

Women of Influence

Meet the area's most influential women

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Northern Colorado BUSILES Rug. 14-27, 2009 Vol. 14, No. 24 www.ncbr.com

City may buy half of Riverwalk

\$5.8 million deal proposed for council vote

By Steve Porter

sporter@ncbr.com

FORT COLLINS — A con-

troversial proposed development at Fort Collins' southeast gateway will be about half its original size if the city agrees to buy the southern portion for water storage and recreation for \$5.8 million.

Riverwalk, as proposed by Stoner Co. owner Jay Stoner, is a 268-acre mixed-use development at the southwest corner of East Harmony Road and Interstate 25. Stoner and Fort Collins City Manager Darin Atteberry on July 30 signed an agreement for the city to purchase 128 acres of the property, which includes an 800-acre-foot water storage reservoir.

The agreement must still be endorsed by the Fort Collins City Council, which is expected to consider the purchase on Aug.

Stoner said he approached the city after deciding the project needed to be downsized.

"We felt as though, given the new economic world we live in today, maybe a smaller, more efficient development at the intersection made more sense,"

See RIVERWALK, 25A

PVHS seeks help to find future vision

System to hire consultant for strategic plans

By Steve Porter

sporter@ncbr.com

FORT COLLINS — Poudre Valley Health System is about to take a long look into its future.

The Fort Collins-based hospital system, which includes Poudre Valley Hospital in Fort Collins and Medical Center of the Rockies in Loveland, is hiring a consultant to help it plan for health-care changes and system growth possibilities from 2010 through 2025.

"Essentially, our goal is to understand how we'll need to deliver health care in the future and respond to growing needs," said Dan Robinson, PVHS' chief operating officer.

See PVHS, 22A

Under an Iron Mountain of debt

Owner John Chamberlain turned over the keys to the 36-acre Iron Mountain Autoplex on U.S. Highway 34 to Chrysler Financial on July 31, after the Colorado Department of Revenue closed the sales divisions of its five deal-

erships on July 17. Failure of the Champion Auto Group has sent financial aftershocks throughout Northern Colorado, and Chamberlain faces a week in court beginning Nov. 30.

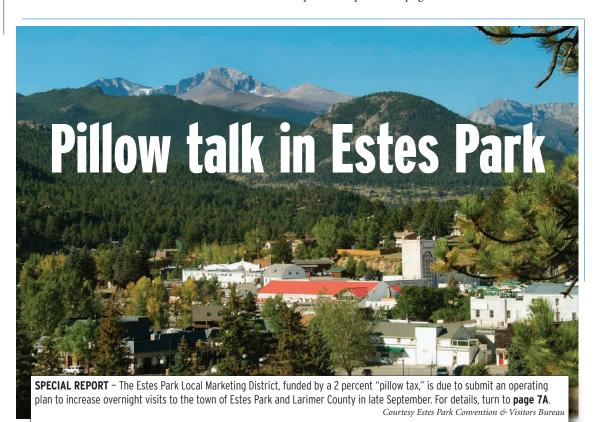
Business Report reporter

Kristen Tatti has been following the money

trail up and down Iron
Mountain

See infographic on page 6A.

to see who's owed what. Turn to page 6A to see what she found.







Game On. On September 17, it's game on for the region's largest business exposition at the new Embassy Suites in Loveland. Reserve your exhibitor booth now. Call De Dahlgren, 970-221-5400, ext. 202 for information.

www.ncbr.com | Aug. 14-27, 2009 **2A** | The Northern Colorado Business Report

How CSUS was born 1985 2002 2003 2007 2009 Fort Lewis becomes a separate Joe Blake becomes the first The State Board of Agriculture creates a higher education The University of Southern The board creates a new entity, reducing the system to online university, CSUfull-time chancellor for the system incorporating Colorado State University, Fort Lewis Colorado becomes Colorado CSU System. College in Durango, and the University of Southern Colorado two institutions. State University-Pueblo Global Campus in Pueblo. The Colorado State University System is placed under a Board of Governors; the president of CSU becomes chancellor of the system. 1985 SOURCE: BUSINESS REPORT RESEARCH

New chancellor on a mission for CSU System

A conversation with Joe Blake, Tony Frank about what lies ahead

By Jane Albritton news@ncbr.com

Colorado State University has a new structure, and it arrived with a bit of a

The sudden resignation of President Larry Penley in November rattled the system, but provided the Board of Governors the opportunity to rework university governance. Does it make sense, they reasoned, to have one person running one campus, overseeing another and directing the system?

The logic of separating the chancel-

lor's job of running the system from the presidents' job of running the campuses in Fort Collins, Pueblo and now cyberspace seemed impeccable.

The bump came when Joe Blake, a member of the board, stepped forward to take the newly created job of chancellor.

The process may have been flawed, but it is difficult to imagine a better choice in times that call for both experience and an irrepressible zest for the

Both Blake and the new president of the Fort Collins campus Tony Frank sat down with the Northern Colorado Business Report to talk about their vision and plans for the future.



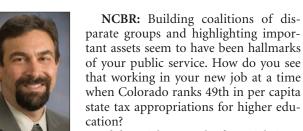
BLAKE

NCBR: Mr. Blake, you have been appointed to highprofile councils, panels, boards and commissions by every governor from Dick Lamm to Bill Ritter, and served for a decade as the presi-

dent and CEO of the Denver Metro Chamber of Commerce until becoming chancellor. What makes you appealing to both Democrats and Republicans and the business community?

FRANK

Joe Blake: I was once chairman of the Denver County Republican Party, but I think what governors have liked about me is the balance and respect I brought to matters concerning water, air quality, transportation, housing and housing



Blake: Right now, the financial situation is dire. Even so, polling numbers indicate that education is not high on most people's agendas. So I am committed to putting a light on the problem of sustainable funding for higher education. What we are focused on now are symptoms: "lack of this" and "lack of that." The real question we need to address is why should Colorado care about higher education?

NCBR: How would you answer that

See CSU, 23



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Signs of the times: Whole lot of shaking going on now

The Eye has recently glimpsed two trends that seem to be signs of the times.

First is the increased number of sign-shakers, those guys who stand in high-traffic locations with handheld billboards for nearby companies. The law of labor supply and customer demand in action, no doubt.

The second has been the increase in news coverage of two particular sign-shakers. OK, we're talking a few pieces by 9News and The *Denver Post*, but it seems like a lot

None mentioned the effect of the growing signshaking industry on unemployment, or its potential threat to televised and print advertising. Instead, every one featured the men behind the signs.

What's unique about these sign-shakers, one in Fort Collins and the other in Broomfield, is that they dance with their signs. From lunchtime to the end of the day, you can't touch these two "smooth criminals" as they grab extra attention, and entertain drivers, with moves worthy of MC Hammer and Michael Jackson.

Something else these movers and shakers have in common is that they both work for M & E Painting in Fort Collins. Coincidence or pure marketing genius?

The Eye would also like to announce its newest LLC venture: The Arthur Murray Sign-Shaker Studio specializing in line-dancing moves for rural marketing needs.

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Cities give builders a break on permits

Officials hope fee reductions will help local construction

Bv Kristen Tatti

ktatti@ncbr.com

It might not be the billions of stimulus dollars going to some of the nation's biggest companies, but several local municipalities are trying to offer local home builders and home owners an incentive through decreased or delayed fees.

The town of Berthoud was one of the first to implement an incentive program. Before AIG's executives returned their exorbitant bonuses, Berthoud's town council

was finalizing the elements of its program, which includes deferred payment as well as reduced permits. After much discussion at the Feb. 24 meeting, the board unanimously passed the open-ended incentives.

"There is enough platted (land) out there, some with infrastructure already in place," said Berthoud planner Tim Katers, explaining that the hope was those would get a jumpstart.

The incentives, which apply to both commercial and residential permits, include a deferral of most fees until the certificate of occupancy is issued. For example, a builder would pay for the building permit, plan review fee and electric permit roughly \$1,044 — at the start of the project. The remainder of the fees — \$29,113 would be paid when the certificate is issued.

A number of additional fees were also

reduced, for an average overall savings to the developer of 18.6 percent. The collateral requirement for public improvements water, sewer, road and landscaping — was restructured to 25 percent of the value of the improvements, down from 115 percent.

The response has not been over-the-top, but there are currently eight permits at some stage of the process. The town had originally budgeted for 15 residential permits during the year. Katers admitted that hitting the estimate would be a long shot now, but that 10 would be a good total. The town is also in the early stages of developing a commercial-specific incentive pro-

Evans incentives part of plan

Evans put its own fee reductions into

See DEVELOPMENT, 28A

F O C U S

Snyder retakes wheel at Diesel Services



Steve Porter, Northern Colorado Business Report

AT HOME IN A SHOP — Marybeth Snyder, owner of Diesel Services of Northern Colorado in Fort Collins, checks on a repair job with shop foreman Michael Shotwell.

Management skills keep truck shop running smoothly

By Steve Porter sporter@ncbr.com

FORT COLLINS — Marybeth Snyder never thought she'd be the owner of a diesel repair business, overseeing almost a dozen grease-covered mechanics fixing huge trucks.

But for Snyder, it's all about having a management style that works no matter what kind of business it may be. Even if just about everyone on your payroll is a

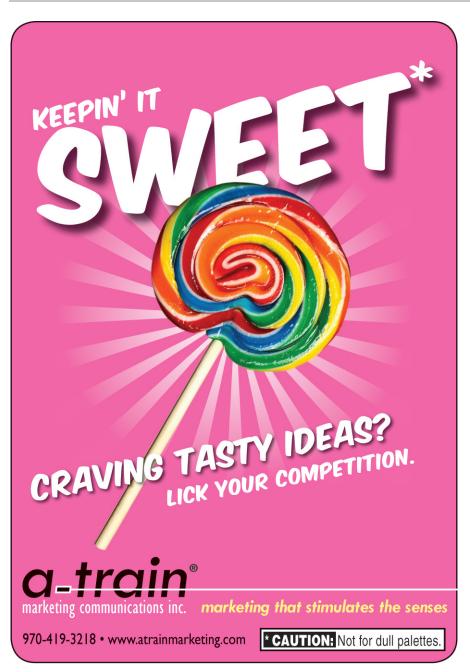
"Working with men is easy," she said. "Maybe I'm nontraditional — I've never really thought of it that way. For me, if you can manage a business, you can manage a shop or a hair salon — it doesn't really

A Fort Collins native and 1975 graduate of Fort Collins High School, Snyder got her entrepreneurial feet wet in the Seattle area by starting a couple of businesses, including a construction company. After about 10 years, she moved back to Colorado and started a log home business in Breckenridge.

A desire to work in the nursing field eventually brought her back to Fort Collins, where she attended Front Range Community College and earned a practi-

See DIESEL SERVICES, 28A

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CELEBRATING 24 YEARS OF EXCELLENCE

New Bixpo offers full day of B2B networking

By NCBR Staff

LOVELAND — Bixpo, Northern Colorado's premier business-to-business event, is just about a month away from unveiling its exciting new format.

Sept. 17 is the only day to attend the *Business Report's* Bixpo in its new location at the Embassy Suites at Interstate 25 and Crossroads Boulevard, but the day starts early.

First up, at 7:30 a.m., is the Fittest Execs Power Breakfast. Dozens of business leaders and teams from companies around the region have been working on their health and wellness over the summer, and the most improved will be announced at this event, sponsored by Banner Health and LiveWell.

The Bixpo B2B Exposition opens its doors at 9:30 a.m. Attendees can meet and greet and network with hundreds of businesses from across Northern Colorado, Boulder and Wyoming at their booths set up in the Embassy Suites' new conference facility.

At 11:30 a.m., some of the region's brightest rising stars will come out for the 40 Under Forty award luncheon. Members of the Class of 2009 will be recognized for their contributions to the Northern Colorado business community and beyond. The 40 Under Forty luncheon is sponsored by A-Train Marketing and EKS&H.

Company booths will remains open until 5:30 p.m., but wait! There's more!

At 5:30, the expo hall becomes the site of the ever-popular Bixpo Regional Business After Hours. For the fourth year running, the chambers of Commerce for Fort Collins, Greeley, Loveland and Wellington combine to give their members the opportunity to meet and mingle and widen their business networks over hearty hors d'oeuvres and refreshing beverages.

In addition to the chambers, the after-hours event is sponsored by Public



When: September 17, 2009

Where: Embassy Suites, Interstate 25 and Crossroads Boulevard, Loveland, Colo.

Events

Fittest Execs Power Breakfast, 7:30 a.m. B2B Exposition, 9:30 a.m.-5:30 p.m. 40 Under Forty award luncheon, 11:30 a.m. Regional After Hours, 5:30 p.m.

Service Credit Union and NCBR and its sister publications, Boulder County Business Report and Wyoming Business Report.

"We are all looking forward to the new format for Bixpo this year," said Jeff Nuttall, *NCBR* publisher. "It takes us in a direction that we started last year, but the move to the truly impressive surroundings at the Embassy Suites promises to make the one-day event even more impactful than the two days that we filled in previous years."

There's still time to reserve a booth for this year's expo by calling *Northern Colorado Business Report* Marketing Director De Dahlgren at 970-221-5400, ext. 202, or e-mailing ddahlgren@ncbr.com. Sponsorship opportunities are also available through Dahlgren.

Registration is required for both the Fittest Execs breakfast and the 40 Under Forty lunch, available online at www.ncbr.com, click on the Events heading on the lefthand side of the homepage. Tickets for the breakfast are \$39; 40 Under Forty costs, naturally, \$40.

CORRECTIONS

The vacancy rate data included in the Commercial Real Estate Sourcebook in the July 31 issue of the *Business Report* was provided by Realtec Commercial Real Estate Services, which has offices in Greeley, Loveland and two locations in Fort Collins.

The *Business Report* will correct any errors that appear in its pages. To suggest a correction or clarification, please contact editor Kate Hawthorne at 970-221-5400, ext. 224, or e-mail her at khawthorne@ncbr.com.

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Lake Bluff secures zoning for West Greeley land

PUD designation allows mixed-use project to ahead

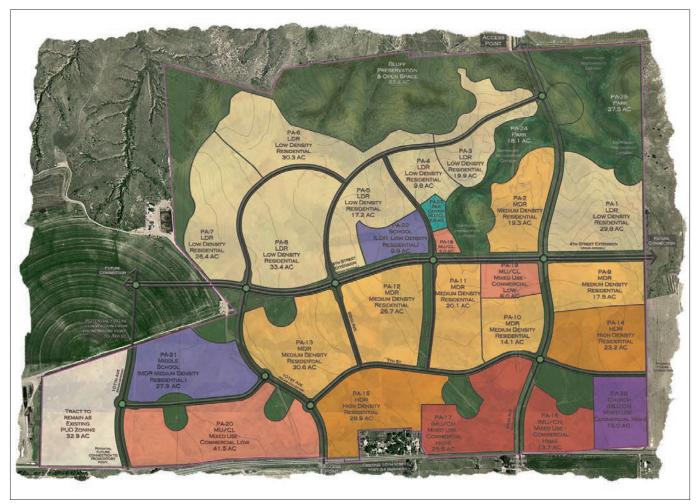
By Kristen Tatti

ktatti@ncbr.com

GREELEY — A Denver development group is working toward a nearly 800acre, mixed-use development that could bring thousands of homes and hundreds of acres of commercial and open space to west Greeley in the coming years.

