCERT BALLET 1031 Conifer St., No. 3 Fort Collins, CO 80524 970-472-4156/970-472-4158	6,600 528 27	124,000 \$487,400	\$10,200 N/A	1978	Dance performances with a full season of productions each year at the Lincoln Center, including "The Nutcracker" in December. The school offers dance training for students ages 3 and up in ballet, modern, jazz, tap and hip hop.	Kim Lang info@ccballet.org www.ccballet.org
8	NONESUCH THEATER 216 Pine St. Fort Collins. CO 80524 970-224-0444/	6,000 N/A 10	100,000 \$100,000	N/A \$110,000	2004	Longest running musical in Northern Colorado, "I Love You, You're Perfect, Now Change".	Nick Turner info@nonesuchtheater.com www.nonesuchtheater.com
9	FORTJAZZ P.O. Box 858 Fort Collins, CO 80522 970-416-1414/	5,000 4 19	N/A N/A	N/A N/A	2004	Colorado Swing continues to provide great live Big Band Era and Las Vegas show-style entertainment for regional events, parties and fundraisers. We recently celebrated our 5th anniversary and now have grown to hundreds of repeat customers and thousands of followers. Our full-size big band creates that exciting sound that you rarely hear anymore.	Kip Scholl swing@primecom.com www.coloradoswing.com
10	CENTENNIAL CHILDREN'S CHORUS 2700 Blackstone Court Fort Collins, C0 80525 970-223-4495/	4,870 N/A N/A	N/A N/A	N/A N/A	1983	Four major performances, other guest appearances including performances with Opera Fort Collins, CSU Opera Department, Fort Collins Symphony, CSU Chamber Choir	Debbie Silar; Sheri McKelfresh and Ann Brauch sherim@ccchome.org www.ccchome.org
11	DEBUT THEATRE CO. 827 Riverside Ave. Fort Collins, CO 80524 970-224-5774/970-207-9256	4,700 250 6	N/A N/A	\$2,000 N/A	1991	Northern Colorado's only nonprofit young persons theater academy and acting company. Currently working on a performance of "The Wind in the Willows."	Lee Osterhout-Kaplan debut@frii.com www.debuttheatre.org
jion si	urveyed is Brighton, Larimer and Weld counties. Ivailable					Based upon responses to Business Report survey research To be considered for future lists, e-mail research@ncbr.con	ed by Josh Johnson n

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ARTS, from 9A

"We think a lot about what we are doing artistically," she said. "How many people in the community not only care enough to come, but then care enough to philanthropically support us?"

Take the financial hit

Like many nonprofit arts institutions, MOCA is responding to the current financial climate. Yet as Lorenz observed, "The museum is not in dire shape overall because we have a finance committee of our board that make us look at our budgets realistically. By the time we did our budget for 2009 we knew the economy was going in the tank. Our finance committee didn't let us fool ourselves about what our revenue was going to be.

"So we took the hit at the beginning of the year, we didn't wait," she added. "We were prepared — we knew it was going to be a bad year and we made the cuts before we got into a bad situation."

Lorenz points to both the quality of the art and the museum's pricing strategy as strengths.

"Entrance to the museum is \$2, free if you are a member. It's free the first Friday of every month," she said. "So there are lots of opportunities to come to the museum. Members pay \$75 dollars and that gets them, their kids, theirs friends into the museum for the whole year. That's basically the price for two theatre tickets."

In April, the museum will host its signature fundraising event: Masks at MOCA. Artists are chosen to create masks that are exhibited in the Mezzanine Gallery then auctioned at a gala on April 25. In prior years, the event has raised a third of the

museum's operating budget, netting \$75,000 to \$100,000 dollars, but here in its sixth year, sponsorships are down.

"I don't know what will happen with the gala at the auction. That's not only dependent on the economy, but it's also dependent on the masks we receive, how many will appeal to the people coming to buy a mask. That's an unpredictable number," Lorenz said.

Yet it also raises questions about the gala event as a critical component of fundraising for nonprofits in a period of economic recession.

"Many nonprofits host galas, and now people are thinking, 'I used to go to five galas a year and this year I'm only going to one gala," Lorenz said. "I think we're in the same boat as other nonprofits in that regard. The nonprofit organizations rely too much of their annual income on special events. They need to be developing a donor base, developing relationships with individuals and corporations.

"Let's raise money the way universities or hospitals raise money. To say that a third of your operating income comes from one special event a year, that's really scary!" she says, laughing. "We've been trying to move out of that model and it's a slow process."

Experiments in fundraising

In this respect, many performing arts nonprofits are modifying their galas or experimenting with new types of fundraising events. Bas Bleu Theatre's annual Mardi Gras party in February attracted some 250 people and hit a record number of sponsored tables.

"We raised \$18,000 dollars after expenses," according to Matt Strauch, Bas Bleu's general manager. The fundraiser represents



Courtesy MOCA

MASKS MAKE MONEY - The Fort Collins Museum of Contemporary Art uses its annual Masks at MOCA event as its major fundraiser as well as a way to build greater community involvement. These are just a few of the masks featured at last year's gala.

about 6 percent to 7 percent of the Fort Collins theater's annual budget.

While the event was a success, Strauch notes that he made changes to the silent auction, reducing the number of items offered from 90 to 35.

'Then I stood and asked for money directly," he said. "I laid out what our needs are and asked people to help. Our chief goal is to honor our nonprofit status, but we want to stay around, and sometimes trying to balance this is difficult."

But who ever said fundraising had to be boring? OpenStage Theatre and Co. raised about \$5,000 in February when it hosted a Mamma-Mia! Sing-Along party at the Stonehouse Grille in Fort Collins.

"It was successful and a lot of fun," said OpenStage Board President Helen Gray.

"We had about 120 people, men and women alike, singing along."

She said that although fundraising was part of the event, OpenStage is also interested in keeping its name out in the public. "We were trying to engage people who might not have gone to OpenStage performances before."

Both Bas Bleu and OpenStage are planning additional fundraising events in the late spring to support their current and upcoming seasons.

Kiki Gilderhus, head of Art History Liberal Studies at Rocky Mountain College of Art + Design in Denver, covers the arts for the Business Report. Contact her at news@ncbr.com; send arts calendar items to nguillaume@ncbr.com.



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TIME OUT



HAVE HOPE - 1. Joy Nyenhais, left, community investment coordinator for United Way of Larimer County, and Emily Dawson Petersen, development and marketing director for Larimer Center for Mental Health, celebrate the Feb. 27 grand opening of the Center for Hope in Fort Collins. 2. Jay Hardy, left, vice president and general manager for Centerra at McWhinney, and Adam Krueger, business development manager for the Northern Colorado Economic Development Corp., get a chance to chat before the Fort Collins Area Chamber of Commerce Annual Dinner on Feb. 26. 3. Mai Tran, president and CEO of Information Technology Experts Inc., addresses the crowd at the company's Feb. 17 celebration for being honored as the Fort Collins Area Chamber's February Business of the Month. 4. Amy Madden Copp, marketing director at Tenfold Creative, and Doug Johnson, director of implementation at UniverCity Connections, get into character for the Feb. 17 Mamma-Mia Sing-a-Long fundraiser for OpenStage Theater and Co. at Stonehouse Grille.

Photos by Marge Brodahl of ITX and Business Report staff

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









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Facilitation can help tame tyrant of time

Slow down to make time work for you, not against efforts

There seems to be a common theme emerging in 2009: Everyone is very, very busy.

I constantly hear individuals, community and business leaders and service providers make comments such as "I am overwhelmed ... going 100 miles an hour

... unable to get it all done ... too tired ... getting burned out." We are now in the

midst of business slowdowns, reduced budgets and new beginnings. While it seems chaotic, managing time and preserving available workforce capacity create an opportunity to innovate our thinking and practice.

PRACTICING INNOVATION Shirley Esterly

We are all victims of the tyrant of time. The power of this tyrant is multiplied by the uncertainty and anxiety created by our economy.

But time can only be a tyrant if we allow it. We can manage and control time to produce the results we desire. And with the practice of facilitation, time can be tamed and the results are clear, increasing in value as practitioners become more experienced with it.

While there are many styles of facilitation, a particular brand of facilitation has proven over many years to produce dramatic results. This style is the design and implementation of structured processes in collaboration with teams to create new solutions. The areas of consideration include organizational culture change, process improvement, reorganization, renewal of service offerings or creation of new customer service models. The same tools can be applied to individual tasks and workflow as well.

Facilitation of this type harnesses available energy in order to achieve a result in a compressed amount of time. Slow down the day-to-day urgency by allocating blocks of time that are inviolate, to discover and evaluate systems and solutions. Organizations turn to this method of solution development out of desperation. They want to make changes but do not believe they can slow things down long enough to focus on solutions.

The reality is that slowing down is the only solution to taming the tyrant of time.

Three-legged stool

Instead of thinking there is not enough time, consider switching to a balanced, three-legged stool consisting of structure, ground rules and time to achieve results. Make time a part of the solution leading the way to progress in a productive direction.

Facilitation is both an art and a science. The structure is the scientific component that defines a road map for the team and

the process. This structure does not have to be complicated; it can be a set of simple steps that guide the team or individual to new opportunities.

The second requirement is a set of ground rules that govern the conduct of the players and define acceptable behavior during the process. The ground rules provide a way to hold everyone accountable for appropriate participation. Ground rules require a commitment from the team to the time, the outcome and their willingness to participate.

With these two components in place, time becomes the final requirement for completing the task. Time is no longer a tyrant but a helper as we work toward a solution. Once the time allocation has been determined, goals can be set. As the team works in good faith against deadlines, time becomes a way to gauge progress and make decisions.

Four simple steps

for analysis, the first step is to determine where you are today. This means looking

at what works, what does not work, what is missing, what is known and what is uncertain. Statistics show that 90 percent of project success is in formulation and that 55 percent to 60 percent of project formulation is getting clear on where you are today. The next step is to determine the vision

Once a scope or issue has been chosen

or solution. This means thinking about the best possible outcome for the effort to be expended. Envisioning the solution with the current state complete makes the vision much more realistic.

Next, creatively brainstorm all the possible ways to get there. This requires taking off all limits on resources, time and dollars. It allows many possible solutions to emerge.

The fourth step is to create an action plan. Don't overwhelm yourself or the team with too many tasks in a timeframe that is unrealistic. Create a manageable number of tasks in a timeframe that is possible.

Add your own ground rules, gain agreement and you are ready to tame the tyrant.

We take another lesson from facilitation and realize that there is no such thing as a perfect process or solution. We need to believe that making progress is more important than being perfect. There is only learning, growth and new information as a result of action.

The simple four-step process can be repeated based upon the results of the plan. Using this simple method will produce time-saving and time-taming results for you and for your team

There has never been a better time to adapt new, innovative ways of thinking about time management. The current crisis creates the "dangerous opportunity" to try new ways of working, disciplining our efforts and evaluating the results.

Shirley Esterly is a master facilitator who assists her clients to explore opportunities for innovation, strengthen collaboration and build sustainable practices. Her company, QuantumWest, is based in Greeley and she can be reached at sae@quantumwest.com.



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BRIEFCASE

NONPROFIT NOTES

The Community Foundation Serving Greeley and Weld County announced the El Pomar Foundation's North Regional Council has issued a matching grant challenge of \$10,000. The grant will benefit A Kid's Place, A Woman's Place, Child Advocacy Resource and Education, and Eldergarden. In order to receive the full amount of the grant, the Community Foundation must raise \$10,000 by June. For more information or to make a donation visit www.cfsgwc.org.

Trees, Water & People in Fort Collins was selected from a nation-\wide pool of nonprofit organizations as the beneficiary of **Whole Foods Market**'s

"Change for Change" program at their Bellevue, Wash., store, raising more than \$11,000. The funds raised will be used to support Trees, Water & People's ongoing reforestation, watershed protection, renewable energy, appropriate technology, and environmental education programs throughout Latin America, the American West and Northern Colorado.

The **Bicycle Cooperative of Fort Collins Inc.** has been selected as one of two "charities of the month," at **Odell Brewing Co.** in Fort Collins. As a charity of the month the Co-op will receive 50 percent of all funds paid at the brewery for their taster tray program. On Wednesday, March 18, 10 percent of all brewery sales in the tasting room will be added to the donation to the brewery.

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KUDOS

Clean Air Lawn Care, a lawn maintenance business that uses environmental sound practices based in Fort Collins, was awarded the Silver Medal in the category of Technology and Specialty Services at the **Environmental Business Journal**'s 2008 Business Achievement Awards. All EBJ award winners will be in the Executive Review issue of Environmental Business Journal.

The Rangeview Three building, located at **Centerra** and built by **McWhinney**, has been awarded LEED Silver certification under the LEED for Core & Shell by the **U.S. Green Building Council**. Rangeview Three is McWhinney's first LEED certified building at Centerra.

Voices of Trust is the theme for the BBB 2009 Torch Awards for Business Ethics.

Join us Thursday, April 23, 2009 at the Fort Collins Marriott Hotel for the 11th annual Torch Awards event. We will also present the 7th annual BBB/ Rotary \$5,000 Ethics Scholarship.

Reception begins at 5 P.M. Dinner and event begin at 6:30 P.M.

Corporate table sponsorships and individual tickets available.

Visit Web site or call for details.



BBB

The Torch Awards for Business Ethics are a Presentation of the Better Business Bureau Foundation 970.224.4222 | 800.564.0370 www.wynco.bbb.org Also sponsored by: Northern Colorado Business Report & Wyoming Business Report, Media Sponsors Allnutt Funeral Service Cache Bank & Trust College of Business, CSU College of Business, UWY Flood & Peterson Insurance, Inc. Guaranty Bank and Trust Company ITX Information Technology eXperts, Inc. LBN Insurance Monfort College of Business, UNC

PINNACOL

ASSURANCE

Taco John's International, Inc.

NEW PRODUCTS AND SERVICES

A new Web site featuring **Washouse** and **North College Laundry**, both in Fort Collins, has been launched at www.fortcollinslaundries.com. The site includes information about the do-it-yourself laundries and online-only deals.

DEALS

Adbanc Inc., the holding company for Adams Bank & Trust and Adams Mortgage LLC, announced that it has received approval from the U.S. Department of Treasury to participate in the voluntary Capital Purchase Program. Through the program, the Treasury will invest \$12,720,000 in the holding company's senior preferred stock. The preferred stock will carry a 5 percent coupon for five years and 9 percent thereafter. The capital will help facilitate expansion of lending services, according to Adbanc Inc.

DEADLINES

Fort Collins Symphony is seeking individuals to serve on its board of directors beginning June 1. Anyone with a love of orchestral music who understands the importance of the symphony to the community is encouraged to apply by sending contact information and background to volunteer@fcsymphony.org.

The **city of Fort Collins Art in Public Places Program** is seeking artists/teams residing within city limits to work with the Transformer Cabinet Mural Projects team to develop and paint murals on electrical transformer cabinets around the city. Interested organizations can download a request for qualifications form at www.fcgov/purchasing. Submissions must be handdelivered to 215 N. Mason St., Fort Collins, by April 2.

PROJECTS

The Tenfold Collective, a Loveland-based branding and graphic design firm, teamed up with Web developers Rocket Jones Interactive to create the new online store for Kansas City Kitty, an independent clothing store based in Fort Collins. Visit www.kckitty.com for more information.

ANNIVERSARIES

The **Institute of Business and Medical Careers** Greeley campus celebrated its one-year anniversary in February. The campus opened with three faculty and 30 students. One year later the campus boasts 25 faculty and 170 students. The campus offers programs in Medical Assisting, Medical Billing and Coding, Therapeutic Massage, Paralegal and Administrative Assistant.

MISCELLANEOUS

Toolbox Creative, a full-service marketing and design agency with headquarters in Old Town Fort Collins, has added Insight Media, Fort Collins Regional Library District, The Brendle Group, Numerica and Custom Blending Inc. to its client list. For more information visit www.toolboxcreative.com.

The Mantooth Co. in Fort Collins has added Rustic Oven, Robert's Heating & Air Conditioning, TEAM Fort Collins and The Hanrahan Golf School at the Fort Collins Country Club to its list of clients. For more information visit www.mantoothcompany.com.

Lingerie boutique **Satin Camisole** in Old Town Fort Collins has expanded into a space nearly three times the previous size, while maintaining the same location for 15 years at 217 Linden St. In addition to lingerie, clothing, swim- and resort-wear, the Satin Camisole offers fittings and bridal registry.

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, C0 80524.



Ken Ross, President/CEO Pinnacol Assurance, Denver, CO

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Pinnacol Assurance is the Platinum Sponsor for the 2009 BBB Torch Awards for Business Ethics.