The Lake Bluff development — bordered by West 10th Street on the south, Weld County Road 62 on the north and Colorado Highway 270 on the west — is in the preliminary planning stages. The Greeley City Council recently approved planned unit development zoning for the entire 793-acre development, a classification that was years in the making.

Greeley planner Mike Garrott said the PUD zoning gives the developer some more flexibility compared to traditional zoning. In general, the plan calls for 3,000 dwelling units of varying densities, 100 to 150 acres of commercial development and 200 acres of parks and open space. The PUD zoning allows for specific sections of the development to be somewhat larger or smaller and more



Courtesy PCS Group Inc.

NOT BLUFFING - Investment and development firm Westside Investment Partners plans to turn 793 acres in northwest Greeley into the Lake Bluff masterplanned community. The development draws its name from the stone formations that overlook the Poudre River on the north side of the site.

See LAKE BLUFF, 30A

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Buried Under an Iron Mountain of Debt

When the Iron Mountain Autoplex/Champion Auto Group closed its doors for good on July 31, 2009, it left behind an enormous pile of unpaid bills.

\$4.8 million Bank of Choice

Bank of Choice received a default judgment against John Chamberlain and Champion Investments (Boulder) to the tune of \$4.35 million for defaulting on a promissory noted related to the 2005 purchase of the John Elway Ford Dealership in Boulder The bank also received a \$237,474 default judgment against Chamberlain for a

\$5.9 million New Frontier Bank

\$350,000 promissory note

issued in 2006 to him and

Roger Weibel.

Five promissory notes tied to real property, dating back to April 2007, were issued by Max
Developments,
Champion Investments 1 and 3 to the bank closed by federal regulators in April 2009. They remain encumbered.

\$1.18 million Signature Bank

Max Development
Properties LLC, managed
by Chamberlain,
executed a promissory
note in March 2008 with
the Windsor-based
bank on vacant
property.

\$435,000+Weld County

According to property records, seven Champion entities owe property taxes. The properties and equipment located along Champion Drive belonging to one of the Champion-related entities carry an actual value of \$12.47 million.

\$25 million Chrysler Financial

Chamberlain, partner Dean Juhl, and Champion Investments 3 are listed as co-debtors in Juhl's bankruptcy. Chrysler says it is working through collateral which could include real estate.

\$6 million Compass Bank

Champion Investments 1 executed a promissory note in July 2007 on the property located at 753 Champion Drive.

Unknown Amounts
Stresscon Corp., Iron Mountain Employees and Customers

Documents indicate that a lien could potentially be filed by Stresscon, a Colorado Springs-based manufacturer of precast/prestressed structural concrete, for material and labor used in the construction of the Champion Kia building completed earlier this year. The surrender of the business to Chrysler Financial in July left more than 100 employees out of work, many with wages owed to them. According to affidavits executed by the state, the dealerships failed to pay off approximately \$432,000 on 31 trade-in vehicles, leaving customers on the hook for two monthly payments. Assorted other unsecured vendors are owed various amounts for miscellaneous services and supplies.

Reported by: Kristen Tatti, Northern Colorado Business Report

Graphic by Michael D. Wailes



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ESTES PARK BUSINESS

How to put more heads on pillows in Estes Park

Marketing district prepares to take over from CVB

Bv Robert Savage

news@ncbr.com

ESTES PARK — With a new marketing district transitioning from proposal to voter approval to reality, it's all estimates in Estes Park these days.

Funding for the Estes Park Local Marketing District, which got a close goahead from town voters in November, is coming from a 2 percent lodging or "pillow" tax charged to each person who stays in the area's overnight accommodations. The total to be collected is estimated at \$800,000 to \$1.1 million — roughly the same amount that the town has been spending yearly on marketing through its convention and visitors bureau.

Pillow tax collections began this year, and the LMD officially takes over the job of marketing, promoting, and selling Estes Park and the surrounding area as a destination for tourists and visitors in January.

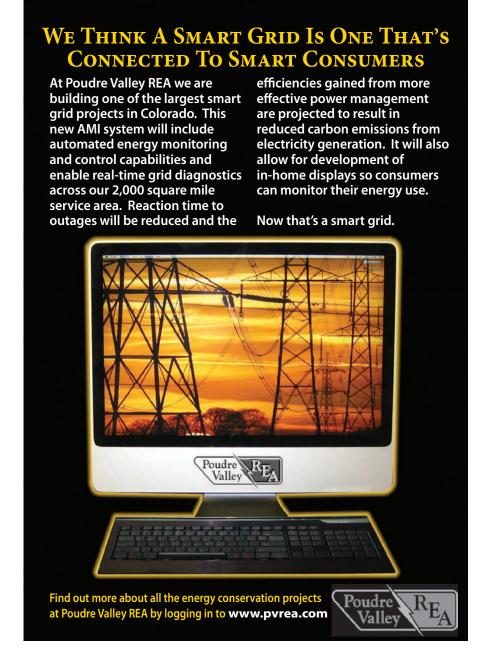
Through the year's first — and traditionally slowest — quarter ended March 30, the tax raised \$68,500; second-quar-

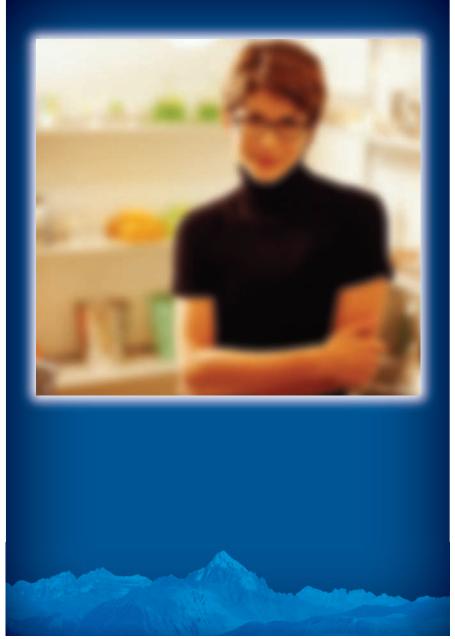
See ESTES, 24A



Kate Hawthorne, Northern Colorado Business Report

LINGER LONGE - A Sunday afternoon in August is a prime time for visitors to downtown Estes Park, but the Local Marketing District is looking for ways to bring more tourists to town in the off seasons, too.





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Valley Bank works to get right with FDIC

Local institution implements steps required in order

Despite efforts to reduce costs earlier this year,

Brighton-based Valley Bank and Trust was hit with an enforcement action from the Federal Deposit Insurance Corp.

On June 1, the regulator issued a cease-and-desist order to the bank based largely on the performance



Kristen Tatti

of its portfolio. The order demands that Valley stop the following "unsafe or

- unsound" banking practices: ■ Operating the bank with an inadequate level of capital protection for the kind and quality of assets held;
- Operating the bank with an excessive level of adversely classified loans or assets;
- Operating the bank with an excessive level of delinquent and non-accrual
 - Creating concentrations of credit;
- Operating the bank with inadequate earnings to fund growth, support dividend payments and augment

■ Operating the bank without adequate liquidity or proper regard for funds management in light of the bank's asset and liability mix.

The 13-page order detailed steps the bank would need to take to be back in the good graces of the regulators steps, according to Valley President and CEO Donna Petrocco, that the bank started working toward before the action was issued. Earlier this year, the bank closed three branches and its trust department in an effort to reduce costs.

"Really, all we need is some capital and to work with our customers to get their loans current," she said.

Most of Valley's regulatory issues stem from a \$2.4 million write-off the bank incurred as a result of the conservatorship of Fannie Mae and Freddie Mac. Valley owned government preferred stock in the GSEs that was "AA" rated by Moody's at the time it was purchased.

Valley, with \$245.8 million in assets and 10 bank locations in the northern Front Range, is a relatively small bank, so a \$2.4 million charge makes a big impact. In fact, Petrocco said it put them into the "adequately capitalized" category, rather than "well capitalized."

"Of course the regulators were concerned about our earnings," she said.

At the end of 2008, Valley reported a \$1.9 million loss. At the end of the second quarter, the bank was back in the black with a \$490,000 profit.

The order requires that the bank

"Of course the regulators were concerned about our earnings."

Donna Petrocco, president and CEO Valley Bank and Trust

reduce loans in delinquency and nonaccrual; reduce credit concentrations; develop a profit plan and develop a liquidity plan.

As of the end of the second quarter, Valley's non-accrual loans stood at \$4.32 million, down from \$10.48 million at the end of the first quarter. Other real estate owned increased from \$8.3 million in the first quarter to \$10.45 million in the second quarter.

Keeping customers current and out of foreclosure has become a big focus, according to Petrocco.

"We are doing our best to work with customers to get them current or restructured," she said.

The FDIC has issued more than 250 enforcement actions against banks this year, more than in all of 2007. The

Office of the Comptroller of the Currency, charged with regulating the nationally chartered banks, has issued 82. Valley is the fourth bank in Colorado this year that has entered into an action with the FDIC.

Greeley's New Frontier Bank was placed into conservatorship in April, less than five months after it received a cease-and-desist order. New Frontier's order was twice as long as the one recently issued to Valley. It contained allegations that there were "violations of law and regulations." Valley's order did not use the term "violation" once. Another major difference is that New Frontier's order required changes to the management and to the board, whereas Valley's does not.

Petrocco wanted to be clear that Valley's issues are nowhere near the magnitude of New Frontier's. She has been frustrated to hear calls from customers saying that there are rumors the bank is closing. She said the bank is currently working with an attorney and an investment bank — St. Charles Capital LLC — to explore options for raising additional capital. She added that customer support has been overwhelming, with some individuals asking how they could invest.

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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BUSINESS LITERATURE

If customer 'service' makes you crazy, press 1

You had a pressing little problem. It started when you called a customer-service hotline. The call connected, you pressed "1" for English, "2" for tech support, "4" for the specific product, then "9" to get a live operator.

But pressing "9" connected you somewhere other than with a real human, so you pressed "0" and heard: "Thank you, goodbye." You had to start all over with your pressing little problem, pressing this number and that until you hung up in frustration.

Whatever happened to customer

Emily Yellin wondered that same thing, and in her new book, "Your Call Is (not that) Important to Us," she takes a look at the evolution of customer relations and what really happens when you press "1."

Ever since commerce was created, customers have complained about their ability to complain. Studies have shown that consumers overall are dissatisfied with one out of every five purchases but only a small percentage of those unhappy customers contact the corporation about it.

They figure nothing would be done anyhow, so why bother?

To battle what some believe are uncaring companies, websites have offered tips on getting around automated systems. Call center employees have gone on strike on behalf of their customers. Consumers are angry and disgusted by what they perceive is corpo-

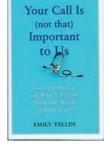
To their credit, Yellin points out, many businesses have been feverishly trying to solve the problem as best they can. Outsourcers (the second-least expensive method of customer service) are ever-vigilant for cultural differences and lingual accent elimination. Customer assistance via website chats seems to be catching on. Businesses are beginning to understand that stellar customer service is not a necessary evil, but that it keeps customers coming back.

Still, when you're frustrated, you don't care about all that. You want

answers now. When you finally get through to that live person on the phone, it helps to remember that he or she is human, too. She might be a grandmother working from home in

South Dakota. You might speak to a college student in Argentina or a mother in Nicaragua. The man with the Indian accent may be more educated than you are.

With a consumer's need for understanding and a journalist's curiosity, author Yellin traveled the world in search of stories of customer service successes and failures.



BOOKS

"Your Call Is (not that) Important to Us" by Emily Yellin 2009, Free Press; \$26 / \$34 Canada

What she discovered will amaze you and shock you. Or maybe not.

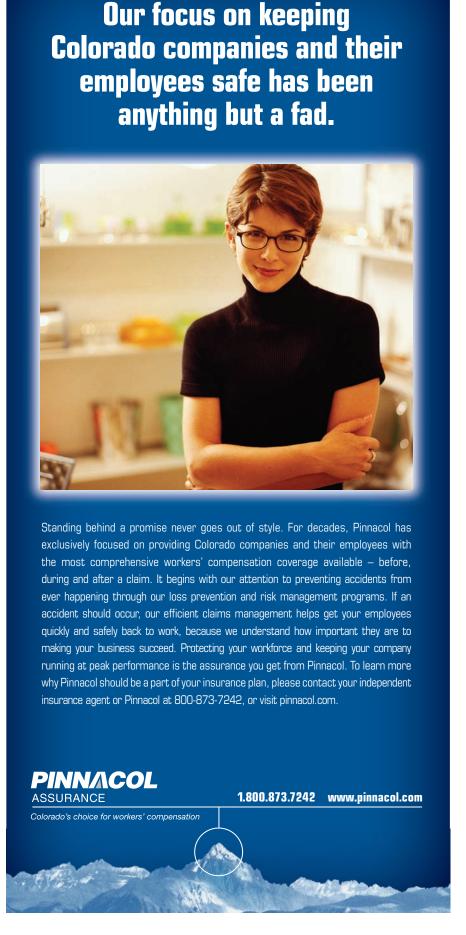
Yellin found people who are ferocious about customer service, including reports of CEOs taking their turn at call center phones. She spoke with people who make the study of customer relations their life's work. Conversely, she reports how blogs and websites have forced businesses to take action on poor customer relations, and how some companies still don't get it.