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we do at Pinnacol Assurance. It is

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the best in the industry at serving

all of their needs. We can only do

that if we are consistent and

them.

my experience that people want to

Raising blend could create jobs

Growth Energy, a group representing U.S. ethanol producers, said raising the ethanol blend cap from 10 percent to 15 percent would:

Create more than 136,000 new jobs to build and operate new production facilities Inject more than \$24 billion into the U.S.

economy annually

Reduce greenhouse gas emissions by 20 million metric tons per year

Avoid importing 7 billion gallons of gasoline each year

SOURCE: GROWTH ENERGY, NORTH DAKOTA STATE UNIVERSITY RESEARCH

ETHANOL, from 3A

Ups and downs

The ethanol industry had been doing well in recent years, enjoying a federal subsidy and plentiful investment as gasoline prices rose, culminating last summer when the price of gas topped \$4 a gallon.

But rising corn prices and falling oil prices over the last seven months have hurt the industry. In some markets, the price of E85 ethanol even momentarily topped that of unleaded, wiping out its usual 25-to-50cent ethanol price advantage.

Demand for ethanol shrank, and some ethanol giants were hit hard. VeraSun Energy Corp., one of the nation's largest producers, filed for Chapter 11 bankruptcy on Oct. 31. Other producers have cut back on production and plans for new plants have been shelved until the market improves and credit loosens.

The federal government has set a goal of producing 36 billion gallons of renewable fuels annually by 2022, and in spite of recent setbacks, the Renewable Fuels Association said Feb. 24 that the renewable fuels industry remains on target for meeting that goal. The production target for 2009 is 11.1 billion gallons, up from the 9billion-gallon requirement for 2008.

The ethanol/renewable fuels industry has some heavy hitters behind it now, with President Barack Obama and new Secretary of Agriculture Tom Vilsack firmly supporting its expansion.

Steve McNinch, chairman of the Kansas Association of Ethanol Producers and a spokesman for Growth Energy, said those endorsements bode well for the struggling industry and a cap increase. "The recent comments from Secretary Vilsack about the need for higher blends are very encouraging to our industry," he said.

McNinch said raising the blend cap to 15 percent would mean two billion more gallons of ethanol would be needed each year to meet expected national gasoline consumption, including 300 million gallons of cellulosic ethanol.

"That opens the door to additional construction and helping the economy," he said. McNinch noted that the EPA has 270 days to rule on the proposed ethanol blend increase, with extensive public comment part of the process.

Corn use criticized

Corn growers, currently by far the largest source of ethanol, have been accused by some of taking food out of the market to make fuel, resulting in higher prices for groceries and livestock feed. The American Meat Institute has been especially critical of using corn for fuel.

"We have concerns over what policies of corn-based ethanol do to the supply of corn," said Dale Nellor, AMI spokesman. "The amount of corn going into ethanol makes the price very volatile and increases feed costs for (livestock) producers."

A coalition of food industry organizations, including AMI, the National Pork Producers Council and the National Chicken Council, is urging the EPA not to increase the ethanol blend cap. The food groups have requested the EPA to instead encourage support for cellulosic ethanol technology and production.

Cellulosic ethanol is that produced from non-food sources, such as corn cobs, stalks, switchgrass, wood chips and other organic materials. Colorado State University researchers are studying rice as a step toward the use of switchgrass or some other nonfood source for future ethanol production.

"While rice is a food crop — and a widely grown one at that — it is the information from its genes that could speed the development of new crops for cellulosic biofuels," said Jan Leach, lead researcher at CSU, in an interview with High Plains/Midwest Ag Journal.

However, the immediate future of cellulosic is cloudy. An \$80 million cellulosic ethanol plant planned for Grand Junction was put on hold in early February, but two Colorado companies - ZeaChem and CH2M Hill - announced Feb. 23 they planned to build a cellulosic ethanol plant in Oregon with \$34 million in venture capital. And the USDA announced in mid-January that it had approved its first-ever loan guarantee to build a commercial-scale cellulosic ethanol plant.

Plenty of corn

Corn-based ethanol has been a boon to American corn farmers in recent years, and the price of corn has more than doubled as the ethanol industry has grown to consume about one-third of the corn SPONSLER crop. But Mark Sponsler,

director of Colorado Corn in Greeley, said there's not been a corn shortage and prices have recently fallen to about \$3 a bushel due to overproduction.

"There's no sector that uses corn that doesn't have what it needs," he said. "The growth in corn production exceeds the need in use production." Sponsler also noted that waste from the production of corn-based ethanol is converted into a premium animal feed, putting some of the corn back into the food cycle.

Sponsler said raising the blend cap would be welcome by Colorado corn growers. "It would be an important, positive step for corn producers," he said.

And while most agree that moving to a cellulosic, non-food-based ethanol industry will be a better production model, that day is still a few years away and may be resisted by corn farmers as it gets closer to reality.

"Ethanol has gotten to the point that, as ethanol goes today, so goes the agricultural economy," McNinch said.

"I don't think grain ethanol is ever going to go away," he added. "Studies indicate a grain supply could reduce our dependence on foreign oil by 30 percent by 2030. It's really that platform that leads to other initiatives in the industry."

Meanwhile, Front Range Energy's Dan Sanders said lifting the ethanol blend cap to 15 percent is a vital step along that path.

"It's moving in the right direction, and if (ethanol) is ever going to grow, we need to do things like this," he said. "If there's going to be additional research in cellulosic, we need to do something like this."

ON THE JOB

NONPROFIT

Kathy Miner has joined the staff of Project Self-Sufficiency as assistant director after serving on the board of directors since January 2008. Miner is responsible for donor relations, grant-writing, and administrative duties. She brings systems expertise and business best practices to the organization.

David Robinson, DVM, has joined Larimer Humane Society as its new supervising veterinarian. Robinson has 26 years experience in veterinary medicine and most recently was employed by Dumb Friends League with the LuLu Mobile, a high volume spay/neuter mobile facility which served as an outreach program to provide subsidized spay/neuter surgeries in underserved areas of Colorado.

MINER

ACADEMICS

Amy Hayes has been promoted to the position of director of academic affairs and compliance for the Institute of Business and Medical Careers. Haves will work with regulatory affairs and have a commitment to creating articulation agreements with higher education institutes in the region.

Authors Molly Eckman of Colorado State University, Marsha Dickson of the University of Delaware and Suzanne Loker of Cornell University collaborated to write "Social Responsibility in the Global Apparel Industry." The new book examines labor practices and standards in the apparel industry and what manufacturers are doing to improve conditions for thousands of workers around the world.

ENGINEERING

Robert W. "Bob" Johnson has joined Joe Hall and Tom Pitts as a partner in Water Consult, Engineering and Planning Consultants in Loveland. Johnson retired from theh U.S. Bureau of Reclamation in January after a 33-year-career. Water Consult provides consulting services to the water organizations, municipalities and industries in water resources management, strategic planning, and environmental compliance with the Endangered Species Act, Clean Water Act, and National Environmental Policy Act.

Katherine Maruyama-Trease has been named vice president of contracting for Humana's operations in Colorado, New Mexico and Wyoming. Maruyama-Trease will negotiate and analyze contractual relationships with physicians, hospitals and ancillary healthcare professionals in Colorado, New Mexico and Wyoming. She earned her bachelor's degree in Exercise and Sport Science from Colorado State University.

MEDIA/MARKETING

ner of Field & Stream Magazine

REAL ESTATE

Christian Lasher has joined the Fort Collins branch of Chicago Title of Colorado Inc. as

a business development representative. Lasher specializes in residential and commercial real estate.

Re/Max Action Brokers, Billie Jo Downing and Kathy Scribner, have both been awarded the Certified Distressed Property Expert designation. The designa-

tion allows agents to help homeowners in distress avoid foreclosure and sell their properties. CONSTRUCTION Brad Massey, principal of

Broker associates with

Aller•Lingle•Massey Architects P.C. in Fort Collins, has earned the LEED Accredited Professional designation from the United States Green Building Council. Massey joined the firm in 1994 and became a principal in 1998. **SCRIBNER** He specializes in student and senior housing and office build-



ing projects. Drahota Project Manager Sarah Bucholt and

Superintendent Tyler Texeira each earned their LEED accreditation from the U.S. Green Building Institute.

BOARDS

LAW

Engaging Loveland Board of Directors voted in its

new officers for 2009. Lorna Spear and Dan Hill are cochairs. Michael Bellus is again treasurer, and Abby Powell is Secretary. The board also voted in recurring members Jan Brown, and Bob Doolittle. Other Carol directors include Johnson and Craig Bialy.



OLSON

SIMMS

David L. Olson II and Kristofer M. Simms have joined Caplan and Earnest LLC in Boulder. Olson specializes in education law and litigation law and Simms specializes in estate planning, trust administration, probate, taxation and real estate law

MISCELLANEOUS

Stephen Littlefield of Loveland has been appointed general manager of Speedy Sparkle Car Wash in Loveland. The Full Service Car Wash and Detail Center located at 2664 Buchanan Ave. is now fully operational.

Brandon Garcia has been promoted to the rank of fire captain for the Poudre Fire Authority. Captains are in charge of an engine or ladder truck company and are responsible for directing the emergency and non-emergency operations of one or more companies depending on the situation. Garcia's first assignment will be on Engine 1 at Mulberry and Peterson streets in Fort Collins.

Northern Colorado business person Jim Boswell has been accredited by the Institute for Independent Business. The Institute for Independent Business is a global not-for-profit, research, training and accreditation organization established in 1984 to share advice.

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



HEALTH CARE

Erik Stenbakken of Stenbakken Photography in

Greeley is the grand prize-win-Sasguatch Photo Challenge. There were over 170 entries in the Sasquatch category



LASHER



REGIONAL ARTS EVENTS

- March 14 "Ragtime," starting at 7:30 p.m., Union Colony Civic Center, 1000 10th St. in Greeley. The Cleo Parker Robinson Dance Ensemble re-stages the choreography of Katherine Dunham's 1972 piece "Ragtime" set to Scott Joplin's music. Cost: Call for prices. Contact: UCCC Ticket Office at 970-356-5000.
- March 14 Vegetable Gardening Made Easy, from 11 a.m. to 12:30 p.m., Rabbit Shadow Greenhouse, 2880 E. Highway 402 in Loveland. Cost: \$15. Contact: Emily Sorenson at 970-667-5531 or emily@rabbitshadowfarm.com.
- March 21 Progressive Garden Tour Series Kickoff, from 10:30 a.m. to noon, Rabbit Shadow Greenhouse, 2880 E. Highway 402 in Loveland. Contact: Emily Sorenson at 970-667-5531 or emily@rabbitshadowfarm.com.
- March 28 Starting & Maintaining a Culinary Herb Garden , from 10:30 a.m. to noon, Rabbit Shadow Greenhouse, 2880 E. Highway 402 in Loveland. Cost: \$15. Contact: Emily Sorenson at 970-667-5531 or emily@rabbithadowfarm.com.
- March 28 Singin' in the Rain, starting at 7:30 p.m., Hilton Fort Collins, 425 W. Prospect in Fort Collins. Cocktails and auctions supporting Junior League programs. Cost: \$50/person. Contact: Junior League of Fort Collins at 970-224-0430.
- April 1 3 Lincoln Center presents Leahy, starting at 7:30 p.m., Lincoln Center, 417 W. Magnolia in Fort Collins. Leahy is a Celtic powerhouse of fiddle-driven music, dance and song. The matinee on April 4, will start at 2 p.m. Cost: \$34/center, \$32/sides. Contact: LC Box Office at 970-221-6730.
- April 3 4 Northern Colorado Writers Conference, from 2 to 5 p.m., Fort Collins Hilton, 425 W. Prospect Road in Fort Collins. Cost: \$225/NCW members, \$275/nonmembers, 300 join and get attend conference. Registration Deadline: Prices go up March 13. Contact: Kerrie Flanagan at 970-556-0908 or kerrie@ncwc.biz.
- April 4 Comedian Sinbad, starting at 7:30 p.m., Union Colony Civic Center, 701 10th Ave. in Greeley. Contact: UCCC Ticket Office at 970-356-5000.
- April 5 Handel's Messiah, from 7 to 9 p.m., Lincoln Center Main Performance Hall, 417 W. Magnolia St. in Fort Collins. Join the Larimer Chorale, under the direction of Michael T. Krueger, for a complete performance of George Frideric Handel's Messiah in the tradition that it was written, as a Lenten/Easter piece. Cost: Prices vary. Contact: Marie Krizanovic at 970-377-1975 or krizanovics@aol.com.
- April 9 Classical Mystery Tour: The Beatles Tribute, starting at 7:30 p.m., Budweiser Events Center, 5290 Arena Circle in Loveland. Imagine The Beatles playing in concert with a symphony orchestra. What would that have sounded like? Find out for yourself when Classical Mystery Tour performs live in concert. Visit www.comcastTIX.com or call 877-544-tixx for tickets. Contact: Fort Collins Symphony at 970-482-4823.
- April 10 Abby's Signature Concert Series 2009 Good Friday Concert, from 10 to 11 a.m., First Presbyterian Church, 531 S. College Ave. in Fort Collins. The music at this concert will reflect the day – somber and

reflective. Contact: Jodee Hinton at 970-292-1080 or jodee.hinton@pathways-care.org.

- April 16 The Taste, from 4:30 p.m. to 8:30 p.m., Hilton Fort Collins, 425 W. Prospect Road in Fort Collins. Premier area restaurants serve up sensory satisfying tidbits. Cost: \$60 - \$85. Contact: Rae Todd at 229-5255 or toddR@prpa.org.
- April 18 7th Annual Rock-A-Thon, from 10 a.m. to 4 p.m., Loveland Cracker Barrel, 5800 Mcwhinney Blvd. in Loveland. The Rock-A-Thon is an all-day event filled with entertainment, games, prizes and fun! Cost: Free to the public. Contact: A-Train Marketing at 970-419-3218 or prsupport@atrainmarketing.com.
- April 21 A Frank Talk About Immigration Reform, starting at 7 p.m., Lincoln Center, 417 W. Magnolia in Fort Collins. Now that you live here, are you ready to shut the gates? Frank Sharry will present. Tickets: 970-221-6730. Cost: \$15/VIP, \$10/general, \$8/students & seniors. Contact: Beet Street at 970-419-8240.
- April 26 Dan Zanes & Friends, starting at 1 p.m., Lincoln Center, 417 W. Magnolia in Fort Collins. Disney recording artist Dan Zanes will perform a collection of Latino-inspired songs from his album "Nueva York!" Tickets: 970-221-6730. Cost: \$10. Contact: Beet Street at 970-419-8240.
- April 28 We're All in the Same Gang, starting at 7 p.m., Lincoln Center, 417 W. Magnolia in Fort Collins. Join award-winning actor Edward James Olmos for a candid look at his life growing up the son of Mexican immigrants in Los Angeles. Cost: \$15/VIP, \$10/general, \$8/students & seniors. Tickets: 970-221-6730. Contact: Beet Street at 970-419-8240.
- May 18 The Glass Castle, starting at 7 p.m., Lincoln Center, 417 W. Magnolia in Fort Collins. Television correspondent and New York magazine columnist Jeannette Walls shares her stories of hunger, love, homelessness and her dreams of the glass house her parents promise to build one day. Tickets: 970-221-6730. Cost: \$15/VIP, \$10/general, \$8/students & seniors. Contact: Beet Street at 970-419-8240.
- June 6 Laser Harps at the Imagination Street Fair, from noon to 5 p.m., Elks Lodge, 140 E. Oak St. in Fort Collins. The laser harps are immersive installations that replace traditional harp strings with laser strings and interactive movement to trigger sound. Cost: Free. Tickets: 970-221-6730. Contact: Beet Street 970-419-8240.
- June 6 Laurie Anderson at the Imagination Fair, starting at 7 p.m., Lincoln Center, 417 W. Magnolia in Fort Collins. Musician Laurie Anderson will perform "Burning Leaves: A Retrospective of Song and Stories 2009." The evening also features Anderson's complex and symphonic solo violin pieces. Cost: \$35-\$25, \$5 student/senior discount. Tickets: 970-221-6730. Contact: Beet Street at 970-419-8240.
- July 9 Ramsey Lewis Trio, starting at 7 p.m., Lincoln Center, 417 W. Magnolia in Fort Collins. American jazz icon and composer, Lewis has recorded more than 80 albums and has received five gold records and three Grammy Awards. Cost: \$55-\$40, \$5 student/senior discount. Tickets: 970-221-6730. Contact: Beet Street at 970-419-8240.