Please listen carefully, as your options have changed: For businesses that want to spend their customer-relations money wisely, "Your Call Is (not that) Important to Us" gives plenty of positive ideas. For frustrated customers, it's a reminder that the voice on the other end of the phone belongs to somebody just trying to make a liv-

Terri Schlichenmeyer reviews books as The Bookworm Says in LaCrosse, Wis. If you have a book you'd like her to review, send an e-mail to news@ncbr.com and we'll get it on her reading list.







www.ncbr.com | Aug. 14-27, 2009 10A | The Northern Colorado Business Report

Largest Women-Owned Businesses

Ranked by revenues



RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	REVENUES 2008 REVENUES 2007	PERCENT OWNED BY WOMEN EMPLOYEES 2009	PRODUCTS/SERVICES	PERSON IN CHARGE TITLE OF PERSON IN CHARGE YEAR FOUNDED	OWNER (S) E-Mail Web site
1	1	GRAY OIL CO. 804 Denver Ave. Fort Lupton, C0 80621 800-464-4729/303-857-1641	\$111,339,555 \$96,387,872	60% 65	Fuel, lubes and chemicals.	Tina Jurhee Powell Owner and President 1937	Tina Jurhee Powell tina@grayoil.net www.grayoil.net
2	NR	NEW BELGIUM BREWING CO. 500 Linden St. Fort Collins, C0 80524 970-221-0524/970-221-0535	\$93,000,000 \$89,000,000	N/A 320	Belgian-style craft beers, including six year-round and four special-release brews.	Kim Jordan; Jeff Lebesch Co-founders 1991	N/A nbb@newbelgium.com www.newbelgium.com
3	2	CO'S BMW CENTER 4150 Byrd Drive Loveland, C0 80538-9044 970-292-5200/970-292-5719	\$38,000,000 \$40,000,000	100% 38	BMW automobiles, sales, parts, service, pre-owned cars and trucks.	Christina Dawkins General manager and Owner 1974	Christina Dawkins; Rosalie VanHerwaarden sales@cosbmw.com www.cosbmw.com
4	3	GOOD DAY PHARMACY - COMPANY WIDE 653 Denver Ave. Loveland, CO 80537 970-669-7500/	\$21,000,000 \$19,000,000	60% 93	Independent community pharmacy chain w/ 12 Northern Colorado locations, medical equipment sales & rentals, medical supplies, Rx compounding, specialty pharmacy for assisted living & long-term care.	Vicki Einhellig COO, Owner, President and R.Ph. 1985	Vicki Einhellig; David P. Lamb; Nancy Jo Lamb goodday@gooddaypharmacy.com www.gooddaypharmacy.com
5	NR	EMPLOYMENT SOLUTIONS PERSONNEL SERVICES INC. 4206 S. College Ave., No. 107 Fort Collins. C0 80525 970-407-9675/970-407-1214	\$9,010,000 \$8,395,000	51% 10	Staffing services.	Rick Wagner Owner and President 1994	Kate Wagner; Rick Wagner Rick@EmploymentSolutions.com www.EmploymentSolutions.com
6	6	COLORADO CUSTOMWARE INC. 1109 Oak Park Drive, Suite 100 Fort Collins, CO 80525 970-212-4001/970-223-4204	\$7,458,357 \$5,795,964	82% 82	Assessment and tax collection software for state and local government.	Lori Schlotter CEO, Owner and President 1989	Lori Schlotter info@cci.ws www.coloradocustomware.com
7	7	J-9 CROP INSURANCE AGENCY LLC 217 First St. Ault, CO 80610 970-834-1160/970-834-0348	\$6,500,000 \$4,300,000	50% 4	Crop insurance.	Janine Freeman; Mike Freeman Owners 1997	Janine Freeman; Mike Freeman janine@j9crop.com N/A
8	NR	VISTA SOLUTIONS CORP. 2619 Midpoint Drive, Suite F Fort Collins, C0 80525 970-212-2940/970-212-2950	\$6,046,888 \$7,341,086	51% 16	Full-service IT partner, offering business-class technology; unique and customized hardware, software, and services.	Linda Vomaske Owner 1992	Linda Vomaske info@vistasolutions.net www.vistasolutions.net
9	4	PORTER INDUSTRIES INC. 5202 Granite St. Loveland, CO 80538-1622 970-667-5239/970-635-2566	\$5,650,000 \$6,000,000	51% 195	Commercial cleaning services for businesses and homes, with an emphasis on safe and healthy cleaning. Serving Northern Colorado since 1967.	Steve Hendrickson CEO and President 1967	Marilyn Stone steveh@porterindustries.com www.porterindustries.com, www.maid-clean.com
10	8	WASTE-NOT RECYCLING 1065 Poplar St. Loveland, CO 80534 978-669-9912/970-669-9926	\$2,500,000 \$2,800,000	100% 22	Construction waste recycling; asset recovery and surplus inventory or plant closure liquidation services.	Anita Comer Owner 1989	Anita Comer recycle@waste-not.com www.waste-not.com
11	10	LINDEN 223 S. Howes St. Fort Collins, CO 80521 970-221-3232/970-221-0375	\$2,000,001 \$2,700,000	100% 12	Smart marketing services - including research, branding, strategy, advertising & media planning, public relations, design, multimedia, copywriting and printing.	Susie Cannon Owner 1996	Susie Cannon; Launie Parry doug@golinden.com www.golinden.com
12	NR	THE CANDLELIGHT DINNER PLAYHOUSE 4747 Marketplace Drive Johnstown, Co 80534 970-744-3747/ mer and Weld counties, and the city of Brighton.	\$1,700,000 N/A	20% 50	Live, professional entertainment with fine dining. Facility available for conferences. Catering.	Nick Turner Co-owner and Owner 2008 upon responses to Business Report surv	Gina Turner; Nick Turner nick@coloradocandlelight.com www.coloradocandlelight.com

To be considered for future lists, e-mail research@ncbr.com

Environment

Continuing Education

COLLEGE OF APPLIED HUMAN SCIENCES

Region surveyeu includes Laminer and Made 2 N/A-Not Available. NR-Not ranked/no previous rank. Companies that have not provided ranking data are listed alphabetically.





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THE EDGE



TIME OUT

Snapshots of life outside the office

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COLUMNS



Putting the public back in public art Cities fund projects to buy sculpture, and to fight graffiti Page 13A

ETC.

On The Job

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LISTS Region's largest:

Women-owned businesses Page 10A

Most innnovative companies
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Telecommunication firms
Page 21A

Internet firms give back to nonprofits



Courtesy Mountain Avenue

FAIR TRADING ONLINE — Mountain Avenue sells textiles created by the Dhaka Weaves women's cooperative in Nepal through its innovative Fort Collins-based online fundraising venture to supports nonprofits across the country.

Online fundraising meets up with green, fair-trade efforts

By Melinda Martin

news@nchr com

Internet commerce, going green and helping nonprofits are all very prominent trends right now, and two local online companies are in the middle of all three trends.

Online companies Mountain Avenue and OneTribe.com both strive to be green and are focused on helping nonprofit organizations.

Rick Allnutt, Jep Enck and Kathy Roche ventured down a new business path in 2008 when they created Fort Collins-based Mountain Avenue.

"The name Mountain Avenue stands for home and our own backyard to the founders of the company," according to John Eckrote, president of Mountain Avenue. "They went to school here, their families are from here; Mountain Avenue stands for Fort Collins. They wanted to find a way to continue to help local charities but expand to helping nonprofits in need across the whole U.S."

Mountain Avenue helps nonprofits raise money by giving them a percentage of their Internet sales of high-quality designer items. The products sold vary from jewelry to clothing and travel items. The company purchases the majority of their products from fair-trade organizations and individuals.

"We get our products from cooperatives and nonprofit groups in countries around the world," Eckrote said. "We

See NONPROFITS, 12A

MESA assembles high-tech workforce



EDUCATIONTheresa M. Szczurek

Program helps students learn to love mathematics, science and engineering

When David Davenport was in high school, he discovered something that changed his life. He was good at math and science and enjoyed solving real-world problems with these tools. Now an IBM engineer, David also became chairperson for the Denver chapter of National Society of Black Engineers.

His life-changing insight came as a result of participating in Colorado Mathematics Engineering Science

Achievement or MESA.

If Colorado is to maintain its high-tech edge, it needs a properly trained and motivated workforce prepared to pursue the passionate purpose of innovation creation. What people and employers need are programs that encourage students to reach their potential in science, technology, engineering and math. Education and support are the answers.

Colorado MESA is a statewide pre-college program that provides after school math- and science-based learning activities to more than 3,600 pre-K-12 students this year, over 78 percent of whom are from ethnic and gender groups that are under-represented in engineering career fields.

Founded in 1980 as a part of the nonprofit Colorado

See MESA, 12A

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NONPROFITS, from 11A

recently became the exclusive American supplier for a woman's cooperative in Nepal (Dhaka Weaves) for textiles produced in a traditional style for their country's royalty."

Changing the world one gift at a time

Mountain Avenue also works toward being as green as possible. The company limits packaging, uses recycled and ecologically sensitive materials, and offers many products that are organic, non-toxic and recycled.

"The mission is to help change the world one gift at a time," Eckrote explained. "From design to delivery we want to change the lives of as many people as possible for the better. We also want to help make the job of raising money for nonprofits easier."

A unique Mountain Avenue program creates a customized monthly enewsletter for each nonprofit to send to its members. When members click on the link to Mountain Avenue — or enter the site from the organization's homepage — 5 percent of the retail price of their purchases are donated directly to the nonprofit. The site also remembers them when they return in the future, and offers the opportunity to make additional donations.

With 21 partners so far, Mountain Avenue has teamed up with such organizations as Respite Care, Open Door Mission and the American Society Cancer Northeastern Colorado. To date the company has donated approximately \$10,000 to its partners.

Looking to the future, Mountain Avenue wants to include as many nonprofits as possible, and is promoting its website — www.mountainavenue.com nationally through advertising and public relations.

The goal is to be able to help nonprofits in the same areas where they have shoppers. By the end of this year they plan to have at least 1,400 in Colorado alone.

"We also want to continue to increase the amount of villages around the world that we buy our products from," Eckrote said. "Building sustainable economies for these villagers is a major part of our mission."

As of right now Mountain Avenue is content being an online company but does have plans to add a physical store. "Being online allows us to keep our costs down and enables us to continue to increase our donations back to our nonprofit partners," Eckrote said.

One Tribe develops new model

One Tribe Creative LLC is a Fort Collins-based marketing firm that donates to nonprofit organizations and created OneTribe.com as an extension

"We developed OneTribe.com to be a new model of social enterprise, one that offers consumers the opportunity to give as much as they gain, and to support the humanitarian efforts of these organizations in a significant way," explained Paul Jensen, owner of One Tribe Creative.

At One Tribe.com staffers put their design and marketing experience to work by creating sustaining revenue for many nonprofits. They sell customdesigned men's and women's ecofriendly T-shirts as a way to bring funds to five different nonprofits.

Each shirt displays a design specially created to symbolize one of the five organizations. Exactly half of each purchase is a direct donation to the organization.

'OneTribe.com chose its first five participating nonprofits on the criteria that they represented a diversity of global regions and causes, had a proven track record of accountability and results, and had no political or religious connections or agendas," according to a recent press release from One Tribe.

Grassroot Soccer (Africa), Global Village of Beijing (China), Child Helpline International Water.org (Global), and PeaceJam (USA/Global) are the selected nonprofits that receive donations.

The T-shirts are produced by HT Naturals, and were chosen for their ecotextile fabric blend of bamboo and organic cotton. Each T-shirt is screenprinted by the local company Go West, using wind-power, eco-friendly citrus and soy-based products. Continuing the effort of being green, One Tribe.com ships small orders in recycled

Since January, when OneTribe.com first unveiled the website of the same name, it has sold approximately 20 Tshirts and given \$500 to its nonprofit partners. The official site launch was Aug. 10, and the company expected sales and donations to rise significantly

"We believe that in our humanity lies all we share," Jensen said. "It is what can bring all our diversity and division together. One Tribe.com will further this conviction, and as it grows, expand awareness and financial support to these and many other global humanitarian organizations."

MESA, from 11A

Minorities Engineering Association, MESA's mission is to increase the numbers of economically disadvantaged and at-risk students who graduate from high school fully prepared for post secondary education in math- and sciencebased fields.

How does MESA work?

MESA after-school programs engage students in hands-on inquiry-based projects such as designing mousetrap-powered vehicles, wind turbines and robots. MESA advisers, usually math or science teachers along with university student mentors, help students discover relevant math/science principles necessary to achieve success with their project. Local, state and national engineering-based competitions provide additional motivation to keep students involved.

The state MESA office provides adviser training, program materials and academic resources. MESA Centers at Colorado State University in Fort Collins and the University of Colorado in Boulder provide stimulating projectbased curriculum, career speakers and role models. Field trips to business sites, colleges, science fairs and engineeringbased competitions excite students about career opportunities. Parents, who sign an agreement to support the program and attend a mandatory two-hour orientation session, are critical supporters.

Melanie Haas, MESA Center Director at CSU-Fort Collins, oversees Northern Colorado including Larimer, Weld and Adams counties. The University of Colorado at Boulder Center supports Boulder, Jefferson, Denver and Arapahoe counties.

In Weld County, about 10 schools have MESA programs. Karen Gottula, for example, is adviser of the MESA program at Franklin Middle School in Greeley. While MESA has taken root in Longmont, Erie, and other Northern Colorado communities, there is room for more schools to participate. Larimer County especially needs champions to start the programs.

How businesses benefit

Companies are looking to hire a qualified high-tech workforce. Matthew Smith, an executive from MESA sponsor United Launch Alliance, said, "The average age of the United Launch Alliance workforce today is 47. As more of our workers retire over the next 10 years, we need qualified graduates. That is why we sponsor MESA."

Colorado MESA currently receives no state funding. Support comes from community and corporate organiza-

tions such as The Denver Foundation, Lockheed Martin, The Daniels Fund, Xcel Energy, Kinder Morgan, Northrop Grumman, and others. For example, Gambro and American Council of Engineering Cos. of Colorado sponsored a MESA scholarship which Sierra Deniston of Loveland High School won. Deniston, who became involved with MESA in sixth grade and was selected MESA Student of the Year in eighth grade said, "MESA has been a major influence in my life."

At a time when Colorado needs a highly-skilled, technical workforce, MESA allows qualified students to enter the workforce pipeline and it does it for under \$125 per student per year.

One hundred percent of MESA seniors graduate from high school and historically, more than 90 percent have enrolled in college, with over 80 percent enrolling in a math- or science-related major. Approximately 85 percent of MESA students are from families in the low- to moderate-income bracket. Approximately 50 percent are from ethnic groups underrepresented in math-based careers.

MESA works with 156 schools in 24 school districts throughout the state in collaboration with eight universities/colleges.

"MESA [taught] me what was important to my future and the future of society," said Thomas Williams, who graduated from Denver's John F. Kennedy High School and will start at CSU in the fall.

How to get involved

Do you have MESA in your business or life? Like David Davenport, who continues to champion multicultural engineering programs, you can support MESA and help build a stronger hightech workforce.

- Help the kids in your life learn to love mathematics and science.
- Ask your schools to sponsor a MESA program.
- Volunteer, make a donation, become a sponsor, create an internship or scholarship.
- Become a sponsor or volunteer for the MESA Fall Fling Oct. 15-16 at CSU. About 250 MESA high school students will taste university life, gain valuable academic, financial aid and career information, and participate in Boat Building and Wind Energy engineering competitions.

Learn more at www.cMESA.org.

Theresa M. Szczurek, Ph.D., management consultant, is a board member for Colorado MESA. Contact her at www.TMSworld.com and www.PursuitofPassionatePurpose.com.

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BE INFLUENTIAL



Helping to put the public back into public art

Cities fund projects to buy sculpture and to fight graffiti

By Kiki Gilderhus

news@ncbr.com

Across Northern Colorado, public art programs define the visual, cultural and economic vision of individual

Loveland has an international reputation for its outdoor sculpture parks. Greeley's Sculpture on Loan program is an innovative and cost-effective way to bring visual art to public spaces. In Fort Collins, a mural project spotlights the work of local artists while

graffiti.