March 14 – PivotalTransitions Meeting, from 9 to 10:30 a.m., University of Northern Colorado, Ross Building, Room 60, 11th Avenue and 23rd Street in Greeley. An opportunity to find new motivation and map out your future in a setting designed to fuel collaborative dialogue and hope. Meets every Saturday. A second meeting will be held 10:30 a.m. to noon. Cost: \$15. Contact: Ted Mersino at 970-535-2929 or

CALENDAR

- ted@pivotalgrowth. **March 15 - 17** – Spring Break-Away, Sylvan Dale Guest Ranch, 2939 N. County Road 31D in Loveland. Lots of outdoor activities for all ages, with two nights lodging, wholesome hearty meals, horseback riding, hiking, archery, campfire and s'mores, ranch chores and fishing. Space is limited. Call Now! Contact: Tami Inskeep at 970-667-3915 or tamii@sylvandale.com.
- March 16 NoCoNet presents E-mail Etiquette, from 8 to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. Margaret McDonald will present. Cost: Free. Contact: NoCoNet at noconetinfo@yahoogroups.com.
- March 16 Northern Colorado Entrepreneurs Network Meeting, from 5:30 to 9 p.m., Neenan Co., 2620 E. Prospect Road in Fort Collins. Cost: Free. Contact: NoCoEntre at 970-231-1841.
- March 17 LinkedIn Tips and Tricks, from 7:30 to 9 a.m., Loveland Chamber, 5400 Stone Creek Circle in Loveland. Cost: Free/Loveland chamber members, \$10/nonmembers. Contact: Loveland Chamber at 970-667-6311.
- March 17 Hexcel Job Fair , from 3 to 7 p.m., Island Grove Park, 1551 N. 17th Ave. in Greeley. Contact: Marie Llamas at 970-353-3800 or mllamas @co.weld.co.us.
- March 17 Climate Wise Partner Talk and Tour, from 9 to 10:30 a.m., Colorado State University Transit Center, Elizabeth and Meldrum streets in Fort Collins. Contact: Amanda Sutton at asutton@fcgov.com.
- March 17 19 CORE's Fourth Annual Sustainable Opportunities Summit, from 11:30 a.m. to 1 p.m., Colorado Convention Center, 700 14th St. in Denver. Denver Mayor John Hickenlooper and Colorado Governor Bill Ritter will address the success of the sustainable programs in Denver and Colorado.
- March 17 Johnstown-Milliken Chamber of Commerce Business After Hours, from 5:30 to 7:30 p.m., Peaks Martial Arts, 10 S. Parish Ave. in Johnstown. Contact: Johnstown-Milliken Chamber of Commerce at 970-587-7042.
- March 17 19 Performance Feedback Tools Workshop, from 8 a.m. to noon, Loveland Learning Center at Centerra, 2915 Rocky Mountain Ave., Suite 240 in Loveland. Cost: \$299. Registration Deadline: March 16. Contact: 970-491-5288 or questions@learn.colo state.edu.
- **March 18** Education and Life Training Center classes, Education and Life Training Center, 401 Linden St. in Fort Collins. The center is registering for medical, computer Spanish for the workplace, ESL and GED classes Contact: ELTC at 970-482-4357.
- March 19 Colorado's Top 25 Feeder Birds, starting at 6 p.m., Wild Birds Unlimited, 3636 S. College Ave. in

Fort Collins. A talk on Colorado's birds. Cost: Free. Contact: WBU at 970-225-2557.

- March 19 Friends and Family Support Group, from 6:30 to 8 p.m., Harmony Presbyterian Church, 400 E. Boardwalk in Fort Collins. A drop-in support group for people who have loved ones who struggle with depression and bipolar disorder. Meets the third Thursday of each month.
- March 19 WISE Spending, from 6:30 to 8:30 p.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. Cost: Free but registration required. Contact: Kathy Cox at 970-494-3307 or kathyc@cccsnc.org.
- March 19 Evans Chamber Business After Hours, from 5 to 7 p.m., Bank of Choice, 3635 23rd Ave. in Evans. Cost: No Charge. Contact: Michele Jones at 970-330-4204 or ecc@evanschamber.org.
- March 19 How to Lawsuit-Proof Your Workplace, from 8 a.m. to 9:30 a.m., Lincoln Center, Columbine Room, 417 W. Magnolia St. in Fort Collins. Cost: Free. Contact: Larimer County Workforce Center at 970-498-6606 or Izuccolin@larimer.org.
- March 19 Fort Collins Area Chamber of Commerce Business After Hours, from 5:30 to 7:30 p.m., First National Bank, 205 W. Oak St. in Fort Collins. Contact: Erin Collins at 970-482-3746 or ecollins@fc chamber.org.
- March 23 NoCoNet presents What Do You Want to Be When You Grow Up, from 8 a.m. to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. Ginger DeReus will present. Cost: Free. Contact: NoCoNet at noconetinfo@yahoo groups.com.
- March 24 Character First! Basic Implementation Seminar, from 8:30 a.m. to 4:30 p.m., Community Foundation of Northern Colorado, 4745 Wheaton Drive in Fort Collins. Cost: \$205 - \$245. Registration Deadline: March 20. Contact: Meghan Coleman at 970-266-2671 or exec.asst@characterfortcollins.org.
- March 25 Character First! Advanced Implementation Seminar, from 8:30 a.m. to 4:30 p.m., Community Foundation of Northern Colorado, 4745 Wheaton Drive in Fort Collins. Character First! Advanced Implementation Seminar. Cost: \$205 - \$245. Registration Deadline: March 20. Contact: Meghan Coleman at 970-266-2671 or exec.asst@character fortcollins.org.
- March 25 Finding, Securing and Retaining Event Sponsors, from 6 to 9 p.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. Cost: \$27. Contact: 970-221-6644.
- March 25 Executive Women's Golf Association Season Kick-off, from 6 to 8:30 p.m., Collindale Golf Course, 1441 E. Horsetooth Road in Fort Collins. Learn about the local chapter, 2009 events, and benefits of becoming a member. Cost: \$15. Contact: Ms. Woody Hagin at 970-217-1490.
- March 25 Third Annual Rocky Mountain Information Security Conference, from 8 a.m. to 5 p.m., Marriott Denver Tech Center, Interstate 25 and Belleview in Denver. Topics range from identity theft, forensics, social engineering, penetration testing, cookie poisoning, and ethical hacking. Cost: \$75/ISSA members. \$150/non-members.

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RANK	PREV RANK	VENUE ADDRESS PHONE/FAX	TOTAL Attendance 2008	EMPLOYEES-FT EMPLOYEES-PT	REVENUES 2008 Operating Budget In Fiscal Year 2009	HIGHLIGHTS AND MAJOR EVENTS	PERSON IN CHARGE E-MAIL WEB SITE YEAR FOUNDED
1	7	ISLAND GROVE REGIONAL PARK 501 N. 14th Ave. Greeley, C0 80631 970-350-9392/970-353-8881	600,000	15 8	N/A \$1,500,000	Greeley Stampede, Colorado Farm Show, Greeley Blues Jam, Tribune Home and Garden Show, Cinco de Mayo, Weld County Fair and several national, regional and local dog shows.	Tom Welch Tom.welch@greeleygov.com www.islandgrovepark.com 1869
2	5	LOVELAND PUBLIC LIBRARY 300 N. Adams St. Loveland, Co 80537 970-962-2665/970-962-2905	406,367	14 32	N/A \$2,400,000	Summer reading program, Traveling Storyteller in the parks, preschool storytimes, book discussons and varied programming for children and adults.	Ted Schmidt goodwp@ci.loveland.co.us www.cityofloveland.org 1905
3	2	BUDWEISER EVENTS CENTER 5290 Arena Circle Loveland, Co 80538 970-619-4100/970-619-4123	321,234	20 N/A	N/A N/A	Colorado Eagles, Colorado ICE, Harlem Globetrotters, Sarah Palin, Playhouse Disney Live, Sesame Street Live Elmo Makes Music, Sara Evans, Blue Man Goup, Joel McHale, New Year's Extreme Rodeo, Monster Truck Winter Nationals.	Rick Hontz info@budweisereventscenter.com www.beclive.com 2003
4	1	THE RANCH/LARIMER COUNTY EVENTS COMPLEX 5280 Arena Circle, Suite 100 Loveland, Co 80538 970-619-4000/970-619-4001	275,000	19 25	N/A N/A	The Good Guys Car Show, Thunder in the Rockies and Larimer County Fair, Loveland Sweetheart Balloon Rally, Praise in the Park, Relay for Life, Mission of Mercy, Sarah Palin Rally.	Bob Herrfeldt bherrfeldt@larimer.org www.larimer.org/theranch 2003
5	6	LINCOLN CENTER 417 W. Magnolia St. Fort Collins, C0 80521 970-221-6735/970-484-0424	228,944	13 60	\$3,200,000 \$3,100,000	Broadway, dance, live music, comedy, film, classical music, contemporary music, family programming, art exhibits and ArtWear Fashion Week.	Jill Stilwell info@icgov.com www.lctix.com 1978
6	8	UNION COLONY CIVIC CENTER 701 10th Ave. Greeley, CO 80631 970-350-9768/970-350-9475	144,854	10 20	\$1,020,000 \$1,500,000	Lily Tomlin, "The Producers," "Hairspray," "Cats," Mannheim Steamroller, Amy Grant, Spirit of Christmas, Sinbad, Clint Black, Martin Short, Frank Sinatra, Jr., Last Comic Standing,	Mark Breimhorst mark.breimhorst@preeleygov.com www.ucstars.com 1988
7	NR	LOVELAND MUSEUM/GALLERY 503 N. Lincoln Ave. Loveland, Co 80537 970-962-2410/970-962-2910	55,000	9 N/A	N/A N/A	Art classes for all ages, diverse programs and performances, summer concerts, poetry workshops and readings, local history exhibits, regional, national and international art exhibitions, cherry pie celebration.	Susan P. Ison isons@ci.loveland.co.us www.ci.loveland.co.us 1946
8	9	CITY OF GREELEY MUSEUMS 7/4 Eighth St. Greeley, CO 80631 970-350-9220/970-350-9570	46,981	12 10	\$281,000 \$938,148	Four museums, including the Meeker Home, Plumb Farm Learning Center, Greeley History Museum, and Centennial Village. 350 events a year, museum school classes, concerts, lectures, living history festivals, archival research assistance, and changing exhibits.	Chris Dill chris.dill@qreeleygov.com www.greeleymuseums.com 1929
9	11	RIALTO THEATER 228 E. Fourth St. Loveland, C0 80537 970-962-2120/970-962-2422	45,900	3 2	\$141,000 \$393,000	Installation of new sound console and upgrades to sound system.	Jan Sawyer sawyej@ci.loveland.co.us www.cityofloveland.org 1920
10	12	FORT COLLINS MUSEUM 200 Mathews St. Fort Collins, CO 80524 970-221-6738/970-416-2236	40,000	5 8	N/A N/A	Boxelder Schoolhouse, Wild West Days and Early American Home Arts.	Cheryl Donaldson cdonaldson@fcgov.com www.fcgov.com/museum 1941
11	3	POUDRE RIVER PUBLIC LIBRARY DISTRICT - MAIN LIBRARY 201 Peterson St. Fort Collins, CO 80524 970-221-6526/970-221-6398	28,964	31 58	N/A \$5,865,000	The Library District provides a welcoming place to seek intellectual stimulation and personal enjoyment.	Brenda E. Carns refdesk@fcgov.com www.fcgov.com/library 2006
12	4	POUDRE RIVER PUBLIC LIBRARY DISTRICT - HARMONY LIBRARY 4616 Shields St. Fort Collins, C0 80526 970-204-8206/970-204-8444	24,833	6 46	N/A \$1,097,100	A joint-use facility with Front Range Community College that provides materials and programs, including storytimes, summer reading, music programs in the round and International Night.	Ken Draves refdesk@fcgov.com www.fcgov.com/library 2006
Region survey N/A-Not Avail	ved is Brighton, able	Larimer and Weld counties.	· · · · ·			Based upon responses to Business Re To be considered for future lists, e-ma	ort survey researched by Josh Johnson il research@ncbr.com



prior to interest being credited on the covered savings account, you will not receive the accrued interest. Fees may reduce your earnings. The minimum opening deposit on savings accounts is \$100. For information regarding fees associated with Mile High Banks savings accounts, please contact any Mile High Banks branch.

DAILY IN REVIEW Woodward to acquire HR Textron for \$365 million cash

Editor's note: Daily in Review is a partial digest of stories reported in the Business Report Daily online service between Feb.23-March 6. 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.

FORT COLLINS - Woodward

Governor Co. (Nasdaq: WGOV) reached an agreement to purchase of HR Textron for \$365 million in cash, adding to the company's airframe systems holdings.

The all-cash deal is expected to close in April and will include the company's UK assets. HR Textron is a subsidiary of Textron Inc. (NYSE: TXT), which operates jetbuilder Cessna.

Woodward also released revised guid-

ance for 2009. Citing declines in order volume due to the deepening economic downturn Woodward now anticipates revenue for the year to be \$1.3 billion to \$1.4 billion — down from the previous guidance of \$1.4 billion to \$1.5 billion.

Shovels ready for Larimer, Weld

Colorado's Transportation Commission has approved a list of "shovel-ready" high-



way projects to be funded through the American Recovery and Reinvestment Act, including about \$18.9 million worth of improvements ranging from new traffic signals, roundabouts and road resurfacing in Northern Colorado.

Per ARRA, at least half of the \$317 million received by the Colorado Department of Transportation must be committed within 120 days, with the remaining allocated within a year.

Markey names economic recovery coordinator

WASHINGTON, D.C. - U.S. Congresswoman Betsy Markey has named Marissa Smith economic recovery coordinator for Colorado's Fourth Congressional District, which includes Larimer and Weld counties.

Smith will work directly with state and local governments to ensure every dollar from the economic recovery package to the district is accounted for, Markey said in a press statement.

Smith, who serves as senior legislative assistant to Markey and handles economic and transportation issues, is a graduate of George Washington University. She can be reached at Markey's D.C. office by calling 202-225-4676.

Markey also opened her Central Regional Office in Greeley on March 7.The new office is located at 822 Seventh St., No. 9. Markey also has an office in Fort Collins at 123 N. College Ave.

Bennis gone in Beet Street shakeup

FORT COLLINS — Carol Bennis is out at Beet Street, two years after taking the helm of the Downtown Development Authority's initiative focusing on cultural offerings and programming. The decision to not continue Bennis' annual employment contract was announced in a letter from DDA Board Chairman Jack Wolfe on Feb. 20.

Beet Street's Director of Development Jean Lamm will serve as the interim director. The board is in the process of developing criteria for the new director, and it hopes to have the position filled in three to six months.

Enterprise Rent-A-Car to bring 100 jobs

FORT COLLINS — Enterprise Rent-A-Car and local officials have announced a new claims center for the company will open in May, bringing more than 100 jobs to the area.

The center, to be located at 4800 Wheaton Drive in Fort Collins, will handle all property and automobile damage claims in the western region and Hawaii for St. Louis-based Enterprise Rent-A-Car and its subsidiaries National Car Rental and Alamo Rent-A-Car. Collectively the companies operate a worldwide network of more than 8,000 neighborhood and airport car rental locations.

The company plans to transfer 16 of its current employees to Fort Collins and to hire the remaining positions from the local community beginning in early April. All positions will be full-time, with salaries ranging from \$12 to \$18 per hour. Applicants can visit www.go.enterprise.com for more information.

UQM Technologies Inc.

Founded: 1967

Management: William Rankin, President and CEO Headquarters: Frederick Product/Service: Develops and manufactures electric motors, converters and controllers. Employees: 60 Ticker: NYSE Euronext: UQM Web: www.uqm.com

UQM, from 1A

Canceled contract

The case began when UQM entered into a purchase and supply agreement with Phoenix in January 2007. Under the agreement UQM was to supply the electric drive system and onboard DC-to-DC converters to power Phoenix's all-electric vehicles.

Phoenix had been evaluating UQM's technology since mid-2006. It planned to couple UQM's motor and converter with a lithium titanate battery in fleet vehicles that could fully charge from empty in five to six hours, drive 95 to 100 miles per hour and have a range of 130 miles on a full charge.

In early 2007, Phoenix already had 75 letters of intent for purchase and expected to deliver 500 vehicles by the end of the year. The company also anticipated the delivery of 6,000 vehicles during 2008.

However, Phoenix canceled its contract with UQM in October 2007. At the time, Phoenix was about a year behind schedule for its first deliveries and has also contracted with a second battery supplier. The company was also putting on hold plans to develop a hybrid electric vehicle that would allow long-distance driving.

"Phoenix has opted to move forward with a new, more efficient motor technology," said Bryon Bliss, vice president for sales and marketing at Phoenix in a 2008 interview with the Business Report. Bliss did not return a request for comment in time for the publication of this story.

According to the company's Web site, fleet vehicles were expected to be ready for 2008 and retail vehicles in 2010; however, there was no indication that orders have been filled.

In U.S. Security and Exchange Commission filings, UQM indicated that Phoenix canceled the purchase and supply agreement and related purchase order of \$9.25 million "due to significant issues at Phoenix Motorcars Inc. unrelated to our performance."

Sudden impact

Rankin explained that the contract was sizable and that UQM took the project very seriously. To add insult to injury, Phoenix informed UQM of its decision to cancel the contract the day before a quarterly conference call. Because it is a publicly traded company, UQM is required to divulge such material events, which meant recreating its presentations and documents on very short notice.

While the contract would have brought UQM a steady stream of revenue, the true impact of the sudden cancellation was less monetary and more psychological. Rankin said that it shook shareholders and implied, incorrectly, that there was something amiss with UQM's technology.

"We decided to pursue it because we knew we were in the right," Rankin said. "It was a moral victory."