Later this month, Greeley will announce the winner of the 2009 Sculpture on Loan program. Initiated in 1993, the program invites public participation in choosing works of art for the community.

Each spring the Greeley Art

Commission invites submissions and selects an array of eight to 12 works that are displayed for a year. Then the public votes, either online or in person during the annual Arts Picnic, for which one the city should purchase for permanent display.

Stylistically, the works cover a wide spectrum. In Colette Pitcher's literal, large scale "Bear and Honey Tree," a rotund bear reaches for a beehive. "Silver Disc" by Michael Mladjan is an abstract found-object sculpture that features old boilerplates. Clusters of disks in orange, yellow and black project from a tall vertical support, appearing like a whimsical, mechanized tree.

At the Arts Picnic held the last weekend in July, visitors could cast up to three votes for their favorites. Kim Snyder of the Sculpture on Loan Program estimates that this year between 1,000 and 1,500 people voted, which is up from last year.

The cost of each sculpture was provided for viewers, ranging from \$2,800 to \$27,500. "Some people expressed concern for the cost in these economic times and they were maybe voting for the less expensive works," Snyder said. "But people in Greeley are really supportive of the arts. There was definitely a mix of opinions, but I think most were voting for what they liked."

"The Sculpture on Loan program is the most cost-effective way to put art in the community," she added. "The art is constantly rotating and it also helps the



Brett Wagner, Northern Colorado Business Report

NO PLACE FOR GRAFFITI - Artist Chris Bates stands next to the utility cabinet he painted for the city of Fort Collins Transformer Cabinet Mural project. The project helps deter graffiti.

market for the artists. Art does add to the community. It attracts big business and it brings an art-loving public. That's how the city grows, and we don't want it to go stagnant."

Murals transform streetscape

In Fort Collins, the Transformer Cabinet Mural project, a collaborative effort between the Art in Public Places

See ARTS, 22A



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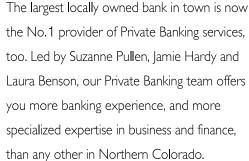
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ON THE JOB

NONPROFIT

Allison Shaw, assistant international director of Trees, Water & People in Fort Collins, has been awarded the Joseph F. Wall Sesquicentennial Alumni Service Award of \$25,000 for her service projects. The award provides financial support for Grinnell College alumni to engage in service projects, programs, and organizations that are dedicated to improving the lives of others.

ACADEMICS

The Institute of Business and Medical Careers hired Terrance L. Ryan as the new adjunct instructor in the Paralegal Department. IBMC presented faculty members Teresa Klassen and Mike Powers with the Faculty of the Quarter Awards.

HELM

BRAVDICA

GREGG

GURLEY

Heather Helm, assistant professor of Counselor Education and coordinator of University of Northern Colorado's Professional Counseling programs in the School of Applied Psychology and Counselor Education, has been named the recipient of the Association for Play Therapy's National Service Award.



Laurel Bravdica has joined The Group Inc. Real Estate's Harmony Road office as a broker associate/partner.

MARKETING/MEDIA

Nicolle Gregg has joined A-Train Marketing in Fort Collins as office manager. She will assist in the administration of the business as well as a variety of other tasks integral to operations. James Gurley has joined the marketing firm as account manager and will be a representative for clients through all stages of marketing production.

The Tenfold Collective, a Loveland-based graphic design and branding firm, hired Sara Seal as the newest designer on its team.

Seal is a native Coloradan, but most recently spent her time at FUNNEL in Indianapolis.

Mike Pierce has joined Communications Johnstown as business development director effective Aug. 3. Pierce has sold his ownership interest of the LBN Insurance Agency of which he was CEO. Stephen PIERCE **Jones** has joined Burns as



systems administrator. Jones will help keep the office moving with his technical savvy and problemsolving skills.

ARCHITECTURE

Matt Rankin, principal of Rankin Architects in Fort Collins, has earned the LEED Accredited Professional designation from the U.S. Green Building Council. Rankin founded his company in 2006 and provides a diverse focus in commercial office, medical, industrial and hospitality projects.

AGRICULTURE

Colorado The Association for Viticulture and Enology made a \$25,000 contribution towards the salary of Colorado State University Enologist Stephen Menke. Menke is assisting Colorado winemakers and grape growers with



MENKE

increasing the quality of Colorado wine products.

ENGINEERING

Beaudin Ganze Consulting Engineers Inc. employees Joe Hunton and Randy Burgoon, both commissioning specialists, and David Beach, a mechanical engineer-in-training have all earned LEED Accredited Professionals designations.

BOARDS

The Board of Larimer County Commissioners announced the following appointments to Larimer County citizen boards - Board of Adjustment: Peter Bohling, Alan Cram, Jeffrey Schneider; Citizen Review Panel: Cathy Lund, Duke Sumonia, Nancy Kain; Extension Advisory Committee: Marsha Dooley, Pam Harrold, Mel Hilgenberg, Sonia **Koetting**; Office on Aging Advisory Council: **Marcy** Greenslit, Peggy Bowers, Valerie DiBenedetto, Carolyn Funk, Howard Hay, Ellen Pihlstrom, Bill Prather, Stan Ulrich, Kristina Seth: Open Lands Advisory Board: Patricia Brennan, Peter Kast, Steve Vessey; Parks Advisory Board: Frank Gillespie, Barry Lewis, Forrest Orswell, Vickie Traxler; Planning Commission: Mina Cox, Andrew Boucher, Gerald Hart.

MISCELLANEOUS

Forney Industries Inc. in Fort Collins has hired **Elaine Floyd** to lead its reorganized customer service team, and Mayra Martinez as a cost accountant. Floyd's initial priority at Forney will be to upgrade and improve it service systems and process. Martinez will be creating new product line financials and focus on product costing and product margins.



Matt Housley, Teri

Hergenreder and Holger **Durre** have each been pro-

MARTINEZ

moted to fire captain for the Poudre Fire Authority. Captain Housley will be assigned to the Training Division, Captain Hergenreder will be assigned to an engine company, and Captain Durre will remain in the assistant fire marshal position.

Dean A. Beers, owner of Forensic Investigators of Colorado LLC in LaPorte, has earned the Certified Legal Investigator designation established by the National Association of Legal Investigators' Professional Certification Board.

Marc Dykstra, president of EnviroPest in Loveland, was listed in the June 2009 issue of trade magazine Pest Management Professional as one of the pest control industry's leaders to watch in 2009. The magazine attributed EnviroPest's position of largest private pest management firm in Colorado to Dykstra's technological expertise.

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.



TIME OUT



LADIES IN RED - 1. Erin Zimmermann, left, volunteer center specialist for the United Way of Larimer County; Megan Balmforth, development officer for the Alzheimer's Association; and Lyndsey Burmeister, marketing director for The Hillcrest; see red at the Aug. 5 Envision Young Professionals event at Front Range Village in Fort Collins. 2. Terri Shield, a broker at Everitt Cos., and Rhonda Jensen, corporate sales manager for the Embassy Suites, got in some networking time before lunch at the Aug. 5 CREW event at Ptarmigan Country Club. 3. Ed Bick, left, senior vice president at JBS-Swift, welcomed Sarah MacQuiddy, president of the Greeley Chamber, and Virgil Scott, president and CEO of the UNC Foundation, to the July 23 Greeley Chamber Business After Hours hosted by JBS. 4. Adams Bank and Trust's Shayna Fruit, left, and Katie Knapp attend the Regional Young Professionals Event including Envision, Stir, GYP and Emerge at Co's BMW in Loveland on July 28.

photos by Business Report staff, Craig Vollmer Photography, Greeley Chamber of Commerce.

E-mail your event photos to Editor Kate Hawthorne, khawthorne@ncbr.com. Include complete identification of individuals.











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Wednesday, September 2, 2009 11:30am-1:00pm

Join CREW Northern Colorado at Ptarmigan Country Club 5416 Vardon Way, Fort Collins (East of the I-25/Windsor Interchange) Register by August 26th, 2009 — \$25/members or \$35/non-members

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

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

Registration is by internet RSVP:

To register for the September 2nd luncheon please visit our website: www.crewnortherncolorado.com and click on the event no later than Wednesday August 26, 2009 Payment is due at the door.

Bring your check in the amount of \$25/members or \$35/non-members made payable to CREW-NC.

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BRIEFCASE

Nonprofit notes

The 2009 Realities Cup Golf Invitational raised over \$26,000 for **the Realities For Children Emergency Fund**, which provides services and assistance to abused and neglected children in Larimer County when all other resources have been exhausted. Realities Cup participants played in a scramble format and partook in multiple golf games at Ptarmigan Country Club in Fort Collins.

Brown's Shoe Fit Co. and Yaleet Inc. donated 150 pairs of women's shoes to Able Women Career Closet in Fort Collins, which provides free professional clothing, shoes and accessories to women who outfit themselves for job interviews and the day-to-day workplace. The donation of Naot brand shoes is valued at \$20,000.

Neighbor to Neighbor, a Larimer County nonprofit helping families achieve homeownership, has unveiled its first-ever list of preferred partners. Clients who come in for one-on-one counseling can get a list of recommended professionals whose business practices and values are aligned with N2N's mission to create successful home owners. Preferred Partners were selected through a competitive application process.

The **Community Foundation of Northern Colorado** received \$8.3 million in new donations, a
46 percent increase over \$5.7 million the previous
fiscal year, and now manages more than 300 individual charitable funds, up from 270 funds on Dec.
31. It distributed \$3.2 million in grants and programs, compared to \$2.8 million the previous fiscal
year.

KUDOS

Farnsworth Group Inc., a national full-service engineering, architecture and survey firm, has been recognized as one of the top 500 Design Firms by Engineering News-Record magazine. Farnsworth Group landed at No. 319, up from No. 358 last year.

NEW PRODUCTS AND SERVICES

Wireless broadband access options will become a reality for Eaton residents as **Open Range Communications** launches its new 4G WiMAX highspeed voice and Internet services later this year. The Open Range offering requires no home installation, no rooftop antennae and no technicians to initiate service. Customers simply connect an Open Range device to a desktop or laptop computer for instant, portable access to the Internet. For more information, visit www.openrangecomm.com.

RLE Technologies in Fort Collins has released the FDS-Wi, a wireless solution designed for integration with facility water leak detection, web-based monitoring systems and management systems. For more information, visit www.rletech.com.

NEW LOCATION

Trebuchet Group has opened a new office in downtown Fort Collins at 204 Walnut St., suite F. Trebuchet Group provides a wide range of services focused on leadership, teamwork, sales, and organizational improvement.

Optometrist Brent Phinney purchased the Yancey Block at 515 and 513 Main St. in Windsor to house his practice **Windsor Eye Care & Vision Center** later this year. Over the next few months restoration of the building will take place by removing plaster from interior walls to expose original brick, installing new windows, a new glass store front, exterior masonry work, interior repair and redecoration.

Cool Beans Playhouse and Café is open at 4019 Mason St., No. 5 in Fort Collins. The location features a 2,500-square-foot indoor playground for kids and a lounge with food and drinks for parents. The location hosts classes ranging from cooking to fitness, and is available for parties.

PROJECTS

The **U.S. Army Corps of Engineers** Hydrologic Engineering Center selected **Riverside Technology Inc.** to work on the Corps Water Management System accelerated deployment project. Riverside will lead the development, testing, and deployment with HEC staff to install CWMS in Seattle; Norfolk, Va. and Cincinnati. Much of the work will be done by engineers in Riverside's Fort Collins office.

The Fort Collins office of **Stantec** was awarded the Grand Canyon West Water System project to provide professional engineering design services for 30 miles of water pipeline near Peach Springs, Ariz. Stantec will prepare plans to install an underground six-inch polyurethane pipe that will deliver additional water capacity with reduced risk of contaminants and reduce reliance on water transportation by truck.

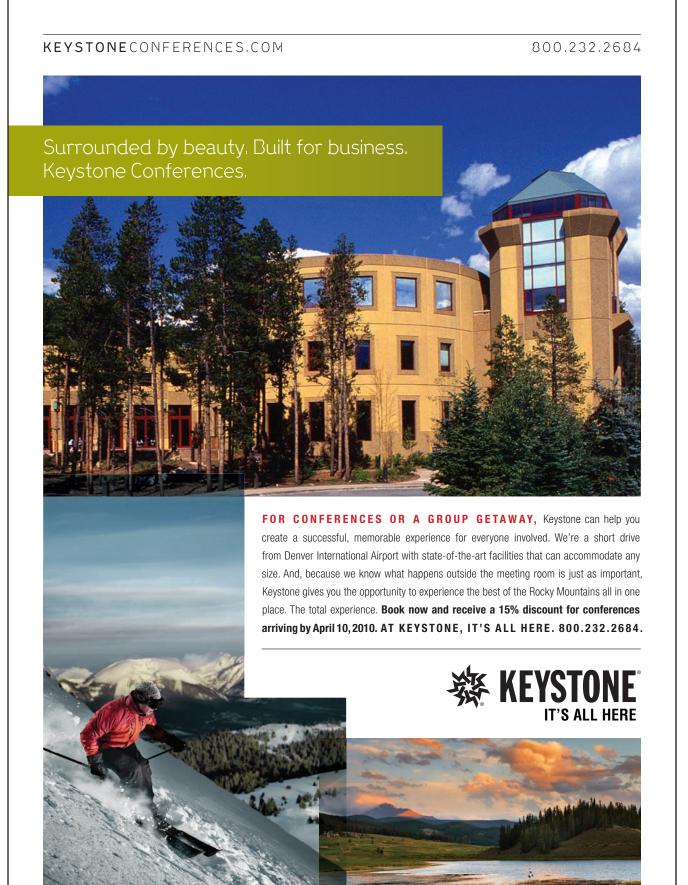
ANNIVERSARIES

J&T Country Feeds at 33 N. Parish Ave. in Johnstown celebrated its first anniversary. This is the second feed store of owner Teri Sagelke, with the first in Greeley.

MISCELLANEOUS

The Monfort College of Business and the UNC Foundation have created the Allen McConnell Distinguished Chair to recognize the contributions McConnell, director of accounting and computer information systems and professor of accounting, has made to the College of Business and its students during his 40 years of service. The chair will be used to attract and retain an outstanding accounting scholar and teacher, one with a national reputation.

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



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CALENDAR

- Aug. 14 16 Bohemian Nights at NewWestFest, Old Town Fort Collins. Contact: Peggy Lyle at 970-484-6500 or peggy@downtownfortcollins.com.
- Aug. 17 NoCoNet presents Writing through Tough Times, from 8 a.m. to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. Cost: Free. Contact: NoCoNet at noconet info@yahoogroups.com.
- Aug. 17 Advanced Vehicle Program Northern Colorado Entrepreneurs Network August MeetUp, from 5:45 to 9 p.m., Neenan 3D Animation Room, 2620 E. Prospect Road in Fort Collins. Come to collaborate. Registration Deadline: Aug. 17. Contact: Patrick Gill at 970-231-1841 or patrick.gill@nocoentre.net.
- Aug. 18 Business Bytes, from noon to 12:30 p.m., Old Chicago Restaurant, 2349 W. 29th St. in Greeley. Cost: \$8-\$15. Registration Deadline: Aug. 17. Contact: Kim Barbour at 970-352-3566 or kim@greeleychamber.com.
- Aug. 20 Intro to Financial Analysis, from 8:30 a.m. to 12:30 p.m., Key Bank Tower, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$60, \$65 at the door.
- Aug. 22 3rd Annual Tour de Farms, from 8:30 a.m. 1:30 p.m. Contact: Christa at Christa@RollingSpokesTours.com.
- Aug. 24 NoCoNet presents Functional Networking, from 8 to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. Contact: NoCoNet noconetinfo@yahoogroups.com.
- Aug. 25 Using the Recession as an Opportunity, from 1 to 3 p.m., Austins Homestead Bar & Grill, 1600 Pelican Lakes Drive in Windsor. Cost: \$20. Contact: Windsor Chamber of Commerce at 970-686-7189.
- Aug. 25 Conservation Easements and Tax Credits Workshop, from 8:30 a.m. to 4 p.m., Colorado History Museum, 1300 Broadway in Denver. Cost: FREE. Contact: Tommy Forestieri at 303-774-8195 or thomas@taxcreditconnection.com.
- Aug. 26 18 Financial Peace University, from 6 to 8 p.m., Emmaus Road Church, 2101 S. Lemay Ave. in Fort Collins. Cost: \$93. Contact: Andy Lucas at 970-482-6425 or andylucas@emmausroadfc.org.
- Aug. 27 Inventors Roundtable, starting at 6 p.m., 419 E. Fourth St. in Loveland. Contact: Rita at 303-910-8889 or rita@inventorsroundtable.com.
- Aug. 27 Greeley Weld Chamber of Commerce Business After Hours, from 5 to 7 p.m., University of Northern Colorado Foundation, 1620 Reservoir Road in Greeley. Cost: \$10/members, \$20/nonmembers. Contact: Greeley Chamber of Commerce at 970-352-3566 or info@greeleychamber.com.
- Aug. 27 Greeley Chamber of Commerce Business After Hours, from 5 to 7 a.m., Judy Farr Center, UNC Campus, 1620 Reservoir Road in Greeley. Cost: \$7-\$20. Registration Deadline: Aug. 27. Contact: Kim Barbour at 970-352-3566 or kim@greeleychamber.com.
- Aug. 28 NoCO Active 20-30 Suitcase Party, from 6 to 11 p.m., Water Valley / Budweiser Hangar, Fort Collins/Loveland Airport (5833 Langley Ave.).

- Cost: \$150/person of which \$125 is tax deductible. Contact: NoCO Active 20-30 at 970-581-8294.
- Aug. 29 Habitat's Shred-it Fort Collins, from 9 a.m. to noon, Foothills Mall - Ross Parking Lot, in Fort Collins. Contact: Cathie Waugh at 970-488-2600 or cwaugh@fortcollinshabitat.org.
- Aug. 29 A Sunset Safari, from 6:30 to 9 p.m., Chapungu Sculpture Park at Centerra, Centerra in Loveland. Cost: \$50. Registration Deadline: Aug. 15. Contact: Kim Mueller at 970-663-3500.
- Aug. 31 NoCoNet presents Cover Letters, from 8 to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. Contact: NoCoNet at noconetinfo@yahoogroups.com.
- Aug. 31 Fort Collins Chamber 22nd Annual Golf Classic, starting at 1 p.m., Fort Collins Country Club, 1920 Country Club Road in Fort Collins.

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- Cost: \$150, fee increases after Aug. 7. Contact: Haley Pfeiffer at 970-482-3751, ext. 103 or hpfei ffer@fcchamber.org.
- **Sept. 1** Front Range PC Users Group, from 7 to 9 p.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins.
- Sept. 2 Business Planning for Success, from 8:30 a.m. to noon, Key Bank Tower, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$40, \$45 at the door.
- Sept. 4 7 A Taste of Colorado, starting at 10:30 a.m., Civic Center Park, Colfax Avenue and Broadway in Denver. Cost: Free.
- **Sept. 9** The Community Foundation Profiles Luncheon, from 11:30 a.m. to 1 p.m., University of Northern Colorado, University Center Ballroom, 2045 10th Ave. in Greeley. Cost: \$30/individuals, \$350/table of 8. Registration Deadline: Please RSVP by Sept. 1. Contact: Lauren Weber at 970-

- 304-9970 or lauren@cfsgwc.org.
- Sept. 10 Right Start I Business Registration & Entity, from 7 to 9 a.m., Key Bank Tower, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$25, \$30 at the door.
- Sept. 10 Right Start Docs, from 9:30 to 11:30 a.m., Key Bank Tower, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$25, \$30 at the door.
- Sept. 10 13 Longs Peak Scottish Irish Highland Festival, from 9 a.m. to 5 p.m., Stanley Park, U.S. Highway 36 & Community Drive in Estes Park. Cost: \$20 advanced tickets, \$25 at the gate. Contact: Suzy Blackhurst at 800-44-ESTES970-577-9900 or sblackhurst@estes.org.
- **Sept. 11** McKee Masters Golf Tournament, starting at 8 a.m., Mariana Butte Golf Course, in Loveland. Cost: \$125/person, \$500/team. Contact: McKee at 970-593-6038.





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Spray it on! More time left in West Nile season

West Nile by the numbers

West Nile Virus was first identified in Colorado in 2002.

2002 – 14 reported infections, 0 deaths attributed

2003 - 2.947 infections. 63 deaths

2004 - 291 infections, 4 deaths

2005 - 106 infections, 2 deaths

2006 - 345 infections, 7 deaths

2007 – 576 infections, 7 deaths

2008 – 71 infections, 1 death

2009 - 3 infections, 0 deaths (As of Aug. 4)

SOURCE: U.S. CENTERS FOR DISEASE CONTROL

Wet summer brings lots of mosquitoes, potential for trouble

So far, so good.

Six years ago, a disease carried by mosquitoes called the West Nile Virus erupted in Colorado, with nearly 3,000 people across the state reporting infections and 63 dying from them.

The summer of 2003 was the year of the deadly mosquito bite, with public health professionals and local officials scrambling to figure out what to do as

the death toll rose.

Since then, spraying and public education programs have succeeded in dramatically reducing those numbers. And so far this year, fewer than a handful of infections have been reported and no deaths have occurred.

But whether this will be a low-infection or high-infection year for West Nile remains to be seen. Public health officials in both Larimer and Weld counties are reporting trapping mosquitoes that have tested positive for West Nile, and Weld County recently reported its second human case of West Nile Virus infection, out of three so far documented in the state.

There have been no human infections yet reported in Larimer County.

But the season is still young. The West Nile Virus infection season typically runs from late July into October, when cool temperatures send the insects into hibernation. By



HEALTH CARE Steve Porter

the end of August last year there had been 37 confirmed cases of human infection, but the state ended the 2008 West Nile season with 71 cases.

It might seem that a wet summer like this year's could be producing a bumper crop of potentially lethal mosquitoes. Well, maybe — but not necessarily, say local public health officials.

"There are probably more mosquitoes (this summer) but it's not a direct correlation," said Sara Evans with the Weld County Department of Public Health and Environment. "It has to do with standing water and temperature and other factors. It's very, very difficult to tell if it's going to be a bad year."

The worst year for WNV in Colorado — 2003 — was smack in the middle of an ongoing statewide drought.

Evans said mid-August is prime time for people to become infected but it takes up to two weeks after being bitten by a West Nile-carrying mosquito to get the first symptoms of the disease. Those symptoms can include fever, headache, muscle aches, vomiting, weakness or a

About 1 in 150 people infected develop a severe reaction to the virus, which can cause long-term neurological damage and even death. People over 50 are most likely to have a severe reaction to the WNV infection.

Jane Viste with the Larimer County Department of Public Health and Environment said she thinks the numbers of WNV cases have dropped since 2003 because of a heightened awareness of the disease, which first appeared in Colorado in 2002.

"People became very vigilant after that year," she said. "I can't say for sure why the (infection rates) dropped, but education has to be one of the reasons."

But Viste worries that Coloradans may be relaxing and letting their guard down this year after several summers with the exception of a spike in 2007 of lowered infection and death rates.

"People are dropping off in their use of repellants and starting to become complacent," she said. Viste recommends liberal use of repellants — especially those with DEET —and wearing long-sleeve shirts and long pants if the temperature permits when spending time outdoors.

She also offers a simple solution for keeping the mosquitoes away while relaxing on an open-air deck.

"Just use a fan," she said.

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



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Innovative thinking does more with less

Resources stretched thin? Reduce, reuse, recycle for results

Bilbo Baggins summed it up in "The Fellowship of the Ring": "I feel, thin. Sort of stretched, like butter scraped over too much bread."

Sound familiar? "Doing more with less" has been the mantra of the workplace since the 1990s. Workers are asked to do more work with the same, or even fewer, resources, and that often translates to working longer hours, giving up family



time, and, ultimately, creating burnout and cynicism.

The solution to this paradox has eluded organizations and individuals. We are facing a workplace whose expectations for performance are higher and more complex than ever before. Sadly, with the uncertain economy driving significant changes in the work place and many job losses, "doing more with less" has become the norm.

When I say everyone is stumped, I mean everyone. Organizations are mindful of the toll this is taking on employees, and responsible leaders want to find solutions. Yes, we need to do more with less. Not many people would disagree that we are in a new world. We are giving up beliefs such as "strive for perfection" or "start from scratch on every project."

Let's consider a retro phrase that may offer insight: "Reduce. Reuse. Recycle." This phrase was first used decades ago to focus action on the health of our planet. I have re-interpreted it within the context of thinking differently about how we get our expanding workload accomplished with fewer resources.

Let's start with "Reduce." Often the solution to any challenge or problem is to buy more stuff. The stuff could be more technology, software, tools, training, or supplies. What if we just used what we already have? Outlook, PowerPoint, Excel — to what degree are we using the software on our desktop today to minimize effort? I know I'm not fully utilizing the capabilities of my BlackBerry. How about you?

Next, "Reuse" also applies to our work habits. When you take on a new task or project, do you start from scratch or do you think about ways you might reuse previous work efforts and adapt them to the new task? With this approach, you have reduced the level of effort, while maintaining your level of quality.

Finally, how can you "recycle" or repeat a process to produce a successful result? Have you developed your tools and processes with repetition in mind? Do you employ generic tools and processes that can be relied upon to structure any task to move it forward quickly? Do you track hours to be able to estimate tasks with a high degree of precision? The process of creating repeatable processes has been the key to success in franchised businesses for decades. We know that McDonald's and Wendy's use repeatable processes to ensure consistency in the products they produce.

What will be required to make these three strategies work? What will each of us have to give up or change in order to adopt a "Reduce. Reuse. Recycle." work strategy? Here is a place to begin:

- Learn and collaborate. Assess your technology tools and get training on the components you are not using fully. There's online training out there, and much of it is free. Get a book. Seek out younger colleagues who may be more familiar with technology capabilities.
- Share, trust and build as a team. Talk with your teammates about how you might leverage each other's work products. Begin to collaborate on a more specific level. Let go of the old "not invented here" attitude that says, "If I did not create it from scratch, it is not good enough." Get over that. Trust your expertise and judgment knowing that you will improve on the previous product automatically.
- Technological assistant. Armed with new knowledge, make technology

your assistant. Change your routines in order to integrate new capabilities. In systems theory we know that a small change can make a huge difference for work products and performance. Outlook is rich with process improvement opportunities on a personal level.

■ Think of your work as an entrepreneurial effort. Seek ways to make your work processes generic and repeatable while being able to customize for different types of tasks. Think about the many seminars and workshops you have attended in the past and revisit that material. Share ideas and collaborate with your teammates.

"Reduce. Re-use. Recycle." can be applied in many ways. Consider ideas from past seminars that you may not have implemented, leverage the technological capabilities of the tools you already have and, finally, make your work processes repeatable. I know that these strategies work because I "systematized" my work. The results have been improved quality and quantity, an ability to manage my work hours and enhanced customer satisfaction.

You can do it. You have to do it! This is a key to work/life balance and a return to taking the stairs two at a time because you are excited to go to work.

Shirley Esterly is a master facilitator who assists her build sustainable practices. Her company, QuantumWest, is based in Greeley and she can be reached at sae@quantumwest.com.