The award would represent a pretty sizable cash infusion for UQM. At the end of its third fiscal quarter, ended Dec. 31, UQM reported total revenue of \$6.9 million and a net loss of \$3.3 million for the past nine months. However, the company trimmed its quarterly loss to \$764,000, compared to \$1.3 million for the third quarter in 2007 and almost \$1.5 million during the second quarter.

"We feel good about where we're at," Rankin said.

Making progress

The company is making quite a bit of progress in the automotive industry, working with several large original equipment manufacturers as well as some innovative startups. At the Deutsche Bank 2009 Auto Analysts Conference at the Detroit Auto Show, UQM was one of six small companies

that presented alongside General Motors Corp., Ford Motor Co., Toyota Motor Corp. and Volkswagen AG. Rankin observed at least five vehicles on the floor of the auto show that contained UQM components, although his company is contractually obligated to not divulge the names of its auto partners.

One partner UQM can talk about is Quantum Technologies, one of its larger customers. Quantum provides clean energy technologies to OEM auto companies and is preparing to launch its own plug-in hybrid through its Fiskar Automotive Inc. subsidiary.

But UQM is not solely focused on the retail auto industry. The company has been and continues to work on a number of projects in the heavy truck and military sectors. But it's UQM's position as a highquality electric motor supplier for the auto The Northern Colorado Business Report | 19A

industry that could bode well in the coming year.

'In light of the economy, we're pretty optimistic," Rankin said.

UQM is also involved in efforts to deploy cleaner running vehicles at the local and state government levels. In February, the EcoRide BE35 battery-electric transit bus, developed by Golden-based Proterra LLC and powered by a UQM propulsion system, was showcased on a four-city California clean bus tour.

Parts of the \$787 billion federal economic stimulus package are designed to assist efficient, clean vehicle technology.

"We expect that the stimulus package could have a big impact on our company," Rankin said.

UQM is now preparing to bid on upcoming opportunities provided by federal stimulus funding.

Voices of Trust is the theme for the BBB 2009 Torch Awards for 4 **Business** Ethics.

Join us Thursday, April 23, 2009 at the Fort Collins Marriott Hotel for the 11th annual Torch Awards event. We will also present the 7th annual BBB/ Rotary \$5,000

Ethics Scholarship.

Reception **〈** begins at 5 P.M. **Dinner and** event begin at 6:30 P.M.

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to trust every single employee to accommodate and to service our clients. So we have built a corporate culture that starts with integrity and commitment. And to have that, you've simply got to have a high level of trust between everyone."

> **Byron Bateman, CEO Cache Bank and Trust** Fort Collins and Greeley, CO

Cache Bank & Trust is a Voices of Trust sponsor for the 2009 BBB Torch Awards for Business Ethics.

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> > **Mike Pierce, Principal** LBN Insurance Agency Estes Park, Fort Collins, CO

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showing them that I value what they bring to the table.

the relationship."

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since it is our job to protect their most valuable assets, whether that is a home or a business. The fundamental

Dr. Donald Gudmundson

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Greeley, CO

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RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	TOTAL CUSTOMERS IN REGION NO. EMPLOYEES IN REGION PUBLIC/PRIVATE	% BUSINESS RESIDENTIAL % BUSINESS COMMERCIAL	% BUSINESS ELECTRIC % BUSINESS WATER % BUSINESS GAS % BUSINESS SEWER	TOTAL REGIONAL REVENUES 2008 TOTAL REGIONAL REVENUES 2007	E-MAIL WEB SITE	PERSON IN CHARGE W/ TITLE YEAR FOUNDED
1	1	PLATTE RIVER POWER AUTHORITY 2000 E. Horsetooth Road Fort Collins, C0 80525 970-226-4000/970-229-5244	143,741 225 Public	36 64	100 0 0 0	\$172,386,000 \$163,378,000	littlej@prpa.org www.prpa.org	Brian Moeck, General manager and Marketing & Community Relations Manager 1973
2	2	CITY OF GREELEY - WATER & SEWER DEPARTMENT 1100 10th St., Suite 300 Greeley, C0 80631 970-350-9811/970-350-9805	114,066 114 Public	73 27	0 75 0 25	N/A \$45,050,408	water@greeleygov.com www.greeleygov.com/water	Jon G. Monson, Director of water & sewer 1870
3	4	UNITED POWER INC. 500 Cooperative Way Brighton, C0 80601 303-659-0551/303-659-2172	67,078 165 Private	54 46	100 0 0 0	\$124,111,024 \$111,598,735	hstorz@unitedpower.com www.unitedpower.com	Robert Broderick, CEO 1938
4	5	ATMOS ENERGY CORP. 1200 11th Ave. Greeley, CO 80631 970 304-2048/970-304-1530	45,000 45 Public	80 20	N/A N/A 100 N/A	N/A N/A	N/A www.atmosenergy.com	Kevin Kerrigan, Manager of public affairs 1942
5	6	POUDRE VALLEY RURAL ELECTRIC ASSOCIATION INC. 7649 REA Parkway Fort Collins, CO 80528 970-226-1234/970-226-2123	35,485 94 Public	42 58	100 N/A N/A N/A	\$85,300,000 \$73,266,951	pvrea@pvrea.com www.pvrea.com	Robert "Brad" Gaskill, CEO 1939
6	8	FORT COLLINS - LOVELAND WATER DISTRICT 5150 Snead Drive Fort Collins, C0 80525 970-226-3104/970-226-0186	14,000 33 Public	97 3	N/A 50 N/A 50	\$14,929,000 N/A	mike@fclwd.com fclwd.com	Michael DiTullio, General manager 1964
7	9	TOWN OF ESTES PARK - UTILITIES 170 MacGregor Ave. Estes Park, C0 80517 970-577-3580/970-586-6909	10,078 28 Public	80 20	100 50 N/A N/A	\$14,000,000 \$13,000,000	bgoehring@estes.org www.estesnet.com	Robert Goehring, Utilities director 1945
Region inc Xcel Energ	ludes Larin y, City of F	l ner and Weld counties and Brighton. ort Collins and City of Loveland likely would have made this li	ist but did not respond by press time.				Based upon responses to Business Report su To be considered for future lists, e-mail resea	rvey researched by Josh Johnson arch@ncbr.com

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– Gary Jackson, Building Services Manager Longmont United Hospital

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ENERGY & UTILITIES Renewable power needs 'green superhighways'

Transmission lines biggest challenge to clean-energy delivery

By Jessica Centers *news@ncbr.com*

A recent report produced by the U.S. wind and solar industries argues that it's not technology or political will that's blocking the winds of change when it comes to energy production. It's our country's outdated transmission infrastructure.

"Green Power Superhighways: Building a Path to America's Clean Energy Future," published by the American Wind Energy Association and Solar Energy Industries Association, tackles a problem that the U.S. Department of Energy has already identified: Transmission limitations are the greatest obstacle to realizing the economic, environmental and security benefits that would come from obtaining at least 20 percent of the nation's electricity from wind.

"We need more lines and we need bigger lines and it makes a lot more sense to have a big shared line than it would to have a bunch of small separate lines, just like it makes sense to have a large interstate highway," co-author Rob Gramlich said in a *Business Report* interview.

The report states that there are currently 300,000 megawatts of wind projects — more than enough to meet 20 percent of U.S. power needs — waiting in line to connect to the grid because of inadequate transmission capacity. It advocates building "green power superhighways" or high-voltage power lines that would connect areas with high potential for generating clean energy — like Northern Colorado — with areas that have significant demand for power. A conceptual map shows Colorado solar energy powering Atlanta and Wyoming's wind power being transmitted to California.

"One of the problems with the way things operate today is we have a reactive transmission system as opposed to a proactive one," Gramlich explained. "Transmission providers typically wait and receive individual requests for transmission service. They don't do enough proactive planning to see that a whole lot of generation projects might be locating in a certain



SOURCE: AMERICAN WIND ENERGY ASSOCIATION AND SOLAR ENERGY INDUSTRIES ASSOCIATION

MOVING THE POWER AROUND – One of the major challenges facing the renewable energy industry is moving the electricity produced primarily in the West to population centers on the coasts. Various groups are working on different concepts for aligning the transmission grid with the needs of producers and end users.

area and therefore they would all benefit from a shared line. We need somebody to do that proactive planning to build those large shared lines."

Energy resource zones

Colorado, he said, is moving in that direction with its energy resource zones. In 2007, a state law to "incentivize investment in transmission" was passed. The law lets utilities recover costs for building transmission to those resource-rich areas while the projects are still under construction, thus speeding up the building process.

"There are a lot of opportunities to build more transmission to these energy resource zones in Colorado and also into some excellent wind resources across the border in Wyoming," Gramlich said. "And there's also opportunity for Colorado to get the economic development benefits of wind resource development and exporting it to other states."

In the meantime, most transmission in Colorado is still developed on an as-needed basis. Brian Moeck, general manager for the Platte River Power Authority, explained that generators like PRPA generally build their own transmission line to a new project or arrange for service over an existing transmission line. In most cases, Moeck said, his organization has arranged for transmission to deliver energy rather than building its own lines.

That's the case with its wind farm 125 miles north of Fort Collins near Medicine

Bow, Wyo. "The transmission already existed, so it's cheaper to use someone else's," Moeck said.

PRPA is in the process of investing in its transmission grid with new projects under way.

"The projects that we're building are adding reliability to the transmission grid for the three Front Range cities: Fort Collins, Loveland and Longmont," Moeck said. "They're not being built specifically for renewable energy. The existing system has been reliable for many years, but as the city grows there are times when you need to grow to make sure you have adequate capacity to serve the total load."

See POWER, 24A



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E-VERIFY, from 5A

"There's no question that many in the legal Hispanic community are unfortunately on the lowest economic rung and they are losing their jobs to illegals."

Sen. Bob Bacon, D-Fort Collins, was one of three Democrats who voted to kill SB23. Bacon said he voted against the bill because he felt that one aspect of it — which allows "any person" to file a complaint if he or she believes an employer has hired an unauthorized worker — smacked of "vigilantism."

"It's the whole process of asking for citizen enforcement and I find that repugnant," he said.

Bill coming back

Schultheis, who said controlling the flow of illegal immigration has never been as critical as it is now with jobs disappearing across the economic spectrum, said he would bring back another E-Verify bill in 2010.

"The Legislature can ignore this issue only so long," he said. "It isn't going away and I can assure you I'll be back to remind my colleagues that we need to act."

Meanwhile, Bacon said he's planning to introduce his own yet-to-be written E-Verify bill by the end of March that would

MARKETING, from 9A

Cut costs, not impact

Solid strategy. The first step in cutting costs intelligently is to pare your strategy down to the fundamentals: desired outcomes, target audiences, positioning and promotional messages, and so on. Eliminate everything that steers you toward a specific medium or formula for execution. Forget about the usual go-to components like brochures, space ads, pop-up booths. Reconsider. Reinvent. If you can't move quickly and decisively into fresh thinking on your own, get help.

Lean execution. Start thinking about tactics once you've got a rock-solid strategy — not before. Think lean. Regardless of the specific tactics you choose, your goal is to create only material that is 100 percent on strategy, then reuse it, refresh it and repurpose it again and again. This is an especially fruitful place to generate synergy between your PR and promotional efforts, internally and externally.

During the last few years, while working for aggressive marketers like T-Mobile and Microsoft, I acquired their taste for sales tools that are fast-moving, laser-focused, flexible and inexpensive. These companies could certainly afford grand, lavishly produced collateral materials, but they chose fast-adapting materials. This is an intelligent philosophy that can serve any company well, especially in a recession.

Adjust your voice. Professional writers often refer to creative work as "fast" or "slow." An ad or sell sheet is "fast" if prospects will understand it the instant they see it. It's direct and unambiguous — a feat accomplished with strong copy and design.

While you're writing for "fast" communication, you should also be writing to express your brand personality. Now, in such troubling times, you should adjust your voice to make sure it isn't lost in the economic noise surrounding us all.

The specifics will vary according to the nuances of your strategy and the audiences you're talking to. You should never abandon the brand personality you've adopted, but within the boundaries of your brand strategy, you should consider adjustments like these: www.ncbr.com | March 13-26, 2009

BACON

also be mandatory for Colorado employers but with a different tone and approach. "It is coming back in a new way in order to achieve what we all want — that qualified U.S. workers have these jobs rather than illegal workers."

Markey, in supporting re-authorization of the voluntary federal E-Verify program, said she would likely not have supported a mandatory program for employers.

"I think to have a mandate for employers to absolutely do this; I just think we'd rather keep it voluntary at this point," she said. "It is a good program, but it could be burdensome on some employers (if it were mandatory)."

The Bush administration strongly supported E-Verify, placing it in the hands of the newly created Department of Homeland Security after 9/11. Markey said she's not troubled as a Democrat to be associated with E-Verify, calling it "an important tool" for reining in illegal workers.

"Business needs to comply with our immigration laws and it's part of any immigration reform program," she said. "I think it's one piece of getting hold of immigration issues so employers can know clearly what they can do and can't do."

• Be direct. Use lean language and short sentences that are easy to follow. Lay off dependent clauses and bumpy punctuation. Discard every unnecessary adjective and adverb.

• Don't waste time telling the reader what he already knows! Don't start your copy with a lengthy setup explaining market conditions and the pain that makes your product such a relief. To someone who lives in the world you're describing, this is unbearably boring.

• Write copy as though it were a newspaper article. Fire off your positioning message up front to be sure it is read. Then support it and drive to a call to action.

■ Be relevant. Whatever your subject may be, the person you're talking to is thinking about you and the economy, costs, budgets, job security, and so on. If you ignore these big-picture issues, you will make yourself irrelevant.

■ Don't be a cliché. Find intriguing and illuminating ways to discuss familiar topics. Everything you write must reveal something your reader doesn't already know. Otherwise, where's his reward for reading what you've written?

Leverage the Web. The next step is to push more messaging to the Web site. But here again, the challenge is to find ways to make it fresh and engaging. With everything you do — now more than ever you must deliver genuine value.

It's about them, not you!

Often when I read blogs, tweets and the writing posted on Facebook walls, I can't believe how much is fuzzy, self-indulgent and sloppy. Much of it is generated by people who simply love hearing themselves talk about themselves — and dream that others do, too.

But every once in a while, I find a blog or thread that is really terrific. Really smart, fresh, focused, consistent, relevant, "fast" and full of value for readers. In times like these, this is the kind of message that will break through the noise and influence the right people, in the right way.

Don Condit is president of Condit Marketing Communications Inc. in Fort Collins. To join the discussion, send questions or comments to dcondit@conditmarketing.com.

Good niche, good luck, key for restaurant survival

Some eateries thrive while others go under in focused markets

Brave is the entrepreneur who perceives a rivulet of unmet demand outside the mainstream and dips into it. Will that narrowly defined group of customers actually buy a good or service once it becomes available?

Optimists with the next best restaurant

idea must first separate potential market demand from personal desire, then proceed with capital, business savvy and a good measure of luck. In Northern



Colorado, niche restaurants come and go. Some, like **Spoons Soup & Salad** and **Avogadro's Number** in Fort Collins, hit the

STEPPING OUT Jane Albritton

mark and thrive. Others, like the nowdefunct **Taco Nation**, **Olde World Market** and **Chef's Basket** in Windsor, do not.

Michele Zahakis, owner of the **Vita Shack** on East Mountain Avenue in Fort Collins, did not imagine that she would become a niche restaurateur when she opened her vitamin shop a year ago.

"I have always worked in the vitamin industry, and having a shop of my own has always been my dream," she said. "Becoming a shop offering raw/vegan and vegetarian meals was not the direction I expected to go."

However, smoothies seemed to fit into the concept. And when another business vacated the back of the store, offering a single entrée a week seemed like a good idea.

"From there, we started offering an entrée a day, and then it just snowballed," she said. "We have four vegan/raw entrees and four vegetarian entrees all prepared fresh every day. We make our own raw cheese."

Zahakis is in the process of downsizing the vitamin offerings so she can focus on the food. To increase traffic, which has already benefited from having a Pilates fitness studio next door, she has advertised in the Hot Spots coupon book.

"The advertising has helped," she said. "Our location here at the east end of Mountain Avenue doesn't give us a lot of foot traffic. But we're doing OK. It's good."

Viable niche

In fact, the niche that Zahakis wandered into may be a viable one. She was encouraged by the fact that another raw food/vegetarian spot, **Tasty Harmony**, has opened up on Mason Street just south of Mountain Avenue where **Poppy's** (and **Cuisine! Cuisine!** before that) used to be.

"If people get used to eating this kind of food, that's good," she said.

Sacha Steinhauser, owner of Tasty Harmony, agreed.

"We moved to Fort Collins to do this restaurant," he said. "We were surprised that there was no vegetarian restaurant in town. The goal is to create a culture surrounding really good fresh food that showcases plants. Eighty percent of our produce



Kate Hawthorne, Northern Colorado Business Report

TASTY CREW – The staff of Tasty Harmony, from left, Brian Pann, George Gask, Jill Hockhalter, Sacha Steinhauser and Seoul, serve up organic veggie goodness to the Fort Collins dining community.

will come from Larimer County."

Steinhauser acknowledged that as with every new business, this one has its own learning curve, but so far things are going well. Customers seem happily surprised that a vegetarian meal is more than steamed tofu and brown rice and that a fine pot of tea has its own rewards.

"We didn't expect to sell so many raw food meals," he said. "But the body recognizes really clean food and just wants to have it again."

One caveat related to this niche: Those with nut allergies should avoid it. Nuts are central to many of the preparations.

Diversity rules

Among the other charms of the niche restaurant universe is its diversity. Indeed, of the many nichey places in Northern Colorado, none is nichier than the **Caribbean Food Shack** in the Campus West Shell Convenience Store at the intersection of Elizabeth and Shields streets. Its motto is "Taking gas station food to a higher level."

Indeed. In what other gas station (outside Trinidad and Tobago) could one find aloo potato pies and BakeNShark, the real Trinidadian shark sandwich deal?

With Angela Ramdass in the kitchen whipping up her hot sauces and chilis (she took second place in the 2008 Sundance Chili Festival) and Jerry Poduska churning out ideas to keep the niche alive, the shack is holding its own.

"February was when the slowdown hit for us," Poduska said. "Up until then we were really busy. Now it's hit-and-miss, day-to-day. So we look for opportunities."

To put something that was really quick, inexpensive and American on the menu, Poduska added Vienna Beef hot dogs. "They are doing OK, but getting a sign up will help," he said. "Actually, our bestselling items are the fish sandwiches. They're the most expensive, too. We try to keep everything around \$5 and under. The fish is \$7.95."

Beyond the niche

At some point, a restaurant concept that began in a niche lasts long enough to become part of the mainstream itself. Once upon a time, Avogadro's Number was a coffee shop that served hippie food — the famous tempeh burgers — and was the only vegetarian spot in town. Cool. Now look at it. It has aged in place, sprouting a bar, a music venue and possibly the biggest patio in town. Double cool.

Spoons started out with a single location, serving only the eponymous soup and salads. Now it serves sandwiches and owner Tom Stoner is scouting for a fourth location.

Of course, having all the pieces in place is no guarantee. Taco Nation's niche (in a spot now occupied by Hanna Mulu Selassie's Ethiopian **Ras-Ka**) was probably too small to be viable. Little demand for European specialty foods scuttled the Olde Town Market in the historic Old Town firehouse. And Florian Wehrli's lovely Chef's Basket did not have time to establish a European-style tratteur kitchen and crêperie before last May's tornado smashed into the business. The economy delivered the coup de grâce.

That good measure of luck seems to matter a great deal.

Jane Albritton is a contributing writer for the Northern Colorado Business Report. Her monthly column features restaurant and hospitality industry news. She can be contacted at jane@tigerworks.com.



"We don't care where a state line is. We care about what's going to be good for business."

Dale Steenbergen, president Cheyenne Chamber of Commerce

Behold, the 'greenies'

RESEARCH LAB – The new DAT research laboratory west of Cheyenne is an example of the work that Fort Collins-based JCL Architecture Inc. has found on the high plains of Wyoming.

WYOMING, from 3A

over possible sites in Boulder and Fort Collins for its \$60 million supercomputer center.

The computer complex will take shape on 26 acres of land that economic development agency Cheyenne LEADS owns at the North Range Business Park in west Cheyenne.

Ripples of interest from other technology companies, eager to perch next to one of the most sophisticated computing facilities in the world, come with each bit of news about the project, as they did in early March when Denver-based H+L Architecture was selected to design the center.

'One big economy'

"Any time there's an announcement of any kind about the project, we get a flurry of inquiries from outside our region," said Ben Avery, business and industry division director at the Wyoming Business Council. "These are coming from major players in the technology sector. It shows that we're becoming more and more one big economy."

Colorado business-service companies, such as accounting firms and advertising agencies, are also making forays into Wyoming. The growing number of opportunities in the state is outstripping the capacity of native businesses to take advantage of them, prospectors have said. "We find a lot of work, especially in the medical field," said Doug Larson, founder and president of the Sage Marketing Group, a Fort Collins marketing and public relations company that recently signed the Cheyenne Women's Clinic as a client. "The number of marketing communication firms up there is very small. It makes sense for us to be there, and we'll be spending more and more time up there."

While Northern Colorado companies seek economic gain on the high plains, Wyoming makes its own pitch for advantage, too. Denver radio stations in early March began carrying a 30-second commercial for the Cheyenne LEADS economic development group, beseeching Colorado industrial employers to consider relocating to Cheyenne, a state that has no personal or corporate income tax and offers lucrative incentives for newcomers.

"We've been reluctant in the past to make that kind of a direct appeal," Cheyenne LEADS president Randy Bruns said. "We've been careful about how we go about this. But if you're trying to survive, and trying to cut costs, and trying to keep your doors open and not lay anybody off, you want to look at alternatives. We represent an alternative. That's all we're saying."

Recruiting magnet

The supercomputer deal illustrates the power Wyoming wields as a business recruiter. The NCAR center got \$20 million up front in state funds, including \$10 million from the University of Wyoming endowment, plus a guarantee of another \$1 million annually for operations. The total of \$40 million in incentives was \$15 million more than Colorado could muster.

Wyoming's swollen budget surpluses, fed by severance tax money from the coal, oil and natural gas industries, in the past three years have contributed to a multi-billion-dollar building boom that continues even after the biggest tax boom has subsided.

The state legislative session that ended in February resulted in funding for even more projects, with the University of Wyoming a focus.

Gaye Stockman, president and CEO of the Laramie Economic Development Corp., said UW projects had spawned a whole new economy in the college town, and that Northern Colorado was taking notice.

"There's a lot of synergy these days between Northern Colorado and southern Wyoming," said Stockman, whose career has included economic development positions in Colorado, most recently as president of the Loveland Chamber of Commerce. "In the past, people always talked about the border in a different way. The perception was that on the other side of the border lie monsters."

Opportunities presented by the university's expansion drew Fort Collins developer Fred Croci to Laramie 11 years ago, when he first envisioned a mixed-use development near the campus' eastern edge. Croci and his late partner, developer Bill Neal, launched the UW Plaza project shortly before Neal's death in 2004. It now features office space, retail stores, condomini-

tures office space, retail stores, condominiums and a new hotel and conference center on Grand Avenue on the eastern edge of the campus. "We're still 'greenies,' and they're still getting used to having us around," Croci

getting used to having us around, Croci said of his business relationship with Laramie and the university. "This is a much smaller market than we have in Colorado, and it's easy to overbuild. We all have to be careful about what we do here."

JCL Architecture founder and president Justin Larson said his UW business pipeline is growing, with new projects lined up including an energy-efficiency upgrade at the Wyoming Union student center.

"Our most financially successful projects have all come out of Wyoming," Larson said. "It was a tough call between Cheyenne and Laramie when we decided on an office up here." A Laramie office remains a strong possibility for the firm, he added. "We might have three offices before much longer."

Steenbergen of the Cheyenne chamber said the drive toward regionalizing the southern Wyoming and Northern Colorado economy would continue because it is in the interests of both locations to pursue it.

"I'm a big regionalism guy," he said. "When I came here there was an undercurrent in that, but now it's become our strategy. We are, and want to be, a regional organization. We don't care where a state line is. We care about what's going to be good for business."

POWER, from 21A

The projects include a new 230,000-volt transmission line currently under construction between the Dixon Creek Substation on the southwest side of Fort Collins and the Horseshoe Substation on the northwest side of Loveland. Scheduled to be complete in 2011, it will be a combination of overhead and underground technologies. Seven miles of existing overhead lines will be rebuilt and 2.5 miles of new underground transmission will run south along Shields Street/Wilson Avenue from the Trilby Substation.

The planning, including identifying the best route and going through approval processes, took about three years.

There's also a 22-mile project from the Fort St. Vrain power plant near Platteville to Fordham Substation in southwest Longmont that calls for rebuilding overhead lines and installing seven miles of underground lines.

"It takes a long time to get the rights of way and the approval to get transmission built."

Brian Moeck, general manager Platte River Power Authority

Bonds in demand

The projects are being funded with \$114 million in Series HH power revenue bonds PRPA recently sold — in about 20 minutes. The bonds received positive ratings from Moody's Investors Service, Fitch Ratings and Standard and Poor's Rating Service and

it's estimated that five times more could have been sold if offered.

According to Fitch, Platte River's strong credit rating reflects consistent and solid financial performance, low-cost generating resources, competitive wholesale rates and growing member municipal distribution systems, which are financially sound and have competitive retail rates. Fitch also noted PRPA is among the lower cost power providers in the region and said its costs should remain competitive for the foreseeable future.

Moeck said he sees the new transmission lines lasting forever. "It's hard to see out far enough where we would need to add additional transmission capacity," he said.

When it comes to adding new wind development to the grid, Moeck said there are inherent difficulties for developers who have to create new transmission lines.

"It takes a long time to get the rights of way and the approval to get transmission built," he said. "It's very difficult. There are land-use issues, people who object to the project. It takes a while to make that all happen, but it's doable."

Xcel Energy certainly thinks so, and with 1,000 megawatts of wind power in its system — it should know. As mandated by law, Xcel participates in long-term transmission planning. Xcel spokesman Joe Fuentes said neither the cost — which is typically absorbed by ratepayers — nor availability of transmission has limited or slowed the delivery of renewables to customers.

"As we develop our plans into the future, we estimate what our needs will be and plan accordingly," he said. "Right now, our renewable portfolio is meeting the guidelines established in the Renewable Energy Standard, which requires that we generate 20 percent of our electricity from renewables by 2020."

For the rest of the country to meet that standard, Gramlich said there needs to be significant transmission investment and changes in how the grid is operated.



NEW FRONTIER, from 3A

Report. He added, though, that the Colorado Financial Holding team has indicated it could arrive at a final decision in the next two weeks.

Due diligence ongoing

However, the Johnson complaint has given the investor group a bit more to think about.

"We are continuing with our diligence," said Gary Jacobs, a member of the investment group.

Colorado Financial Holdings is well into what Jacobs deems phase one of the process, including looking through the assets, loan portfolio, liabilities and opportunities. As a result of the complaint, the group will put a renewed amount of focus on measuring liabilities and other potential lending problems.

"Parts of the claim were a surprise to us," Jacobs admits. "The allegations, if proven, would be very disturbing.'

Seastrom and the bank maintain that nothing in its dealings with Johnson, Johnson Dairy or any of the other bank customers involved were outside the scope of normal banking practices. He explained that the bank has checks in place to ensure fairness when officers or directors are applying for a loan. He added that directors abstain from committee decisions that would benefit them.

"Unfortunately, when they put (allegations) against you, you don't get a chance to defend yourself," Seastrom said. Legal counsel for the bank asked that bank officials not discuss the complaint further.

In the event that the deal with Colorado Financial Holdings doesn't go through, Seastrom said the board would have to move to put in place new management and would have to look at other options for recapitalization. Options would be to restart the process of working with a bank broker or find another investor.

"We have had some other unsolicited offers (for recapitalization)," he said.

In the meantime, Seastrom indicated that management is trying hard to make it business as usual at the bank, but it is difficult while under the enforcement action, dealing with legal issues and working with consultants from the investor group.

Losses mounting

That includes fielding questions from concerned bank customers, employees and shareholders, especially after reporting a net loss of \$11.3 million for the year.

"For sure we've lost some (customers)," Seastrom said.

Deposits stood at \$1.68 billion at the end of the year, just under half of which were brokered. When the enforcement action was made public in late January, deposits were \$1.62 billion. Today, the bank has about \$1.57 billion in deposits.

As a percentage of total deposits, the loss is negligible - only 3 percent. However, the enforcement action limited the methods by which New Frontier can attract replacement deposits. Under terms of the action, New Frontier cannot offer interest rates more than 75 basis points about the average, diminishing the bank's ability to compete.

New Frontier also is not allowed to increase the number of brokered deposits - those purchased by a third party, usually outside of the local banking market above the level at the time the action went into effect. As of Sept. 30, the bank had brokered deposits of more than \$700 million. The action also calls for the bank to begin reducing its reliance of such deposits.

Complaint alleges, bank responds

On Feb. 25. John Johnson and Johnson Diarv filed a complaint against New Frontier Bank: Greg Bell, former chief lending officer at New Frontier; Tim Thissen, New Frontier board member and owner of Thissen Construction; Daniel and Susan Kruse, the sister and brother-in-law of Bell's fiancé; and William and Carol Bell, Greg Bell's parents.

The complaint alleges:

The bank disguised lending to the diary through a series of transactions, facilitated by Greg Bell from 2003 to 2008, in which the Kruses and the Bells received loans from New Frontier to purchase cows from Johnson, which were immediately leased back to the dairy. The disguised financing agreements allowed the Kruses and the Bells to collect about 8 percent to 9 percent above their cost of the loan from New Frontier.

New Frontier board member Thissen entered into a similar "heifer-growing agreement" in 2007 that would be converted into a cow-lease agreement more than a year later. Thissen decided not to convert to a cow-lease agreement to the monetary detriment of Johnson.

Johnson was required to purchase \$1 million worth of bank stock last summer as a condition of financing for a \$5 million loan, a practice known as tying, in order to help New Frontier shore up its capital levels

New Frontier convinced Johnson to a "take out" of his loan by AgStar Financial Services, with the idea that Johnson would then be able to access additional funding from New Frontier and have a better payment term with AgStar. The deal went through, but Johnson's cost of repayment on the loan turned out to be higher and he did not receive the promised financing.

NFB answers

New Frontier refutes all of the claims, saying it did nothing outside of the normal scope of banking practices. In a statement, the bank asserts:

The leasing of cows is a common practice in the dairy industry.

The Bells and the Kruses qualified to borrow money from the bank, having provided equity, personally guaranteeing the loans and being held liable for repayment.

■ The heifer-growing arrangement with Thissen is also a common practice, and Johnson was paid all feed bills due under the agreement.

Johnson was given an opportunity to purchase stock in the same fashion as any current or potential stockholder and received all pertinent documentation.

The loan participation with AgStar is a common practice in the banking industry and benefits Johnson in that it lowered his interest rate and shortened his amortization resulting in five years less interest paid.

"New Frontier Bank stands behind their directors and officers," the statement read. "There has been no wrongdoing or crimes committed. It is of public record if a director or officer has been fined or removed from banking regarding this matter or the cease-and-desist order, and there have been none."

Patrick Vellone, attorney representing Johnson in his claim against New Frontier, told the Business *Report* that he and his client stand by the allegations in the complaint, but would not comment further. – Kristen Tatti

to charges of theft and forgery. He was indicted for misrepresenting financial information on a HUD-1 form in order to secure financing for a property his company — JS Real Estate LLC — was selling.

Juhl received a four-year deferred sentence. He spent 30 days in jail, completed 100 hours of community service, and could end up with 12 years in prison if he violates the terms of the sentence.

"It's been six years," Seastrom said of the Allison situation. "If there was a pattern, it would be more than once every six years."

In the case of Juhl, Seastrom explained that he did get construction loan financing through the bank, but there was no other connection to his dealings.

"When you grow from zero to \$2 billion (in less than 10 years) you're probably going to be exposed to that more often," Seastrom said of problematic employees.

"The day, the hour, we knew what was happening with Fred Allison and Dean Juhl, they were gone (from the bank)," Tennessen added.

Focused on the present

Jacobs would not comment on whether he felt that the past situations with Allison and Juhl showed a pattern of conduct. Colorado Financial Holdings is focusing on the present.

"If a significant portion of the (Johnson) claims had merit, then clearly the people running the bank had lost their moral compass," he said. "I can't really say that was the case yet."

Jacobs said that there are often litigation attempts related to bankruptcies and that the investor group is working to "get our arms around it." For now, Colorado Financial Holdings is waiting for regulatory approval of its management team, a very strong one, according to Jacobs, led by Jim Slavic. Other than that, the financial affairs of the bank are really the top concern, right

Growing, slowing

New Frontier Bank and Johnson Dairy were among the fastest growing in their respective industries. Now, as the economy hits a wall, both businesses are struggling.

2009

February 2009 - John Johnson and Johnson Dairy file complaint against New Frontier.

January 2009 - Plans to sell a controlling interest in New Frontier to Colorado Financial Holdings of Boulder are made public.

January 2009 – Johnson and Johnson Dairy file for bankruptcy.

December 2008 - New Frontier enters into a cease-and-desist action with the FDIC.

2008

2007

June 2008 – John Johnson purchases 15,385 shares of New Frontier stock for \$65 per share.

March 2008 – New Frontier surpasses \$2 billion in assets.

March 2008 – Johnson Dairy enters into cow-lease agreement with the Bells.

February 2008 - New Frontier enters into a memorandum of understanding with state and federal banking regulators. *

March 2007 – Johnson Dairy enters into heifer-growing agreement with Tim Thissen.

March 2007 – Johnson Dairy begins construction on the world's largest dairy barn, built by Thissen Construction and financed by New Frontier.