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Most Innovative Companies





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1	HEWLETT-PACKARD CO. 3404 E. Harmony Road, Building 1 Fort Collins, CO 80525 970-898-3800/970-898-6725	174 191	N/A 1,800 (1)	Provides technology solutions to consumers, businesses and institutions globally. IT infrastructure, global services, business and home computing, imaging and printing.	N/A www.hp.com	Mark Hurd, President/CEO 1939
2	AVAGO TECHNOLOGIES 4380 Ziegler Road Fort Collins, CO 80525 800-235-0312/	30 30	N/A 600	Supplies analog interface components for communications, industrial and consumer applications.	support@avagotech.com www.avagotech.com	Dick Chang, President/CEO 2005
3	WOODWARD GOVERNOR CO. 1000 E. Drake Road Fort Collins, CO 80525 970-482-5811/970-498-3214	24 40	N/A 900	Designs and manufactures energy-control systems and components for industrial engines, turbines and power equipment across the world.	icinfo@woodward.com www.woodward.com	Tom Gendron, President / CEO 1870
4	AGILENT TECHNOLOGIES INC. 900 S. Taff Ave. Loveland, C0 80537 970-679-5000/	23 33	525 550 (1)	Measurement technologies and solutions for communications, electronics, life sciences and chemical analysis.	contact_us@agilent.com www.agilent.com	William P. Sullivan, President / CEO 1999
5	FIBERLOK & HIGH VOLTAGE GRAPHICS INC. 811 Stockton Ave. Fort Collins, CO 80524 970-221-1200/970-221-0200	15 6	85 70	Invents and manufactures proprietary, patented Lextra brand high performance flock-heat transfer graphics products for customers in six industries from apparel to injection molded plastics. Stickers, heat transfers, formable plastic films, MouseRugs and more.	brown@fiberlok.com www.fiberlok.com	Brown Abrams, CEO 1979
6	NATIONAL SEMICONDUCTOR CORP. 3800 Automation Way, Suite 100 Fort Collins, CO 80525 970-226-0500/970-226-6761	11 11	5,800 7,600	Creates energy-efficient, high performance analog devices and subsystems.	luann.jenkins@nsc.com www.national.com	Brian L. Halla, CEO/Chairman 1959
7	WATER PIK INC. 1730 E. Prospect Road Fort Collins, CO 80525 970-484-1352/970-221-8715	10 1	N/A 200	Designs, manufactures and distributes personal health-care products.	N/A www.waterpik.com	N/A 1962
8	HESKA CORP. 3760 Rocky Mountain Ave. Loveland, Co 80538 970-493-7272/970-619-3005	7 6	285 311	Advanced veterinary diagnostic and other specialty veterinary products; diagnostic blood analyzers, point-of-care diagnostic tests, vaccines, and other pharmaceuticals.	jennifer.orme@heska.com www.heska.com	Robert Burton Grieve 1988
9	OTTER PRODUCTS LLC 1 Old Town Square, Suite 303 Fort Collins, CO 80524 970-493-8446/970-493-1755	7 3	72 57	Innovators of protective solutions for mobile handheld technology.	info@otterbox.com www.otterbox.com	Curt Richardson, CEO 1996
10	LSI LOGIC CORP. 2001 Danfield Court Fort Collins, CO 80525 970-223-5100/866-574-5742	6 10	N/A 341 (2)	Semiconductors for the communications, consumer and storage markets.	N/A www.lsi.com	Abhi Talwaker, President 1981
11	HACH CO. 5600 Lindbergh Drive Loveland, CO 80539 970-669-3050/970-669-2932	6 1	N/A 550	Water-analysis systems and hydro lab instruments.	umueller@hach.com www.hach.com	Thomas Joyce, President 1947
12	COLORADO VNET LLC 619 14th St. SW Loveland, CO 80537 970-203-3700/970-203-3701	5 1	N/A 89	Manufactures systems for home automation and distributed digital audio and video.	info@coloradovnet.com www.coloradovnet.com	Bill Beierwaltes, CEO 2002
13	KODAK COLORADO DIVISION 9952 Eastman Park Drive Windsor, CO 80551 970-686-7611/	4 15	700 750	Consumer and commercial imaging products.	N/A www.kodak.com	Gary Bien, Site manager 1969
14	INTEL CORP. 4701 Technology Parkway Fort Collins, CO 80528 970-898-4295/719-273-1602	4 9	420 400 (1)	Semiconductor chip design.	N/A www.intel.com	Jerry Edsall 1968
15	LEXTRON INC. 620 0 St. Greeley, C0 80631 970-353-2600/970-356-4623	4 2	N/A N/A	Distributor of animal health products.	customerrelations@lextron-inc.com www.lextronanimalhealth.com	N/A N/A
16	ULTIMATE SUPPORT SYSTEMS 5836 Wright Drive Loveland, CO 80538 970-776-1920/970-776-1941	3 3	15 19	Stands and cases for musical instruments and gear including stands and cases for speakers, keyboards, guitars, and microphones. OEM products for the music industry.	webmaster@ultimatesupport.com www.ultimatesupport.com	Mike Belitz, Owner & CEO 1977
17	ICE ENERGY LLC 9351 Eastman Park Drive Windsor, CO 80550 970-545-3630/970-545-3634	2 1	55 55	Energy storage solution for peak demand reduction for utilities.	IceInfo@ice-energy.com www.ice-energy.com	Frank Ramirez, CEO 2003
18	RLE TECHNOLOGIES 104 Racquette Drive Fort Collins, C0 80524 970-484-6510/970-484-6650	1	19 16	Electronic assembly, research and development, industrial control equipment, leak detection, Web-based monitoring, alarm notification, integrated hardware, custom products and instrumentation.	sales@rletech.com www.rletech.com	Mike Orlich, President 1984
19	GROFF AG P.O. Box 990 Wellington, CO 80549 877-568-9816/970-568-3684	1	7 4	Minimum-till and no-till planter attachments.	winickfarms@cowisp.net www.groffag.com	Allan Winick, President 1992
20	DAIRY TECH INC. 352 N. Shores Circle Windsor, CO 80550 970-674-1888/970-686-5871	1	5 5	Development, manufacture and sales of pasteurizers for improved dairy bio-security. Innovative system for colostrum management and feeding just released in 2009.	biosecure@dairytechinc.com www.dairytechinc.com	Wyman Nielson, President 1999
21	BAE SYSTEMS, CONTAINER SOLUTIONS 19750 Weld County Road 7 Berthoud, C0 80513 970-532-2268/970-532-2269	1 0	176 150	Container solutions for aerospace and military applications.	rob.carr@baesystems.com www.baesystems.com	N/A 1994
22	ADVANCED MANUFACTURING TECHNOLOGY 3920 Patton Ave. Loveland, CO 80538 970-612-0315/970-612-0320	1 0	60 100	Empty container conveyance systems.	rfq@amtcolorado.com www.amtcolorado.com	Luanne Mullen, President / CFO 1996
23	VALUE PLASTICS INC. 3325 S. Timberline Road Fort Collins, C0 80525 970-267-5200/970-223-0953 includes Larimer and Weld counties, and the city of Brightor	1 0	N/A N/A	Manufacturer of precision low-pressure fluid management products for healthcare OEM and other demanding applications.	sales@valueplastics.com www.valueplastics.com a responses to Business Report survey researchench con	N/A 1968

Region surveyed includes Larimer and Weld counties, and the city of Brighton. NJA-Not Available. Figures provided from research with the U.S. Patent and Trademark office for patents issued in Larimer and Weld counties from July 1, 2008-June 30, 2009. For locally based national companies, patents from all locations have been considered; for non-locally based national companies, only patents associated with local operations have been considered. (D) Business Report estimate (2) From www.ncedc.com To be considered for future lists, e-mail research@ncbr.com

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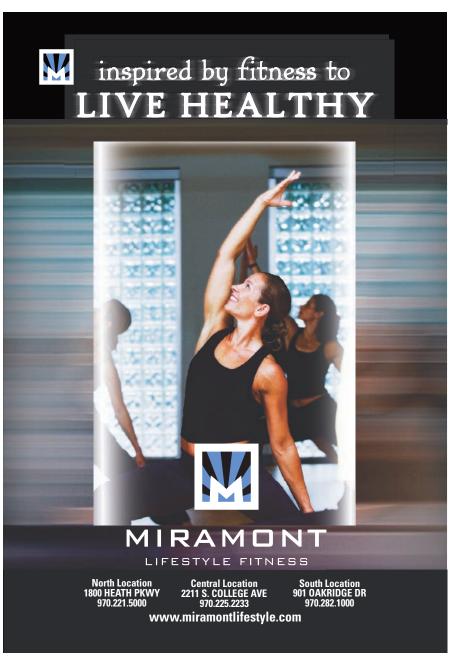
Largest Telecommunication Firms With local operations, ranked by statewide employees

RANK	PREV RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES 2009 EMPLOYEES 2008	REVENUES 2008 REVENUES 2007	PRODUCTS/SERVICES	E-MAIL WEB SITE	PERSON IN CHARGE TITLE YEAR FOUNDED
1	1	QWEST COMMUNICATIONS 215 E. Foothills Parkway Fort Collins, CO 80525 970-206-1538/	8,200 8,836	\$13,500,000,000 (1) \$13,800,000,000	Residential: high-speed Internet, home phone, Verizon Wireless, and DIRECTV services. Business, government agencies, wholesale customers: network, data, and voice services.	N/A www.qwest.com	Edward Mueller Chairman and CEO 1995
2	2	COMCAST CABLE 1201 University Ave. Fort Collin, CO 80521 800-266-2278/	4,500 4,500	N/A N/A	High-speed Internet service, digital phone, digital cable, ON DEMAND and HDTV programming.	N/A www.comcast.com	Amy Lynch Interim general manager - Northern Colorado 2003
3	6	SKYBEAM 320 Gateway Drive, Unit A Berthoud, CO 80513 970-372-2824/970-797-0119	115 60	N/A \$8,543,886	High-speed Internet access and digital phone service.	info@skybeam.com www.skybeam.com	Scott Perich General manager 2003
4	3	3T SYSTEMS INC. 999 18th St., Suite 2100 Fort Collins, CO 80525 970-229-5888/970-229-5895	80 80	N/A N/A	IT consultancy offering application development and integration, imaging/workflow, unified communications solutions, core network infrastructure and security.	inquiry@3tsystems.com www.3tsystems.com	Wray Smith; Eddie Speir; Ciaran Dwyer COO; CEO; CFO 1994
5	5	US CABLE 266 Basher Drive, Suite 4 Berthoud, CO 80513 800-480-7020/970-587-4208	45 40	N/A N/A	Cable services to business & residential. Cable TV, high-speed Internet & digital phone. Fiber optic connectivity & point-to-point solutions.	request@co.uscable.com www.uscable.com	Dave Kavanagh State manager 1975
6	4	FRII 3350 Eastbrook Drive Fort Collins, CO 80525 970-212-0700/877-629-6627	42 50	\$5,800,000 \$5,700,000	Internet service provider, custom Internet communication structures using: wireless mesh network, high-speed broadband, fiber, VoIP, spam and virus filtering, e-mail vaulting, Web design and hosting, colocation, Internet security, TI - OC12 and beyond.	business@frii.com www.frii.com	William (Bill) N. Ward CEO 1995
7	11	TELECO OF THE ROCKIES 1001-A E. Harmony Road, Suite 140 Fort Collins, CO 80525 970-282-7500/970-282-1264	31 31	\$4,200,000 (2) \$960,000	Telephone systems, ShoreTel, NEC, Toshiba, Avaya, and ESI.	wporter@telecofc.com www.telecofc.com	Will Porter President-Ft. Collins 1995
8	8	CONNECTING POINT 2401 17th St. Greeley, CO 80634 970-356-7224/970-356-7283	26 24	\$7,096,418 \$6,865,000	Network integration, remote managed services, network security, unified communications (VoIP), technical outsourcing, product sales.	esales@cpgreeley.com www.cpgreeley.com	Ted Warner President 1985
9	7	H & H DATA SERVICES INC. 1310 Webster Ave. Fort Collins, CO 80524 970-482-6064/970-484-3252	25 25	N/A N/A	Certified copper and fiber optic structured cabling system installation for voice/data/video applications. Outside plant cable installation. Paging, camera, access control and A/V systems.	barb@hhdataservices.com www.hhdataservices.com	Joe Hehn; Barbara Kawczynski Vice president; Sales manager 1992
10	NR	VISTA SOLUTIONS CORP. 2619 Midpoint Drive, Suite F Fort Collins, CO 80525 970-212-2940/970-212-2950	16 15	\$6,046,888 \$7,341,086	Full-service IT partner, offering business-class technology; unique and customized hardware, software, and services.	info@vistasolutions.net www.vistasolutions.net	Linda Vomaske Owner 1992
11	10	NORTHERN COMMUNICATIONS GROUP INC. 372 Mountain View Road, Suite 8 Berthoud, CO 80513 970-484-5000/970-344-1124	14 18	\$2,350,000 \$2,300,000	Veteran-owned systems integration company and VAR providing computer systems, IT networks and security. IT help desk services, wireless networks, unified communications, phone systems, VolP, structured cabling, surveillance systems, telecom service and support and carrier services for business and government clients in Colorado and Wyoming.	sales@ncgcorp.com www.ncgcorp.com	Randall Byrd Director of sales and marketing 1995
12	NR	CHOICE CITY TELECOM LLC 5550 Corbett Drive Suite, A-3 Fort Collins, CO 80528 970-416-1963/800-781-9851	7 7	N/A N/A	Telecommunications and networking solutions, low-voltage cable solutions, business telephone systems, Data Center certified professionals, VoIP solutions, Cisco device configuration, carrier services, troubleshooting and call center solutions.	wcarb@ChoiceCityTelecom.com www.ChoiceCityTelecom.com	William Carbaugh President 2004
13	NR	RC TELECOM INC. 6250 W. 10th St., Suite 1 Greeley, CO 80634 970-356-4572/970-352-5004 ludes Larimer and Weld counties, and the city of Brigh	5 4	\$369,452 \$469,374	Avaya, Comdial, Iwatsu, NEC, 3com and structured cabling.	paulaj@rctelecom.com www.rctelecom.com sed upon responses to Business Report survey re	Paula Johnson; Steve Johnson Owners 1991

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

Region surveyed includes Larimer and Weld counties, and the city of Brighton. N/A-Not Available.
NR-Not ranked/no previous rank.
Companies that have not provided ranking data are listed alphabetically.
(1) Reflects revenue from national operations
(2) Includes Denver operations.





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ARTS, from 13A

Program and FC Utilities - Electric, uses art to transform alleys and less visible areas of the city into beautiful and pedestrian-friendly spaces. The murals painted on plain transformer boxes also combat a perennial urban problem:

Kraig Bader, electric standards engineering manager for Fort Collins Utilities, initiated the idea of a mural project. "It was one of those incremental things that slowly dawns on you. We have about a 24- to 48-hour turnaround (for graffiti abatement) and we don't get much time to consolidate trips."

One transformer box might be tagged two or three times in a month, which costs the city upward of \$700 to remove. There are some 3,000 visible boxes in the city, so the cost of abatement is potentially enormous.

"It seemed to me the best way to deal with the problem is avoid the problem. Plus I have a soft spot for local art," Bader said with a laugh.

Working with Art in Public Places, the utilities department developed a program in which artists work with a team from the city to develop art for the transformers.

"We select the artists, not the artworks," explained Ellen Martin, visual arts administrator at the Lincoln Center. "The art comes about through a collaborative process, and the teams change all the time."

Once APP approves the final designs, artists hit the streets to transform the transformers into what Martin calls, "little jewels in the alleys."

Visual parameters for the murals include "busy, active designs so you don't have big blank open spots for people to tag," Bader said. "It's like reverse

camouflage."

Wandering through Old Town, a viewer finds various brightly pattered designs and motifs. Barry Quinton Lee's mural in the alley behind 616 S. College Ave. evokes patterns from Native American textiles. The composition of Chris Bates' mural behind the Museum of Contemporary Art shows a windmill against a swirling sky reminiscent of Vincent Van Gogh's Starry Night.

"The cost of each transformer mural is relative to the area of the painting," Martin said. "But an average large single cabinet costs about \$1,100."

This investment has a number of benefits. Cabinets with murals are rarely tagged with graffiti. Artists working on the boxes have direct contact with the public, and the murals have literally changed the physical and artistic landscape of the city.

The Transformer Cabinet Mural project has also gained national attention as a model for public art. In 2008 Martin and Bader presented the project, which they called "The Power in Art," at the National League of Cities' City Showcase in New Orleans.

"The City Showcase is an annual exhibition of successful, creative programs from cities and towns across the country," Martin said. "The Transformer Cabinet Project was selected to have a booth at the conference and represent Fort Collins. The reception was great. I'm still getting calls nationally, and the interest is twofold. Towns are looking for a solution to the graffiti problem, and at the same time they love the idea of bringing art into the community."

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.

PVHS, from 1A

Robinson said PVHS is seeking "a partner that can think in the future and think out of the box."