September 2006 – New Frontier surpasses \$1 billion in assets.	2006
June 2005 – New Frontier becomes No. 1 deposit market shareholder in Weld County.	2005
July 2003 – Johnson Dairy enters into first cow-lease agreement with Kruses.	2003
December 1998 – New Frontier Bank founded in Greeley.	1998
1996 – JF Cattle, owned by Johnson, founded in Eaton.	1996
* Alleged in Johnson complaint - MOU' are typically kept confidential by regul tors.	

SOURCE: BUSINESS REPORT RESEARCH

now.

"There is a pattern of lending that's been proven to be inappropriate, and that's what we've been focusing on," Jacobs said.

Seastrom, for his part, makes no apologies for how the bank grew. He admits that New Frontier probably should have had more senior level executives, that it used brokered deposits to fund its growth and is feeling the repercussions in the form of regulator action.

'We've always done what's best for the bank and the community and done it without ego or (being) self-serving," he said.

cultural enhancement at New Frontier, explained that the bank has been granted some leniency on the brokered deposit front, abating any immediate liquidity concerns. He said the wiggle room will keep New Frontier's liquidity in relatively good standing for the near term.

Joe Tennessen, senior vice president for

Tennessen has taken on the task of talking with concerned customers in an effort to quell fears and keep core deposits. He feels that the complaints and concerns have really been overshadowed by people calling up with supportive comments for the bank. For those who are concerned, Tennessen sits with them to discuss their accounts.

"Now, some of them don't want to talk. Their minds are made up," Tennessen said. He estimates that for the other 80 percent to 90 percent, once they understand that their deposits are protected by FDIC insurance they do not want to move their money.

"It doesn't matter what happens, your money is still safe," he explained, referring to the federal deposit insurance safety net.

Past history

Potentially adding to the tension caused by the complaint are several past situations in which New Frontier officials have been implicated in wrongdoing. Former New Frontier officer Fred Allison pleaded guilty in December 2005 to theft relating to a personal loan he took from a bank customer in 2003, fraudulently using the land of another bank customer for collateral.

The plea was part of a deal that netted him a two-year jail work-release sentence and 10 years of probation. He faced up to 36 years in prison and more than \$1.4 million in fines on the original five felony charges. In September 2005, the FDIC barred Allison from working in the banking industry.

More recently, former bank director Dean Juhl pleaded guilty in February 2008

COMMENTARY

EDITORIAL

Why ask why? Now is the time to ask, 'How?'

Highways. Utilities. Health care. What do these three things have in common? They all serve what the preamble to the U.S. Constitution calls "the general

Welfare" of our nation. We the people recognize the logic of using tax dollars to build and maintain roads and streets and interstate highways. Even if some individuals would rather continue driving back roads, the interstate system moves commerce efficiently and keeps our manufacturing and retail sectors functioning.

We also see the benefits of government participation in the design and construction of the power grid. While individual companies generate the electricity, we all accept the wisdom of regulating standards for delivering that energy to our homes and businesses safely and consistently.

We long ago stopped asking why we should allow the government rather than the private sector to provide these and similar services. The answer is simple: Some things are too important to be managed solely for profit, too vital to our society as a whole to be left completely to individuals to provide.

Which brings us to health care. For too long, our national health insurance discussion has been focused entirely on the "why," as writer T.R. Reid pointed out in Fort Collins last month. Now, as the mid-20thcentury model of employer-provided, profit-driven health coverage crumbles around us, we as a nation seem finally ready to move beyond "why" to "how."

How do we ensure that all Americans have access to not only the most advanced medical technology on earth but also basic health maintenance services? How do we remove the benefits handcuffs from employers and workers alike? When small businesses can't afford to hire the people they need and entrepreneurs defer their startup dreams because of the cost of insurance, why ask why? It's time to learn from the rest of the industrialized world how to get our health-care priorities — and incentives — in the right place.

While we usually share the Northern Colorado Legislative Alliance's positions, we prefer not to sit on the sidelines waiting for federal health-care reform.

Although last week's White House health-care summit was encouraging, we also support House Bill 1273, carried by Fort Collins Rep. John Kefalas, which would create an authority to explore creating a publicly funded, privately delivered single-payer coverage system for Colorado. We're usually not much for new study commissions, but anything that advances the discussion of universal coverage is long overdue.



NCBR poll watch

Do you network online?

No		
	36%	
Yes, through o	ne site.	
18%		
Two to three s	ites.	
	36%	
Four or more s	sites.	
10%		
	eflect responses to the online n Feb. 24 through March 10.	poll
Next question: Does your com	; ipany do business in Wyomin	ıg?

Answer now at www.ncbr.com. Responses will be

accepted through March 23.

SB 228 irresponsible measure both fiscally, constitutionally

In 1991 a Republican-led Colorado legislature limited general fund growth to 6 percent. In 1992, the people of Colorado put additional guardrails around the taxing and spending authority of the legislature with the constitutional Taxpayer's Bill of Rights, known as TABOR.

These guardrails were good for the people and good for the businesses in our

state. What followed was a spectacular period of growth in Colorado, lifting job prospects, family incomes, and standards of living.

Now a Democratcontrolled legislature is considering SB09-

228, seeking to remove the 6 percent spending limit with-



GUEST ercent COLUMN vith- Sen Kevin III

out a vote of the people. Sen. Kevin Lundberg TABOR is clear: Any

relaxing of limitations on government revenue, spending and debt are to be granted only by a vote of those governed.

In my opinion SB09-228 is the most fiscally and constitutionally irresponsible bill of this session. It is telling the people of Colorado: "Trust us, we know how to spend your money better than you do." Given the recent track record of this legislature, and the fact that this bill also violates the constitutional requirement that such questions be put to a vote of the people, their assurances ring hollow in my ears.

The fiscal guardrails we put in place have worked. Our state is weathering the economic downturn better than many other states. We have some issues to deal with, but our constitutional revenue and spending limits are not causing the problems; they are the solutions that have helped avert greater problems.

The immediate problem we have is a weak economy in which state government revenues are dropping. Meanwhile, mandatory spending increases, largely driven by Amendment 23, are stretching our general fund thinner and thinner. Our public school K-12 budget is growing at an unsustainable pace that, ironically, is forcing us to slash the higher education budget.

If changes must be made, it would be better to equalize the funding priorities for all levels of education and set the growth formulas at a level that taxpayers can sustain. Of course, these changes would also require a vote of the people, just like the legislature should do for SB09-228.

If the 6 percent limit is removed, the first big loser will be transportation. In most years this limit on other spending

puts several hundred million dollars into the Highway Users Trust Fund. SB09-228 would end that funding. Given the fact that the legislature just slapped a quarter of a billion dollar car tax on the people of Colorado through SB09-108, this, too, makes me wary of a legislature that wants to get rid of their fiscal guardrails.

I can assure you that I am standing against this huge power grab, as is every other Republican senator. We are resisting this bill with all of our resources, but I cannot guarantee the outcome, as the current legislature is dominated by the other party.

At the very least, this is an argument for a different day. For this year, and possibly the next, the 6 percent limit that current law imposes is academic, as revenues are unlikely to approach anything close to 6 percent growth. When that day comes, I believe we should honor our commitments to the people: Keep the fiscal restraints in place, follow the state constitution, and keep government limited to its proper size and cost.

My job as your state senator is to defend your inalienable rights, not expand the scope and authority of the state's power over you.

Sen. Kevin Lundberg, R-Larimer County, represents District 15 in the Colorado General Assembly.

READER'S GUIDE

WHAT'S AHEAD

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

Special Sections and Ranked Lists

March 27

Index of Leading Economic Indicators The Edge: Disaster recovery Legal column Lists: Greeley employers Johnstown/Milliken employers Economic-development agencies

April 10

Banking & finance The Edge: Minority-owned business Lists: Mortgage lenders Call centers

Special publication ad deadlines Blueprints April 8

UPCOMING EVENT



Mercury

SAVE THE DATE

Northern Colorado Green Summit 2009 April 9, 2009

The topic of this year's day-long eco-friendly event sponsored by the cities of Greeley and Fort Collins, is "Blending Business and the Environment." The summit, which takes place at the Drake Centre in Fort Collins, begins with a breakfast presentation of Greeley's Water Awards. That will be followed by breakout panels on topics ranging from green transportation to smart-grid technology. A luncheon keynote panel will address the economics of being green in a recession. The day wraps up with presentation of Fort Collins' EnvirOvation-Climatewise awards. A variety of exhibitor tables will be open throughout the event. For more information, to register, be an exhibitor or become a sponsor, go to www.ncbr.com and click on "Events."

Mercury 100 May 20, 2009

The Mercury 100 includes companies in Larimer and Weld counties that experienced the fastest growth in revenue over the past three years. Companies are ranked based on percentage revenue growth during that period and must be privately held and based in the region. Subsidiaries and divisions do not qualify; public companies likewise are excluded. This year's awards event will be held at Rangeview Three in Centerra.



NCBR FAQS

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

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

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

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

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THE ALLIANCE (9)







Sur Callor p pac ylb wi R fore de⁽¹⁰⁾ R de I

No politi predato del Non I Bankers apply for new charter in F.C.

LETTERS TO THE EDITOR

Infuse 'you' into online business promotion (NCBR, Feb. 27-March 12, 2009)

I'm not usually one to be squeamish about the Internet and computers, but the whole social networking idea has me just wondering about what (Dawn Duncan) talks about: spamming and giving out too much information. When you started your social networking did you just e-mail everyone on your list whom you thought might be interested and ask them to join in? I started a Facebook but not sure where to go from here.

> Louise Creager Fort Collins

Geek's quest for perfect backup continues (*NCBR*, *Feb. 27-March 12, 2009*)

I had the "red icon" issue with Carbonite, too. I switched to www.MyOtherDrive.com and have been pleasantly surprised. Easy to set up backup, supports unattended operation, only sends new and changed files, plus it has encryption support. They have a lot of file sharing capabilities that I have yet to explore. For just \$5 per month, my data is now safe and I get a nice little e-mail every day letting me know that.

.. .

Technology makes smart-grid smarter (*NCBR, Feb. 27-March 12, 2009*)

Down the road, buildings also can become power plants, which lead them to being both self-sufficient and profitable via selling surplus. And this is what the power companies fear as this can reduce electricity costs considerably in the region as well. Better still, it can give a building industry a boost at the same time, according to the research. With the promising digital revolution, smart grid, the controversial, unpopular clean-coal and nuclear energy issues are not so significant any longer, I think.

Online Reader Seoul, South Korea

Fort Collins City Council Election April 7

Editor's note: All letters concerning the upcoming election must be received by March 23 to be included in the March 27 issue of NCBR, the last issue before the election.

Re-elect Doug Hutchinson

Mayor Hutchinson has displayed outstanding leadership on behalf of Fort Collins over the last four years and deserves another two years in office. His vision has been cast over a wide sepctru of issues from installing a disciplined budget process that will serve us well in these challenging times, leadership in advancing the environment for attracting and maintaining jobs, insisting on a comprehensive review of the Glade water project, and champion of the biotech initiative with the superclusters of Colroadro State University.

Although the Mayor has a singular vote on city council, he has displayed an unusually high level of governance on what is a rich and highly diverse council. I believe the citizens of Fort Collins appreciate this. In addition, he approaches each issue with an unbiased approach devoid of a hidden agenda that has the best intietion for the people he serves.

The Mayor serves an important role on

city council but as important is his visibility as the person who represents us as a community. His commitment during the last four years has been highly effective. The energy and vitality needed to carry on these duties normally go unrecognized. Doug has stepped to the plate. Vote for Doug Hutchinson for Mayor.

> Robert V. Hau Fort Collins

I am very impressed with how Mayor Doug Hutchinson has been able to work with such a diverse city council to move the City of Fort Collins in a positive direction. Working collaboratively to create an Economic Action Plan could only be done by someone like Doug who is willing to listen to other opinions yet stand firm on his principles. Mayor Hutchinson truly operates with an attitude of "Together We Can!" Donna Beaman Fort Collins

Ray's slate

The City Council candidates that I am endorsing are as follows:

For Mayor, Doug Hutchinson. His leadership is helping build and implement solid and proactive tools to cope with the economic and budget challenges.

For District 1, Ken Anderson, who has over 30 years experience as a business owner who has a listening ear and experience that equals progress.

For District 3, Aislinn Kottwitz, a nurse who has a caring heart for our future when it comes to jobs, a transparent government and a healthier community.

For District 5, Andrew Boucher, who will not alienate the university community and promote the values of your neighborhood and economic vitality.

All of these candidates will make a good team for the community, city government, and regional partnership in a proactive and progressive way of living.

> Ray Martinez, former mayor Fort Collins

Re-elect Kelly Ohlson

Support Kelly Ohlson (www.Kelly Ohlson2009.com) for re-election to City Council from District 5.

Kelly and I have been friends for 29 years and I served with him on City Council. He is a community leader who serves the citizen/tax payer interest. Kelly's tireless efforts have helped make Fort Collins and the surrounding areas one of the best places to live, work, and raise a family in the country. He has brought divergent viewpoints, individuals and interests together to forge partnerships and solutions to make Fort Collins a quality community.

Kelly has become a community leader the old-fashioned way — through hard work and tenacity. When re-elected he will continue to serve the community and the District 5 residents where he has lived for 29 years. You can't buy experience and integrity; you earn it, as Kelly Ohlson has over two decades of community service. Please support Kelly and re-elect him.

Gerry Horak, former councilmember and mayor

Fort Collins

Kelly is one of the most dedicated and experienced leaders I know. He has worked tirelessly for our community during the 35 years he has lived in Fort Collins.

Kelly's community service has helped make F ort Collins one of the best places to live in the country. We continue to receive an impressive number of national awards. These include best places to live, to start a company, best place for a business and career, for innovation and creativity, to invest in real estate, to raise your kids, to retire, for nature and trails and more. His efforts on ensuring a high quality of life, great neighborhoods, economic planning, strong downtown, improved services for businesses, natural areas and trails has made such a difference in our lives. We've attracted great businesses and entrepreneurs, and our real estate prices are more stable than in many similar communities.

Thank you, Kelly, for your commitment to Fort Collins. Re-elect Kelly Ohlson to city council.

Nancy Tellez Fort Collins

These challenging times require that we all work together, not to just survive, but to thrive and create a better community to leave to our children. The Kelly Ohlson I've known for the past six years has the leadership experience to enable us to work together and get things done.

I first met Kelly in 2002 when I first joined the city's Electric Board. Several of us were seeking concrete advice on creating an energy policy that would serve the community. His advice helped create a policy that worked. Council adopted it and it became a key example used by state leaders in creating the renewable energy supporting Amendment 37.

Last year the issue of climate change came before council and due to Kelly's leadership and tenacity, this critical proposal received unanimous support from council. We now have a carbon policy that is both prudent and aggressive, and it encourages local economic development.

This is exactly the unifying leadership the community needs in these challenging times. Kelly has my support for re-election and I think he should have yours, too.

Dan Bihn Fort Collins

Join me in supporting Kelly Ohlson for City Council. He currently serves as Mayor Pro Tem and has over 25 years of dedicated service to Fort Collins. Kelly knows Fort Collins — he has lived here for over 35 years and he has years of solid leadership experience.

As a Council member he has worked hard to strengthen our economy. He has assisted in economic development projects such as Front Range Village, AMD, Intel, the North College Urban Renewal Authority, and the downtown. He has passed the most comprehensive economic action plan in Fort Collins' history and increased services to businesses. His years of dedication have been instrumental in Fort Collins winning many nationally acclaimed awards such as best place to live and work, start a business, for innovation, and careers from Forbes, Money, Fast Company, Entrepreneur magazines, and more.

In these uncertain times, we need the experienced leadership that Kelly brings. We need someone who knows Fort Collins — re-elect Kelly Ohlson.

F' A I

FORECLOSURES

This section includes notices of election and demand filed by creditors alleging default on a debt. Foreclosures are not final until a Public Trustee's Deed has been issued. Included are the borrower, property address, lender, amount and date filed

LARIMER COUNTY

BORROWER: CECELIA M RUSCHELL, 3326 MAM-MOTH CT, WELLINGTON, CO,, 80549-3227. LEGAL DESCRIPTION: WELLINGTON POINTE; LOT 55 BLK 5. I FNDER JPMORGAN CHASE BANK AMOUNT DUF \$163959. CASE NO.: 2003-74354. DATE: 12/2/2008

BORROWER: TIMMY RAY BENESH, 816 E 58TH ST, LOVELAND, CO., 80538-1209. LEGAL DESCRIPTION: HORSESHOE VIEW EST: LOT 46. LENDER: WELLS FARGO BANK. AMOUNT DUE: \$141065. CASE NO.: 2003-104070. DATE: 12/3/2008.

BORROWER: KERRY LUNA, 4337 WESTBROOKE CT. FORT COLLINS, CO., 80526-3449. LEGAL DESCRIPTION: WESTBROOKE PUD 1ST FLG; LOT 50. LENDER: DEUTSCHE BANK NATIONAL TRUST C. AMOUNT DUE: \$287900. CASE NO.: 2004-115631. DATE: 12/3/2008.