In July, PVHS issued requests for proposals from firms that have "experience in long-term, visionary master planning and design of health-care facilities." The selected firm will help PVHS develop a "long-term vision, business strategy and master plan for health care services and facilities," including the MCR campus, the Harmony outpatient campus and the PVH campus that addresses its "land and zoning constraint in this landlocked environment."

PVH, located at 1024 S. Lemay Ave., in April opened a new 700-space parking garage and a new \$12 million, four-story nedical office building in partnership with the Women's Clinic of Northern Colorado and Associates in Family Medicine.

The expansion was built on land owned by PVHS directly across Lemay Avenue from the hospital, which is nearly surrounded by residential neighbor-

Robinson said eight proposals were received by the July 31 submission dead-line. He said a "very comprehensive review team" comprised of PVHS administration officials, business development staff, physicians and others will review the proposals and choose a firm to

"We'd love to have one hired by the end of August and have a partner on board by September," he said. ROBINSON Robinson said the



proposals and firm names are not yet being made public.

PVHS wants the selected consultant to produce a plan for its board of directors by April 2010, Robinson said.

The selected firm is expected to prepare up to three alternative master plan studies for existing PVHS campuses "and potential sites that incorporate overall land use, future land acquisition needs, circulation concept, vehicular and pedestrian circulation patterns and rec ommendations on the use of existing buildings, spaces and facilities," according to the PVHS RFP.

Robinson said he did not yet know how much will be budgeted for the consultant study.

The 15-year master plan will not be a set-in-stone document, he noted.

"It'll be a guide," he said. "We know the health care climate now is very dynamic and we need to position ourselves for what we know and what we anticipate happening in the future."

"The economic health of the state depends on strong universities."

Joe Blake, chancellor Colorado State University system

CSU, from 2A

question?

Blake: The economic health of the state depends on strong universities. If we want to compete and grow, to attract corporate headquarters, we need to be able to supply an educated workforce. A university or a community college is also an important local financial asset. The community college towns understand the value of such an asset because its presence is tied directly to property values. When you see value, you give support. So my job is to shine a bright light on the value higher education creates.

NCBR: What does CSU have that can bounce light?

Tony Frank: We are a land grant university, and one of our missions is to get ideas out to the public for use by the public. And if we are going to get our research out for use in the market, we need to invest in best practices for technology transfer. To that end, we are investing in the concept of the Supercluster. Superclusters go beyond the simultaneous conducting of interdisciplinary research in the specific areas where Colorado State already excels and getting ideas to a ready market. They produce a synergy that can lead to greatness. The patented products created for the benefit of society are part of the return on the public's investment in the university.

NCBR: So far, the Superclusters have focused on cancer research, infectious disease and clean energy. Are those in the Humanities concerned that the science and technology Superclusters thrive at their expense?

Frank: I see that as a false dichotomy. CSU grew up as an A&M (Agriculture and Mining) institution, and from the beginning less investment was made in the humanities and social sciences, more in the sciences and agricultural extension. But students come here wanting to transform their lives, and we must offer them the broad education that goes beyond preparing for a career. The goal is balance, but we need to look to our strengths. I think that in introducing the Superclusters internally, we used the wrong language. We made it sound so much like business, we failed to communicate the point that we do this research and get it out to the public for the benefit of society as befits a land-grant insti-

NCBR: Both of you were on the road for the month of July visiting CSU's agricultural extension offices. What have you

Blake: The extension service is the link between the university and the citizens of state, and if our constituents don't see someone out there, they may believe that there is nothing going on. My job is to be visible and to communicate to all our constituencies the value of CSU.

NCBR: Dr. Frank, you served as interim president/chancellor after President Penley resigned. How would you compare your old job description with your

Frank: First of all, Joe becomes the face of Colorado State University and keeps the two campuses (in Fort Collins and Pueblo) out of unhealthy competition. The two universities have very different missions. Having a chancellor who is not the president of CSU-Fort Collins takes care of that burr. Some people think that separating out the chancellor's job from the president's job diminishes the president's status. But I would rather have two outfielders instead of one, and three would be ideal.

NCBR: Can you describe what it was like to be the lone outfielder?

Frank: I was six months in the old structure, which meant that I was going back and forth to Denver sometimes

three times in the same day. I was stunned by the scope of it.

Basically, there were three major jobs. The first one is in Denver developing good relationships with the circuit of activity going on there. It isn't just the legislators but all the people who talk with and influence the legislators that comprise that circuit. The system is a \$1 billion state entity and needs a strong presence. CU has had it; we did not.

Blake: My job in Denver is to be actively meeting with representative statewide entities and to create better alignments, to knit together the educational community of Colorado and to promote that outreach conversation I mentioned.

Frank: The second job is oversight of the CSU campus, which is an \$800-million-a-year operation with 6,000 employees, 1,000 faculty and 25,000 students. If you're not around and present on campus, you don't have the platform to speak to this constituency.

Blake: My job here is to highlight the leadership of the campuses and to make sure that there is a lot of support for them. Both Tony and Joe Garcia in Pueblo are extraordinary leaders. It's a big outfield to cover, and like outfielders we have to be able to move quickly and understand who is going to cover what.

Frank: The third full-time job is off campus, working with extension services and staying connected to alums. We have never positioned the school to conduct a campaign to raise funds for the universi-

Blake: There are 43,000 alums in the Denver metro area alone. And they are just waiting to be included in the excitement that surrounds CSU. We need to ensure the access and affordability that define great land-grant institutions. We are on a mission.

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"We'll start spending money in September for ads next year."

Ken Larson, chairman LMD board of directors

ESTES, from 7A

ter collections should be known by mid-

"It's way too early and it's the first year in the district" to project what the year's actual revenue will be, said Scott Webermeier, secretary/treasurer for the LMD.

"We haven't really even started," added Ken Larson, chairman.

Webermeier and Larson are among the seven volunteers — all from the private sector — selected last fall by a joint committee of representatives from the town of Estes Park, Larimer County and area residents to serve on the public/private LMD board of directors.

To Larson one of the biggest surprises was that the board's meetings would be covered under the state's openmeeting laws.

sunshine laws," Larson said. He said now when two people on the board talk, outside of meetings, it's OK, "but when three of us talk together it is a public meeting."

"Sunshine" laws are imposed on public entities — like town boards — that force all decision making into public meetings.

Crunch time coming fast

And crunch time for decision making is coming hard and fast, since the busiest season for the town is half over and 2010 is less than five months away.

The LMD already has bills — one for \$19,000 from last fall's election and another \$17,750 for an early report on the LMD by consultant Hannah Marketing Group Inc. of Greenwood Village. One recommendation from the consultant was a study of year-round

could cost another \$25,000.

Webermeier said in the past studies of who visits Estes Park typically focused on the summer months. He said a 12month visitors study will "find out who and why they are coming here" even in the off-seasons.

The LMD and employees from CVB have already started reviewing the consultant's marketing plan. By late September the LMD has to have an operating plan to the town of Estes Park and Larimer County.

"We'll start spending money in September for ads for next year," Larson

Other marketing recommendations include retaining a branding company to develop a brand identity and personality for Estes Park and quantify visitor spending by segment and season.

Larson said the LMD may focus on groups to try and increase traffic in the off-season.

According to David Habecker, owner of the Appenzell Inn, in the past, people might complain that it was the town's fault, when business was off.

"So now (with the LMD) we have no one to blame but ourselves if we can't get it done," he said.

The actual work of marketing Estes Park, which draws about 3 million visitors a year, will be done by the four town employees who have being doing the marketing for years as part of the convention and visitors bureau. Although working for the LMD, the four will probably be paid by the town.

Since the LMD is taking over the marketing function, and paying for it through a new and separate funding source, the town frees up about \$830,000. The town will probably use those funds to support tourist-related infrastructure.

Estimates put the number of "pillows" in the district's approximately 156 properties at 11,000, according to Larson. Although the biggest "pillow" owner is the YMCA, which owns the Estes Park YMCA Center of the Rockies, most visitors stay at smaller places, such as the 19-unit Ponderosa Lodge or the 34-room Appenzell Inn.

Revenue down

Like everywhere, revenue is down in Estes Park, and this is the second year in

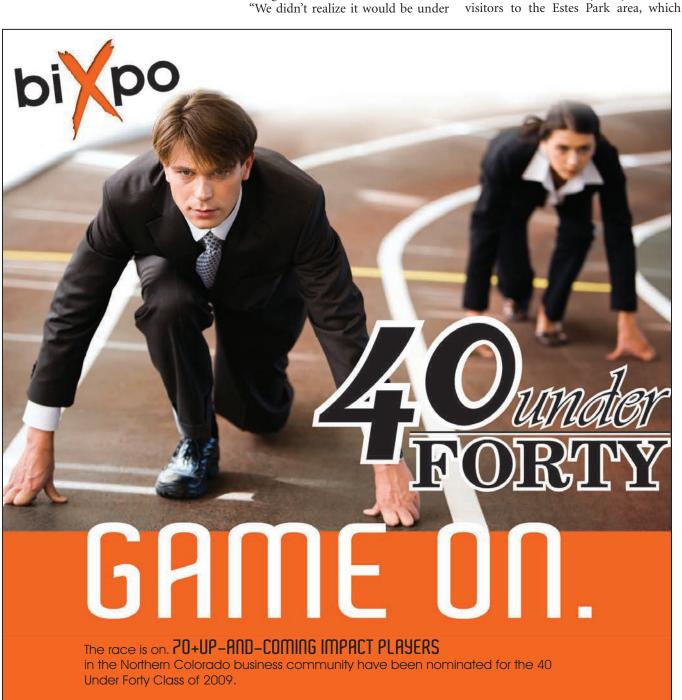
In 2008, sales tax revenue dropped slightly, less than 1 percent, to \$7.183 million. Through the first five months of this year Estes took in \$1.728 million compared with \$1.754 million in the same time frame of 2008, a drop of 1.5 percent.

Jim Tawney, owner of the Ponderosa Lodge, called 2008 "a devastating year." He noted that business is up a bit this year, "but it's not like the old days, when the 'vacancy' sign was never on from June to September."

Rocky Mountain National Park, the biggest draw for Estes Park, is slated to have three admission-free weekends this year, the final one set for Aug. 15 and 16. The first two showed an average increase in visitors of 30 percent compared to the same weekends in 2008.

Suzy Blackhurst, communications officer for the CVB, said that first free weekend showed a 57 percent increase in traffic through the Estes Park visitors center compared with a year earlier; the second free weekend showed almost a 2 percent increase.

Considering the economy, "we are not complaining about the numbers," she



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RIVERWALK, from 1A

he said. "So we decided to limit the development by taking half of it off the table."

"We're entering the contract for water supply purposes," Atteberry said. "We've been looking for property and this really would be advantageous for the city's water utility and for Jay Stoner."



ATTEBERRY

Under the proposed agreement, Stoner would temporarily drain the unnamed reservoir, which would then be dug out and deepened to be able to hold 1,500 to 2,000 acre-feet.

The dirt removed from the reservoir would be hauled to the northern portion of the Riverwalk property where Stoner would use it to re-landscape the area and bring it above the floodplain.

'So it's a win-win," Stoner said. "The city gets a reservoir and we get some dirt that makes (the remaining site) totally buildable versus what it is now."

Deal hinges on storage

According to the proposed purchase contract, Stoner would have until Sept. 10, 2010 to develop the additional water storage or the deal could die.

"If he's not able to deliver water storage of a certain size, we're out," Atteberry said.

Stoner said he has "no doubt" that the additional storage can be created. "It should take four to six months to do the dirt work," he said. "By the summer of 2010 we should be able to see the fruits of that labor."

John Stokes, Fort Collins' natural resources department director, said the arrangement works well because having Stoner move the dirt saves the city money.

"The maximum we'll have to pay is (the purchase price of) \$5.8 million," he said. "If we had to move that dirt ourselves it would cost about \$8 million."

Stokes said the city owning the property also creates the possibility of linking trails to Fossil Creek and Eagle View Natural Area, among others. "It'll be a major trail connector for us," he said.

Dennis Bode, Fort Collins' water resources manager, said the Stoner property is well situated to fit into the city's overall water system. "We need to be able to manage the timing of some of our effluent that comes out of the water reclamation facility just upstream from that property," he said.

Bode said normally the city looks for storage upstream of its STONER facilities, but for man-



aging water put back into the Poudre River, the Stoner reservoir works well.

'It's kind of on the tail end of things, but having it there helps us manage the effluent and get it back into the river at the right time," he said.

Bode said the deal calls for the city to spend about \$2,750 per acre-foot, a good price for the region. "As you look around at other gravel pits in the area and along the South Platte, certainly we think \$2,750 is a competitive market price," he

Atteberry said the funds to purchase the Riverwalk parcel will come from the city's water utilities fund and its open space natural areas tax.

Once controversial

The proposed Riverwalk project which is still moving through Fort Collins' annexation process — created tensions between Fort Collins and Timnath in 2008. After Stoner met resistance from Fort Collins, he shopped the project to nearby Timnath, which expressed willingness to annex the area west of I-25.

After much heated discussion, both cities turned to a state-sponsored mediator and finally reached an accord last January. Under the agreement, I-25 was formally recognized as the boundary for both cities, with any future Riverwalk project to remain in Fort Collins.

For its part, Fort Collins agreed to pay Timnath up to \$2 million for a floodcontrol project to help protect the growing town, which earlier this year opened a new Wal-Mart store at the northeast corner of the Harmony Road/I-25 inter-

Stoner said he remains committed to developing a Riverwalk parcel at the Harmony/I-25 interchange, albeit a smaller version of the project originally envisioned.

"That's a reality, and we're excited about it, actually," he said. "If there's one thing that I keep hearing it's there's a demand to do a mixed-use, transit-oriented development at that intersection."





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COMMENTARY

EDITORIAL

Where Peter and Paul get the cash for their clunkers

No publication likes to run corrections, but the clarification in the last Business Report was instructive.

The newest members of our Congressional delegation were so proud of bringing home some bacon from the American Recovery and Reinvestment Act that they announced a grant for smart-grid research as if it were new money. The good folks at FortZED pointed out that the federal stimulus award was to fulfill commitments previously made by the Department of Energy. Nothing new was being stimulated, just funds being moved from one pocket to another to cover the check before it bounced.

Which brings us to Cash for Clunkers, unendingly referred to as "successful" by broadcasters. Anyone past high school knows that only on TV is "wildly popular" the same as "successful." Everywhere else success is usually measured by how well something meets its intended goals.

What exactly were the government's goals in slapping a \$4,500 bounty on cars never designed to get more than 18 miles to the gallon and deputizing auto dealers to round 'em up?

Aside from yet another boost for the auto and financial industries, which still haven't used their multibillion-dollar direct handouts to get back on their feet, Cash for Clunkers is all about saving the planet, they say. Once we get the evil gas-guzzlers off the road, we give their engines the final solution — of sand and water — while their former owners tool away with a new car loan in a fuel-sipping hybrid, or a Ford Focus.