BORROWER: JUDITH C KITTELSON, 1041 SEDONA HILLS DR, LOVELAND, CO,, 80537-8358. LEGAL DESCRIPTION: 0030D Section 23 T5N-R70W. LENDER: JPMORGAN CHASE BANK. AMOUNT DUE: \$271032. CASE NO.: 2004-56022. DATE: 12/3/2008.

BORROWER: BEJAY INC, LEGAL DESCRIPTION: RAIN-BOW LAKE ESTATES: LOT 33. LENDER: GUARANTY BANK TRUST CO. AMOUNT DUE: \$134828. CASE NO.: 2003-68541. DATE: 12/3/2008.

BORROWER: JEFFREY C ANDERSON, 3407 LAN-CASTER DR FORT COLLINS CO. 80525-2816 LEGAL DESCRIPTION: VILLAGE EAST FLG 1; LOT 58. LENDER: AURORA LN SERVICES LLC. AMOUNT DUE: \$175000. CASE NO.: 2003-157375 2008-711. DATE: 12/3/2008.

BORROWER: SHAWN I & TINA WEICH, 3454 | FOP-ARD PL, LOVELAND, CO,, 80537-3723. LEGAL DESCRIP-TION: BLACKBIRD KNOLLS 2ND SUB; LOT 14 BLK 10. I ENDER: AURORA I N SERVICES LLC. AMOUNT DUE \$208000. CASE NO.: 2007-49916. DATE: 12/3/2008.

BORROWER: JOHN J & BEATRICE I OLIVAS, 388 MAROON BELLS CIR. LIVERMORE, CO., 80536-8768. LEGAL DESCRIPTION: GLACIER VIEW MEADOWS FLG 7; LOT 25. LENDER: KEYBANK. AMOUNT DUE: \$106143. CASE NO.: 2005-36308, DATE: 12/3/2008,

BORROWER: JOHN & CAROLYN JACKS, 8747 LONGS PEAK CIR, WINDSOR, CO., 80550-2663. LEGAL DESCRIPTION: RANCH AT HIGHLAND MEADOWS SUB; LOT 18 BLK 6. LENDER: NEW FRONTIER BANK, AMOUNT DUE: \$572017. CASE NO.: 2007-28682. DATE: 12/3/2008.

BORROWER: JOHN & CAROLYN JACKS, 8747 LONGS PEAK CIR, WINDSOR, CO,, 80550-2663. LEGAL DESCRIPTION: RANCH AT HIGHLAND MEADOWS SUB LOT 18 BLK 6. LENDER: NEW FRONTIER BANK. AMOUNT DUE: \$572017. CASE NO.: 2007-28682. DATE:

BORROWER: ADAM H & KATHLEEN M KRUMGOLD, 2338 NOTTING HILL PL, LOVELAND, CO., 80538-5206. LEGAL DESCRIPTION: ALLENDALE SUB_PUD: LOT 6 BLK 11. LENDER: CHASE HOME FINANCE LLC. AMOUNT DUE: \$179385, CASE NO.: 2006-61768, DATE: 12/3/2008.

BORROWER: ORVILLE H REEVE, 3025 GARRETT DR FORT COLLINS, CO,, 80526-6220. LEGAL DESCRIPTION: QUAIL HOLLOW PUD 3RD FLG; LOT 9. LENDER: CITI-MORTGAGE INC. AMOUNT DUE: \$269201. CASE NO. 2006-40952. DATE: 12/3/2008

BORROWER: CHARLES A MOYER, 1606 N ESTRELLA AVE, LOVELAND, CO., 80537. LEGAL DESCRIPTION: LOCUST PK ADD: LOT 1 BLK 14. LENDER: CITIMORT GAGE INC. AMOUNT DUE: \$161734. CASE NO.: 2001-111127. DATE: 12/3/2008.

BORROWER: THOMAS JEFFREY & LESLI J GREVE, 2524 CONSTITUTION AVE, FORT COLLINS, CO., 80526 1610. LEGAL DESCRIPTION: LEXINGTON GREEN 2ND FLG: LOT 39. LENDER: CITIMORTGAGE INC. AMOUNT DUE: \$221274. CASE NO.: 2005-86017. DATE: 12/3/2008.

BORROWER: ROBERT E II & NANCY A MOORE, 939 COTTONWOOD DR, LOVELAND, CO,, 80538-2134. LEGAL DESCRIPTION: WOODMERE, SUB TR F: LOT 20 BLK 1. LENDER: ACCREDITED HOME LENDERS INC. AMOUNT DUE: \$163858. CASE NO.: 2005-89476. DATE: 12/3/2008.

BORROWER: CLAUDIA L HEWELL, 3432 TALIESIN WAY, FORT COLLINS, CO,, 80524-9375. LEGAL DESCRIP-TION: HILL CONSERVATION DEVL: LOT 19. LENDER: NATIONAL CITY BANK. AMOUNT DUE: \$1500000. CASE NO.: 2007-46301. DATE: 12/4/2008.

BORROWER: ELLEN M PIETIG, 2020 DOVE CREEK CT. LOVELAND, CO., 80538-5394, LEGAL DESCRIPTION: SHAMROCK WEST 2ND SUB: LOT 17 BLK 1. LENDER: JPMORGAN CHASE BANK. AMOUNT DUE: \$90032. CASE NO.: 2003-114967. DATE: 12/4/2008

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 pre ceded by a "D" were awarded for a design; "RE" indicates a reissue.

Patent No.: 7500069, System and method for providing secure access to network logical storage partitions. Inventors: Hochmuth, Roland M., Fort Collins, Colo.; Martin, Robert Paul, Fort Collins, Colo.; Sene, Alassane, Fort Collins, Colo.; Prouty Brvan, Wellington, Colo.: Yoshida, Stuart, Fort Collins, Colo. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/3/09.

Patent No.: 7500056, System and method to facilitate reset in a computer system. Inventors: Wheeler, Andrew Ray, Fort Collins, Colo.; Peterson, James Robert, Fort Collins, Colo. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/3/09.

Patent No.: 7499591, Document classifiers and methods for document classification. Inventors Simske, Steven J., Fort Collins, Colo.; Wright, David W., Stoneham, Mass. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/3/09.

Patent No.: 7499272, Display device guick connect system. Inventors: Searby, Tom J., Eaton, Colo.; Quijano, David, Magnolia, Texas; Martin Randall W., The Woodlands, Texas. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/3/09.

Patent No.: 7499059, System and method for resampling texture maps. Inventors: Horton, Noah, Boulder, Colo.; Ritter, Bradford A., Fort Collins, Colo, Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/3/09

Patent No.: 7498908, High-power PIN diode switch. Inventor: Gurov, Gennady G., Loveland, Colo, Assignee-at-Issue: Advanced Energy Industries Inc., Fort Collins, Colo. Date: 3/3/09.

Patent No.: 7498858, Interpolator systems with linearity adjustments and related methods. Inventors: Desai, Jayen J., Wellington, Colo.; Doyle Bruce, Longmont, Colo, Assignee-at-Issue; Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 3/3/09.

INVENTIONS • FORECLOSURES

Patent No.: 7497387, One-piece fluid nozzle Inventor: Strong, Christopher L., Frederick, Colo. Assignee-at-Issue: Illinois Tool Works Inc., Glenview, III. Date: 3/3/09.

Patent No.: 7497191, System and method for producing, dispensing, using and monitoring a hydro gen enriched fuel. Inventors: Fulton, Justin, Fort Collins, Colo.; Marmaro, Roger W., Chandler, Ariz.; Egan, Gregory J., Littleton, Colo. Assignee-at-Issue Eden Innovations Ltd., Dublin, Israel. Date: 3/3/09.

Patent No.: 7496957, System and method for preventing use of a wireless device. Inventors: Howard, Tom, Fort Collins, Colo.; Goldstein, Tim, Loveland, Colo. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 2/24/09

Patent No.: 7496867, Cell library management for power optimization. Inventors: Turner, Mark F., Longmont, Colo.; Byrn, Jonathan W., Fort Collins, Colo.; Brown, Jeffrey S., Fort Collins, Col Assignee-at-Issue: LSI Corp., Milpitas, Calif. Date 2/24/09.

Patent No.: 7496823. Hardware based memory scrubbing. Inventors: Wheeler, Andrew Ray, Fort Collins, Colo.; Peterson, James R., Fort Collins, Colo. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 2/24/09.

Patent No.: 7496722, Memory mapped page priorities. Inventor: Thelen, Gregory William, Fort Collins, Colo. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 2/24/09

Patent No.: 7496701, Managing virtual server control of computer support systems with heartbeat message. Inventors: Crawford, Timothy J., Beaverton, Ore.; Hunt, Brandon L., Berthoud, Colo. Rinaldi, Brian A., Tucson, Ariz.; Ripberger, Richard A., Tucson, Ariz. Assignee-at-Issue: International Business Machines Corp., Armonk, N.Y. Date: 2/24/09.

Patent No.: 7496685. Method and system for managing a device within a private network using a management device external to the private network, Inventors; Chen, Weiwen, Fort Collins, Colo.; Natarajan, Srikanth, Fort Collins, Colo.; Zwetkof, Pete, Greeley, Colo.; Peterson, Tyler, Fort Collins, Colo. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date 2/24/09.

Patent No.: 7496658, Systems and methods for testing network services. Inventors: Southam, Blaine R., Windsor, Colo.; Davidson, David Christopher, Windsor, Colo.; Grush, Donna J., Fort Collins, Colo. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 2/24/09.

Patent No.: 7496474, Dynamic on-chip logic analysis. Inventors: Browen, Adam S., Colorado Springs, Colo.; Chafin, Craig, Colorado Springs, Colo.; Whitt, Jeffery K., Colorado Springs, Colo. Olson, Steve A., Fort Collins, Colo. Assignee-at-Issue: LSI Corp., Milpitas, Calif. Date: 2/24/09.

Patent No.: 7496291, Method and apparatus for interleaved image captures. Inventors: Bloom, Daniel M., Fort Collins, Colo.; Hofer, Gregory V., Fort Collins, Colo.: Thaver, Jennifer J., Fort Collins Colo.; Bianchi, Mark John, Fort Collins, Colo.; Yo Jason E., Fort Collins, Colo.; Woods, Scott A., Fort Collins, Colo.; Herrera E., Oscar R, Fort Collins, Colo. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date 2/24/09

> Patent No.: 7496026, Optical disc and method of printing optical disc. Inventor: Hanks, Darwin M. Loveland Colo Assignee-at-Issue Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 2/24/09

Patent No.: 7495806, System and method for compensating for noise in a captured image. Inventor: Spears, Kurt E., Fort Collins, Colo. Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 2/24/09.

Patent No.: 7495763. Dual function measure ment system. Inventor: Palumbo, Perry A., Fort Collins, Colo. Assignee-at-Issue: Hach Co., Loveland, Colo. Date: 2/24/09.

Patent No.: 7495552, Prescription-customized medical hardware. Inventors: Zhang, Tong, San Jose, Calif.; Simske, Steven John, Fort Collins, Colo.: Blakley, Daniel Robert, Philomath, Ore.: Bruce, Charles, Rochester, Minn.; Friedman, Paul, Rochester, Minn.; Somers, Virend, Rochester, Minn Assignee-at-Issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 2/24/09.

Patent No.: D 587008, Case. Inventors Richardson, Curtis R., Fort Collins, Colo.: Thompson, Jason M., Broomfield, Colo.; Glanzer, Matthew M., Loveland, Colo.; Johnson, Jamie Lee, Fort Collins, Colo.; Morine, Alan V., Fort Collins, Colo. Assignee-at-Issue: Otter Products LLC, Fort Collins, Colo. Date: 2/24/09.



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BANK NUMBERS, from 1A

from \$10.3 million to \$38.7 million.

"It was a tough year for banks in general," said Mark Bower, CFO and COO of Home State Bank in Loveland.

Region better than state, nation

Larimer and Weld counties have actually fared a little better than the industry state and nationwide. Colorado-based banks saw net income drop by 86 percent, while nationally profits declined 83.9 percent to an 18-year low. Noncurrent loans at Colorado institutions grew 159 percent to \$868.4 million. Nationally, noncurrent loans spiked to \$230.7 billion, up 108 percent from 2007.

Home State Bank saw profit decline to \$2.5 million from \$3.2 million in 2007. The bank saw its nonaccrual loans - those that are past due and no longer accruing interest more than quadruple to \$14.9 million.

"We're involved in our community and there's no question there's a slowdown," Bower said.

The national and worldwide economic forces are not contained - what is impacting General Motors also affects the "momand-pop" businesses in Northern Colorado.

Bower said there aren't really any sectors that are showing strength right now and that fear is still the driving factor for businesses and consumers, in part due to the rapid-fire programs and plans being presented by the government that lack a lot of detail. The unknown is leading to a continued erosion of consumer confidence.

Many banks, even healthy ones, are seeing regulators ratchet down on standards in reaction to the deteriorating banking climate. Twenty-five banks failed in 2008 and 17 have already failed this year as of March 6.

But community banks, and the trade groups representing them, are quick to point out that the issues that sent the economy spiraling where chiefly created at very large institutions - many of which were not banks at all.

"It's frustrating for community banks because we pride ourselves on working with our customers," explained Bob Hinderaker, president of Windsor-based Signature Bank

Signature Bank's profit declined to \$16,000 from \$299,000 the year before. The bank did see growth in its loan portfolio, especially in commercial and industrial loans. However, Hinderaker expects growth will be flat for 2009. He cites the weak economy as well as tightened regulatory con-



SOURCE: FDIC

PROBLEM LOAN PIPELINE - Problematic loans are typically tracked from the early stages of delinquency through, in the worst cases, a charge-off - at which time the bank categorizes it as most likely uncollectible. Northern Colorado-based banks as a whole have seen a fairly steady increase in problem loans in all stages.

trols, especially in commercial real estate lending.

Some banks see profits

BORROWER: JOHN R PIPE, 616

HOME ADD: LOT 4 BLK 1. LENDER:

BORROWER: DALE E JOHNSON,

LENDER: EMC MORTGAGE CORP.

2006-52056. DATE: 12/8/2008.

AMOUNT DUE: \$346000. CASE NO.:

5080 CORAL BURST CIR, LOVELAND

CO,, 80538-5659. LEGAL DESCRIPTION

ALFORD LAKE 1ST SUB; LOT 23 BLK 18.

MARK GADBURY. AMOUNT DUE:

MCKINLEY AVE, LOVELAND, CO,, 80537

5457, LEGAL DESCRIPTION: PLEASANT

\$92058. CASE NO.: 2006-44260. DATE:

Not all local banks had a down year. Four of the region's community banks saw profits increase in 2008 - FirstBank of Colorado, Fort Northern Collins Commerce Bank, Larimer Bank of Commerce and First National Bank of Estes Park.

"This is a serious banking environment, but it's not all bad," Fort Collins Commerce Bank President Gerard Nalezny.

Fort Collins Commerce saw profits increase slightly to \$620,000 and the loan portfolio grow by 25 percent to \$73.2 million. Nalezny said that the bank didn't plan for growth during 2008, but the opportunity presented itself. Because Fort Collins Commerce is fairly young, having opened in June 2005, it still had a volume of capital to work with.

Some of the growth has come from fill-

ing the vacuum left by non-bank lenders. A number of very large institutions that provided lending services have left the market due to losses, increased regulation and other factors.

"We, as banks, lost a ton of competition," Nalezny pointed out.

Nalezny said that even with the opportunities available, the economic situation calls for prudence in all businesses. Decisions should be made with more due diligence and scrutiny.

"Whatever you do, you have to do it better, smarter and more efficiently," he said.

Mergers completed

BORROWER: CHERVI SCHNASE 1925

MISSISSIPPI ST, LOVELAND, CO, 80538

6283, LEGAL DESCRIPTION: KENDALL

LENDER: SUNTRUST BANK. AMOUNT

BORROWER: LOUIS REYES, 7912

80528-8962. LEGAL DESCRIPTION:

LENDER: WACHOVIA MORTGAGE FSB

BORROWER: WILLIAM J FERGUSON.

FORT COLLINS, CO, 80525-7805. LEGAL DESCRIPTION: PROVINCETOWNE PUD

FLG 2 CONDO MAP 1: LOT 36. LENDER:

\$121264. CASE NO.: 2002-132613. DATE:

CITIMORTGAGE INC. AMOUNT DUE:

12/9/2008

6615 DESERT WILLOW WAY UNIT C2,

AMOUNT DUE: \$149741. CASE NO.:

2006-5814. DATE: 12/9/2008.

EAGLE RANCH ESTATES; LOT 58.

EAGLE RANCH RD. FORT COLLINS. CO.

DUE: \$282309. CASE NO.: 2006-12259.

BROOK 1ST SUB; LOT 22 BLK 1

DATE: 12/8/2008

In an effort to work more efficiently, two of the larger banks in the region — Bank of Choice and First National Bank - merged during this past year with sister institutions. Fort Collins-based First National Bank merged with Greeley's Union Colony Bank and Boulder-based First National Bank of Colorado at the start of 2008. First National Bank ended the year with a profit of \$594,000, down from \$8.5 million in 2007. The merged banks took on a slew of past due and nonaccrual assets from the Boulder institution.

Bank of Choice similarly experienced a decline in profit. The bank merged with Aurora-based Bank of Choice Colorado mid-year. For 2008, the bank reported a profit of \$1.2 million, down from \$4 million in 2007. Bank of Choice also saw its past dues creep up and nonaccrual loans jump from \$5.4 million at the end of 2007 to \$29.9 million.

"We're all just a reflection of the local economy," said Darrell McAllister, president of Bank of Choice. For local banks, there is no escaping the microeconomic conditions. And even the macro-conditions are taking their toll.

"It's not a year for loan growth," McAllister said, adding that Bank of Choice will focus on helping its existing customers in any way it can. "It's a hunker-down year."

BORROWER: ALAN C ALUMBAUGH 2216 LAPORTE AVE, FORT COLLINS, CO 80521-2208. LEGAL DESCRIPTION: 1032 Section 9 T7N-R69W. LENDER: BK NEW YORK TRUST CO. AMOUNT DUE: \$141504. CASE NO.: 2006-21533. DATE

BORROWER: NORA M & J C CUM MINGS, 271 LARK BUNTING AVE LOVE LAND CO 80537-6532 | EGAL DESCRIPTION: WINONA 1ST SUB; LOT 2 BLK 7. LENDER: HSBC MORTGAGE SER-VICES INC. AMOUNT DUE: \$187664. CASE NO.: 2004-103154. DATE: 12/4/2008

BORROWER: RODNEY & CAROLINA WILSON, 544 N HOLLYWOOD ST, FORT COLLINS, CO., 80521-1414. LEGAL DESCRIPTION: ROSTEK 2ND ADDITION LOT 22 BLK 1. LENDER: CIT GROUP CONSUMER FINANCE INC. AMOUNT DUE: \$170055. CASE NO.: 2005-47092 DATE: 12/5/2008.

BORROWER: ERIC BACA, 1209 W PLUM ST APT A6, FORT COLLINS, CO,, 80521-3579. LEGAL DESCRIPTION: TOWN SQUARE CONDOS; LOT A6 LENDER: NEW FRONTIER BANK. AMOUNT DUE: \$145338, CASE NO.: 2007-95365. DATE: 12/5/2008

BORROWER: TIMOTHY J & SHAWNEE EMBREY, 12203 N COUNTY ROAD 5, WELLINGTON, CO., 80549-1718. LEGAL DESCRIPTION: 0001D Section 10 T9N-R68W, LENDER: AURORA LOAN SERVICES LLC. AMOUNT DUF: \$268000 CASE NO.: 2007-18615. DATE: 12/5/2008.

BORROWER: WILLAIM JOHN JR & JULIE K ADRIAN, LEGAL DESCRIP TION: ADRIAN SUB 1ST FLG; LOT 1. LENDER: NEW FRONTIER BANK. AMOUNT DUF: \$132034, CASE NO.: 2007-57757. DATE: 12/5/2008.

BORROWER: CORINNE SULLIVAN, 1954 YONKEE DR. WINDSOR, CO. 80550-4682, LEGAL DESCRIPTION: BISON RIDGE SUB; LOT 43. LENDER LASALLE BANK. AMOUNT DUE:

\$368982. CASE NO.: 2007-27169. DATE:

12/5/2008.

BORROWER BRYCE W PACKARD BORROWER: JERE M WILLIS, 2969 SPRING HARVEST LN, FORT COLLINS, 4014 S LEMAY AVE UNIT 7, FORT CO,, 80528-3074. LEGAL DESCRIPTION: COLLINS, CO, 80525-3188. LEGAL DESCRIPTION: GREENS AT COLLINDALE PUD 1ST REPLAT; LOT 7. LENDER: INDY-HARVEST PARK SUB; LOT 13 BLK 9. LENDER: LASALLE BANK. AMOUNT DUE: \$236037. CASE NO.: 2003-151982. DATE: MAC FEDERAL BANK FSB. AMOUNT DUE: \$504228. CASE NO.: 2005-33443. DATE: 12/8/2008.

12/8/2008.

BORROWER: KIM HAGEE & JUDITH A CLINGAN, 9100 N COUNTY ROAD 15 FORT COLLINS, CO, 80524-8702. LEGAI DESCRIPTION: ALTENBURG SUB; LOT 1. LENDER: US BANK, AMOUNT DUF \$566748. CASE NO.: 2006-75245. DATE:

BORROWER: CAROL K STILWELL, 748 MAPLE DR, LOVELAND, CO, 80538-3943. LEGAL DESCRIPTION: SILVER LAKE 9TH SUB: LOT 2 BLK 1. LENDER: US BANK. AMOUNT DUE: \$517643. CASE NO.: 2005-108516. DATE: 12/8/2008.

FORECLOSURES

BORROWER: SAMUEL STUART BRAY. 6609 ANTIGUA DR UNIT 19, FORT COLLINS, CO. 80525-8849, LEGAL DESCRIPTION: STANTON CREEK SUB 2ND FLG; LOT 19 BLK 1. LENDER: CHASE HOME FINANCE LLC. AMOUNT DUE: \$114489. CASE NO.: 2002-142137. DATE: 12/9/2008.

BORROWER: PHILIP E & MICHELE P HODAPP. 475 SODALITE CT. LOVELAND. CO, 80537-2018. LEGAL DESCRIPTION: ANDERSON FARM 5TH SUB; LOT 13 BLK 6. LENDER: BANK NEW YORK AMOUNT DUE: \$149050. CASE NO .: 2005-59740 DATE: 12/9/2008

BORROWER: JOHN STEVEN MINERT, 7745 KELBRAN LN, WELLINGTON, CO, 80549. LEGAL DESCRIPTION: KELBRAN TRADITION CT, FORT COLLINS, CO, 80526-2729. LEGAL DESCRIPTION: ESTATES: LOT 5. LENDER: BK NEW YORK. AMOUNT DUE: \$396243. CASE NO.: 2007-20410, DATE: 12/9/2008,

BORROWER: WILLIAM LEE & LYLENE BORROWER: MARSHA C K PATTON, 6504 W 1ST ST, LOVELAND,

BORROWER: JAMES J OMARA, 8325

DESCRIPTION: SHUTTS SUB 2ND FLG

S LOUDEN CROSSING CT, FORT

COUNTRY FARMS; LOT 11 BLK 2.

LENDER: DLJ MTG CAPITAL INC

2002-103562. DATE: 12/9/2008.

AMOUNT DUE: \$390422, CASE NO .:

BORROWER: JESUS E I REYNA, 706

FOOTHILLS PK RESUB: LOT 22 BLK 5.

\$175920. CASE NO.: 2005-19111. DATE:

LENDER: US BANK. AMOUNT DUE

COLLINS CO 80528-9395 | FGAL

12/9/2008

12/9/2008

GUSTAFSON, 4212 GOLDENRIDGE WAY CO, 80537-9393. LEGAL DESCRIPTION: FORT COLLINS, CO, 80526-4108. LEGAL DESCRIPTION: WILLOW PK SUB FINAL PLAT; LOT 3 BLK 7. LENDER: LASALLE HAINS MRD S15-88; LOT 2. LENDER: GMAC MORTGAGE LLC. AMOUNT DUE: \$307910. CASE NO.: 2004-7377. DATE: BANK, AMOUNT DUE: \$167727, CASE NO.: 2006-28886. DATE: 12/9/2008

BORROWER: NATHAN WINN, 1213 ASH DR. FORT COLLINS, CO. 8052 4100. LEGAL DESCRIPTION: ELLIOTT MILLER SUB 9TH FLG; LOT 28. LENDER: US BANK. AMOUNT DUE: \$199773. CASE NO.: 2006-3594. DATE 12/9/2008

BORROWER: GINGER M CRABTREE, 3242 IRON HORSE WAY, WELLINGTON, CO. 80549-3020, LEGAL DESCRIPTION BUFFALO CREEK SUB 4TH FLG; LOT 2 BLK 1 LENDER: CREDIT SUISSE FIRST BOSTON 200. AMOUNT DUE: \$148206 CASE NO.: 2006-15921, DATE: 12/9/2008

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Population Colorado	2007 4,861,515	2006 4,753,377	2010 4,831,554	2015 5,049,493	2020 5,278,867	Last update 3/08
Northern Colorado	531324	515,110	566,072 *	645,190 *	731,510 *	3/08
arimer County Veld County	287,574 243,750	276,253 236,857	299,040 * 267,032 *	333,381 * 311,809 *	368,694 * 362,816 *	3/08 3/08
General	Latest month	Prev. listing	Change prev. mo.	Last year	Change prev. year	Last update
mployment	282,208	284,524	-0.81%	282,636	-0.15%	12/08
Jnemployment Colo. Unemp. Rate	16,368 5.90%	15,700 5.70%	4.25% N/A	10,630 4.30%	53.98% N/A	12/08 12/08
.mr. Unemp. Rate Neld Unemp. Rate	4.90% 6.30%	4.70% 5.90%	N/A N/A	3.80% 4.60%	N/A N/A	12/08 12/08
	0.30%	5.90%	N/A	4.00%	N/A	12/00
Jet fuel (gallons dis.) F.CLoveland Airport	77,509	55,502	39.65%	77,494	0.02%	12/08
Motor vehicle reg.	24,407	43,530	-43.93%	52,398	-53.42%	1/09
Vectra Small Business						
Colorado index J.S. index	79.2 54.6	82.8 58.6	-4.35% -6.83%	95.6 85.2	-17.15% -35.92%	1/09 1/09
	J4.0	0.0	-0.03%	03.2	-35.92%	1/09
Bankruptcies Larimer County						
Chapter 7 Chapter 13	69 7	140 9	-50.71% -22.22%	42 5	64.29% 40.00%	12/08 12/08
Veld County				-		
Chapter 7 Chapter 13	69 8	176 14	-60.80% -42.86%	62 11	11.29% -27.27%	12/08 12/08
oreclosures						
arimer County	153	162	-5.56%	186	-17.74%	12/08
/alue (000s) Veld County	\$37,218 242	\$39,556 252	-5.91% -3.97%	\$36,115 268	3.05% -9.70%	12/08 12/08
/alue (000s)	\$50,936	\$55,205	-7.73%	\$50,309	1.25%	12/08
Patents .arimer County	20	٨E	-12 2204	42	-9.30%	12/08
Neld County	39 9	45 18	-13.33% -50.00%	43 9	0.00%	12/08
New businesses						
arimer County. Veld County	628 383	449 250	39.87% 53.20%	677 407	-7.24% -5.90%	1/09 1/09
			0012077		0.7070	1,05
Consumer Price (Colora	iao, wyoming, mor	itana and Utan)				
ndex (1982-84 = 100) Food & beverages	224.365	223.583	0.35%	215.74	4.00%	1/09
Housing	229.03	228.087	0.41%	224.35	2.09%	1/09
Transportation Medical Care	170.136 376.678	167.583 371.556	1.52% 1.38%	191.3 362.65	-11.06% 3.87%	1/09 1/09
REAL ESTATE						
Total construction (000 Larimer County	s) \$30,007	\$40,624	-26.13%	\$25,649	16.99%	1/09
Neld County	\$35,566	\$9,225	285.54%	\$36,286	-1.98%	1/09
Building permits						
arimer County Veld County	24 45	20 35	20.00% 28.57%	60 80	-60.00% -43.75%	1/09 1/09
Apartment vacancies						
CLoveland	4.10%	8.90%	N/A	5.00%	N/A	9/08
Greeley Apartment rent	5.50%	6.10%	N/A	8.10%	N/A	9/08
.CLoveland Greeley	\$854 \$655	\$836 \$630	2.25% 3.94%	\$757 \$623	12.84% 5.23%	9/08 9/08
Office vacancy rates						
Fort Collins Loveland	14.48% 8.46%	14.41% 9.74%	N/A N/A	12.62% 9.40%	N/A N/A	12/08 12/08
Greeley Retail vacancy rates	17.25%	16.26%	N/A	15.21%	N/A	12/08
Fort Collins	7.35%	8.76%	N/A	6.59%	N/A	12/08
Loveland Greeley	8.87% 13.80%	7.61% 6.06%	N/A N/A	5.47% 9.59%	N/A N/A	12/08 12/08
ndustrial vacancy rate Fort Collins	s 6.06%	6.06%	N/A	4.71%	N/A	12/08
oveland	7.33%	6.63%	N/A	4.79%	N/A	12/08
Greeley	9.27%	9.42%	N/A	6.44%	N/A	12/08
SALES Restaurant retail (000s)					
Larimer County Weld County	, \$97,883 \$34,303	\$119,457 \$59,283	-18.06% -42.14%	\$125,886 \$55,770	-22.24% -38.49%	9/08 9/08
Gross sales (000s)			12.17/0		00.1770	7,00

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); FW. Dodge Data (Construction statistics); SKLD Information Services LLC (Bankruptcy, foreclosure); LexisNexis (Patents); The Home Builders Association of Northern Colorado (Building permits); Colorado Division of Housing (Apartment vacancies & rates); Realtec Commercial Real Estate Services Inc. (Office, retail, industrialvacancy rates); Colorado Deptment of Revenue (Restaurant sales, gross sales figures, new sales tax accounts); U.S. Depts. of Labor, Bureau of Labor Statistics (Consumer Price Index).

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Improve Your Physical Fitness You can do it!

IFITTEST EXECS Personal Challenge

Challenge yourself to become more fit. Be one of only 50 participants in the 2009 Banner Health Fittest Executives Challenge.

There are only 50 openings available. So, don't wait.

The Challenge includes business managers, owners and executives in the following positions:

- Upper-level corporate position such as CEO, president or equivalent key organization leader
- Owner or partner Retired executive
- Managing broker
- Executive director
- Mayor/city manager

Ian Menzies CEO - RC Special Events FITTEST EXECS IFITTEST EXECS IFITTEST EXEC

IFITTEST EXECS TeamFit Challenge

Challenge your company to become more fit.

Be one of only ten companies to participate in the Banner Health 2009 Fittest Executives Challenge.

What are the team requirements?

- It's very easy to put together a team, and it only takes 5 people from your company
- One member must be a CEO or manager.
- The other 4 need to be employed full-time at the company registering the team. There is no limit on age, gender representation or fitness level because the challenge is to see how much your team can improve over the 3-month course of the Banner Health 2009 Fittest Executives Challenge.

The Benefits of Participating

Here's what you get:

- First, you'll be more fit at the end of the challenge than when you started.
- You'll have some fun!
- You will receive two fitness assessments by Banner Health.
- The first assessment will give you a benchmark from which to measure your progress over the 90 days of the Banner Health Fittest Execs Challenge. The second assessment will tell you how you have improved during the course of the Challenge, and the results will determine your place among the other participants in the personal challenge category.
- 3 months of weekly fitness tips provided by the experts at Banner Health. Weekly reminders and suggestions will help keep you on track to meet the challenge you've issued to yourself.
- One ticket to the Fittest Execs Power Breakfast, September 17. This is the opening event for Bixpo 2009. Total value: \$350

Your participation fee: \$75

2009 Banner Health Fittest Exec Personal Challenge Categories

Fitness levels will be assessed and judged for the Fittest Executives in six categories. Men ages 25-40 Women ages 25-40 Men ages 41-50 Women ages 41-50 Women ages 51+ Men ages 51+

Body fat using bioimpedance Flexibility Weight

Awards Breakfast

Fittest Execs Power Breakfast at Bixpo, September 17, 2009

Questions?

Email De Dahlgren, NCBR, at ddahlgren@NCBR.com or call 970-221-5400, ext. 202.

Getting Started is Easy!

Step 1: To register for Fittest Execs go to www.ncbr.com, click on Events. Scroll to Fittest Execs and click on I'm Taking the Challenge or Our Team is Taking the Challenge.

- Step 2: Once registered, you will receive a confirming telephone call or email
- Step 3: Then, all you need to do is schedule a visit to a Banner Health affiliate for your fitness evaluation. Make your appointment as soon as possible to take full advantage of the free fitness tools and tips Banner Health's staff will provide to help you be as ready as possible for your evaluation.



Banner Health North Colorado Medical Center







TeamFit Participation Benefits

Here's what your team will get:

- Two fitness assessments by Banner Health for each team member
- The first assessment will give a benchmark from which to measure each member's progress over the 90 days of the Banner Health Fittest Execs Challenge.
- The second assessment will tell each person how he or she has improved during the course of the Challenge, and the combined results will determine your place among the other teams in the TeamFit challenge category.
- 3 months of weekly fitness tips provided by the experts at Banner Health Weekly reminders and suggestions will help keep your team on track to meet
- the challenge. One ticket for each TeamFit member to the Fittest Execs Power Breakfast,
- September 17. This is the opening event for Bixpo 2009.
- Company recognition in Fittest Executive's video and at the awards Power Breakfast September 17, 2009, during Bixpo. Total value: \$1750
 - Your team participation fee: \$500

Fitness assessment includes

Health Risk Appraisal Blood pressure Uenous blood draw for cholesterol and glucose level

🖵 Hip-to-waist ratio 📮 Sit-up test 📮 Push-up test 📮 Step test