With the latest \$2 billion infusion, the program is to continue through Labor Day, so final results aren't in. But dealers should have a couple of impressive months, as taxpayers ran through the initial \$1 billion in about a week and thousands of consumers climbed out from behind the wheel of SUVs and pickup trucks.

These are the very vehicles that Detroit lobbied mightily to exempt from fuel-efficiency standards in the first place, then used their popularity as an excuse not to research further improvements — until gas hit \$4 per gallon and they'd already driven into the

Will Cash for Clunkers jumpstart the industry into running on its own again? Or is it simply an unsustainable inventory reduction ahead of higher fuel standards required in two years?

Either way, it ultimately lets the planet down. Two-thirds of the funding was pulled from a DOE program that guarantees loans for research into alternative and renewable energy.



"I don't think he's getting back on his feet anytime soon.."

Cash for Clunkers stimulus program works for economy

When it comes to the federal stimulus package, it's often seemed to a skeptical public that billions of tax dollars were sucked into a black hole, with nothing to show for their investment. Not so when it comes to the so-called "cash for clunkers" program, officially known as the Car Allowance Rebate System.

While costing just a tiny sliver of the total amount of the overall stimulus package, CARS has produced immediate and dramatic results. So much so, in fact, that the Obama administration and the U.S. Congress were caught off guard and had to



GUEST COLUMN Tim Jackson

supplement the \$1 billion program. Coming during the longest and most severe downturn in automobile industry history, this was just what the economy needed in order to stem the tide of massive job losses and start turning the corner toward positive results.

Nationally, about 900 franchised dealerships closed in 2008, reducing the U.S. total to about 19,000. Another 1,100 dealerships are expected to close in 2009. Closer to home, five Colorado dealerships closed in 2008 and 19 dealerships in the state have already closed so far this year.

According to an analysis of the economic impact of new vehicle dealers on Colorado in 2007:

- The automobile retailing industry generated a total of nearly 30,000 jobs in the state, with the average dealership providing jobs for 73 people.
- Colorado residents earned more than \$1.5 billion as a result of automobile dealership operations.

■ Colorado automobile dealers (through taxes collected or paid) generated more than \$418 million in revenue for the state and local governments. In fact, sales of new and used cars, as well as parts and service, are the single largest source of sales tax revenue for almost every state, city and county government nationally.

■ Colorado dealerships contributed over \$6.1 million to charitable causes.

But like the best stimulus programs, the cash for clunkers initiative has benefits that extend far beyond the economy. By getting older gas guzzlers off the road, it's helping the nation breathe easier, both literally and figuratively.

The program is designed specifically to get drivers into more fuel efficient vehicles and it is working. A U.S. Transportation Department analysis shows that through Aug. 1, cars sold under the program averaged 25.4 miles per gallon, a 61 percent increase over the 15.8 mpg average of the trade-ins, according to Automotive News. Besides saving drivers money at the pump, that means that the nation is becoming less dependent on foreign oil.

Furthermore, carbon emissions – which have been tied to global climate change – are commensurate to a vehicle's fuel economy, so cars that get more miles per gallon emit less carbon. Today's new cars are up to 99 percent cleaner than cars of just 15 years ago.

Could the CARS program have been administered better? Absolutely. The unforeseen popularity put a strain on the systems, although the resulting problems primarily fell on the shoulders of dealers, not consumers.

Cash for Clunkers has proven its value — to the economy, to the environment, to Colorado — and it deserved to be continued.

Tim Jackson is president of the Colorado Automobile Dealers Association.

PUBLISHER

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LETTERS TO THE EDITOR

Real estate group promotes clean environment, green jobs

(NCBR, July 17-30, 2009)

I am not hands off uranium mining in Weld County. I am an active, vocal opponent of this project in Northern Colorado. This project is detrimental to property values, health and safety of citizens and water. I have had petitions signed, spoken to the Greeley City Council, spread the word through community talks, and brought the topic of water safety to the Greeley Area Realtors Association during a presentation from PowerTech. Needless to say, this was akin to putting myself in front of a firing squad. Uranium mining needs to be prevented.

> Hollis Berendt HollisSellsHomes@comcast.net Greeley

Be careful who you share your dreams with

(NCBR, July 17-30, 2009)

Great observations. The line between constructive criticism and nay-saying can be fine. Folks in my field — law can easily snuff the entrepreneurial spirit when our job is to provide guidance and constructive support. Instead of antipreneurs, new and existing business owners need lighthouses.

> Jim Thomas www.nofunnylawyers.com Denver

Dairy generates pollution complaints

(NCBR, July 30-Aug. 13, 2009)

Thank you, Steve Porter, for listening to our concerns regarding Johnson Dairy, and for accurately reporting those concerns. All of us who live near the dairy have consistently been dismissed by Weld County when expressing those concerns over the past few years. It should be noted that John Johnson has never met with any of us to correct issues. He has sent his attorney around the neighborhood with the apparent intent to intimidate and silence the concerns. Odors are the least of the southern and eastern neighbors' problems. We are all hoping that the County Commissioners will at least listen to what we all have to say when the public hearing is held Aug. 19.

> Debbie Warehime Eaton

Since this dairy farmer is described as attempting to comply with regulations, ordinances and Federal laws at issue, it sounds to me he is increasing operations to help improve his profits so he can comply with fines and penalties issued so he can continue to pursue his American dream. I find it very offensive for neighbors who moved there after this feedlot/dairy business was established, trying to dictate, yes, dictate what this dairy farmer can do and not do. The dairy farmer's rights are being violated, seriously, and someone should look into that matter.

> Mary Hall Lumberton, NJ

Solix Biofuels begins large-scale algal oil production

(Business Report Daily, July 23, 2009) What is "large scale?" 3,000 gallons times 2 acres/year = 6,000 gallons/year =

200 barrels of oil/year, or less than one

barrel per day. It's nothing for fuel production, but oil in this quantity is good for production of cosmetics, fish-food, etc. More relevant for fuel production are quantities like 1 million barrels/day. Then you need more then 2 million acres of land. And how about EROI and the problem of contamination?

> Han Neumann Curacao

If the facility is in the desert, where's the water coming from? What's the actual EROI on all of this? The CO2 capture, the pumping of water in to a desert area, the electricity required to run water pumps, etc.

Pipe dream, guys.

Peter Coupland

NCBR poll watch

Are you revved up for the Cash for Clunkers car trade-in program?

Going to trade in my clunker.

2%

Happy with my ride.

61%

Program is too complicated.

8%

My hoopty doesn't qualify.

27%

These results reflect responses to the online poll at www.ncbr.com July 27 through Aug. 10.

POLL COMMENTS

Editor's note: Tell us what you really think by voting in our online poll then leaving detailed comments at www.ncbr.com

Are you revved up for the Cash for Clunkers car trade-in program?

What happens when the money finally stops flowing to this program? How are they going to explain away the enormous drop in car sales that we'll see at that point? This is nothing more than smoke and mirrors.

Mark Rigley

Next question:

What concerns you most about health-care reform? Answer now at www.ncbr.com. Responses will be accepted through Aug. 24.

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Questions regarding the Environmental Stewardship Awards should be directed to Doug Ryan, Health & Environment Department, 498-6777

DEVELOPMENT, from 3

place on July 15. The town started looking into developing a fee-incentive program following the adoption of its Economic Development Strategic Plan, which mandated that the board work with local businesses to evaluate the existing fee structure.

"We've had the good fortune of having some strong retail sales tax," said Sheryl Trent, community and economic development manager for Evans.

As with everywhere else in the nation, though, the construction industry continues to struggle. According to Trent, the program is a gesture expressing that the town wants to support business.

"We think it sends the message that Evans wants to work (with its residents)," she said.

Most permit and plan fees have been reduced by half for all residential and commercial improvements and new builds for an average savings of about 10 percent per project. The only fees not reduced were the impact fees, which pay for public improvements and infrastructure.

"We didn't reduce those because we thought that was probably not a good long-term plan," Trent said.

So far, the town has seen a slight increase in remodeling projects, while larger projects are holding steady. But Trent explained that the program was not necessarily meant to increase activity as much as to give homeowners and builders a bit of a break.

"We did not anticipate a change in the number of building permits," Trent said. "If it happens, that's wonderful."

The program will be in place through

the end of the year, with an evaluation this fall. Trent said it could be extended as is, reformulated or just ended.

Loveland reduces multifamily fees

Loveland's program, adopted on July 21, reduces capital expansion fees for multifamily units by 61 percent, excluding the fees for streets. The reduction will be in effect through December 2010.

"Basically, it brings (our fees) in line with Fort Collins," said Betsey Hale, business development manager for the city of Loveland.

Hale said there was an earlier proposal for an across-the-board decrease, presented by Loveland developer McWhinney, that was not approved.

"This became an alternate to that," Hale said of the adopted resolution.

Not all Northern Colorado municipalities are adjusting their fee structure. Fort Collins has not considered it, and Greeley decided against it.

"We've certainly been attentive of what Denver and others have done," said Becky Safarik, Greeley's community development director.

Greeley compiled a short study of initiatives in other municipalities and found building permits for home-improvement projects were free for Denver residents during two weeks in June. Hundreds of permits were issued during the "Home Renovation Bonanza" — about twice the normal rate.

"We didn't see any value in doing it," Safarik said. "At this point, the council hasn't authorized it."

Instead, she explained, Greeley will continue to work with businesses and developers on a case-by-case basis to determine if there is any kind of incentive that would be appropriate.

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DIESEL SERVICES, from 3A

cal nursing license. But the opportunity to start a new business with a partner, Charlie Kramer, led to the founding of Diesel Services of Northern Colorado in 1998.

Kramer had been service manager for Weld County Garage's truck sales and services center before it closed, and the two decided to open a truck services business "because there weren't too many."

But a lifetime of working in a fumefilled environment led Kramer to leave the business solely to Snyder. "When he got allergic to trucks, it fell into my hands," she said.

The business continued to thrive, until Snyder decided to follow through on her desire to be a nurse and sold it in 2006. She became a home-care specialist for three years "and I loved it."

"I've helped 13 people die at home," she said. "It's very rewarding, and I still have a few that I still take care of. Other people have kids — I have old people."

Second time around

But the new owner could not make the repair business succeed. "He said he didn't want to do it anymore," Snyder said. "The bank said make us an offer, and I did, and they took it."

That was in April, with the recession in full swing. Snyder said one good thing that's come from the economic downturn is the availability of a talented employee pool from which to hire.

"I've got the best staff I've ever had,"

She said diesel mechanics must be versed in many skills. "They're plumbers dealing with hydraulics, they're computer geeks, they're electricians — all in one trade. That's a very special type of person and hard to find."

Kramer, her former business partner, said Snyder succeeds because she attends to every detail of the business. "I think she's more organized than any man ever would be," he said. "She's very precision-oriented. There's nothing that slips through the cracks there. She pays attention to the whole picture."

Kramer said Snyder also has a personal touch with her employees that keeps them grounded in their work. "She touches base with everyone each morning to make sure their world is still good."

Snyder freely admits she's not mechanical. "I can't even put my wiper blades on," she said with a laugh.

"I think the key thing for being a good manager is to listen to the people who work for you," she said. "Hire good people and let them do their thing."

Although she's only been in the owner's chair for a few months in her second run at guiding the business, Snyder said she's happy to be back.

"It's not glamorous, and it might have been more fun to have a hair salon, but I didn't want a hair salon," she said. "I like the people who are in (diesel repair). They're just good, solid, downto-earth people and so are our customers."

NEW BUSINESSES

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

DLLC: Domestic Limited Liability Company DLLLP: Domestic Limited Liability Limited Partnership

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

TNT Products, L.L.C., 20509 County Road 3. Berthoud, CO 80513. REGISTERED AGENT: Paul Kenny. TYPE: DLLC. DATE: 7/8/2009.

Anointed Acupuncture, LLC, 323 W. Drake Rd., Fort Collins, CO 80526. REGISTERED AGENT: Anna Nellor. TYPE: DLLC. DATE: 7/8/2009

Picture Your Pet. 5510 Fossil Ct N, Fort Collins, CO 80525. REGISTERED AGENT: David Groves. TYPE: DLLC. DATE: 7/8/2009

4615 Chokecherry Unit 1, LLC, 3500 JFK PKWY #220, FORT COLLINS, CO 80525. REGISTERED AGENT: . TYPE: DLLC. DATE: 7/8/2009.

970 CONCEPTS LLC. 2133 KRISRON RD E301. FORT COLLINS, CO 80525. REGISTERED AGENT: TIFFANY PELLIN. TYPE: DLLC. DATE: 7/8/2009.

Daryl Price Fine Art LLC, 6823 Bighorn Xing, Fort Collins, CO 80526. REGISTERED AGENT: Daryl Price. TYPE: DLLC. DATE: 7/8/2009.

Affinitas Apothecary LLC, 1212 Laporte Ave, Fort Collins, CO 80521. REGISTERED AGENT: Rachel Farinelli, TYPE: DLLC, DATE: 7/8/2009.

The Secret Passage, 824 South College Ave., Fort Collins, CO 80524. REGISTERED AGENT: Sarah Brown. TYPE: DLLC. DATE: 7/8/2009

Novus Today Media, LLC, 2272 Silver Oaks Dr., Fort Collins, CO O. REGISTERED AGENT: Ronald Sherwood, TYPE: DLLC, DATE: 7/8/2009.

Northwoods Holdings LLC, 4501 Boardwalk Dr Suite M126, Fort Collins, CO 80525. REGISTERED AGENT: . TYPE: DLLC. DATE: 7/8/2009.

Soulong Consulting LLC, 4348 Winterstone Drive, Fort Collins, CO 80525. REGISTERED AGENT:

Jade's Parks & Playgrounds, 2807 McConnel Dr., LaPorte, CO 80535. REGISTERED AGENT: Anahi Ferrando. TYPE: DLLC. DATE: 7/8/2009.

Applaud Media, LLC, 1908 14TH ST SW, LOVE-LAND, CO 80537. REGISTERED AGENT: Troy Clark. TYPE: DLLC. DATE: 7/8/2009.

PICO DAIRY LLC, 2252 S. County Road 7.

Loveland, CO 80537. REGISTERED AGENT: . TYPE: DLLC. DATE: 7/8/2009.

NEW BUSINESSES

Van Buren Parents and Teachers United, 1811 West 15th Steet, Loveland, CO 80538, RFGIS-TERED AGENT: Christina Holtzclaw. TYPE: DNC. DATE: 7/8/2009.

Azul R&R, 2420 Derby Hill Drive, Loveland, CO 80537. REGISTERED AGENT: Juan Regalado. TYPE: DLLC. DATE: 7/8/2009.

North West Business Space PC, 11437 N Denver Ave, Loveland, CO 80538. REGISTERED AGENT: William Castronova. TYPE: FO. DATE: 7/8/2009.

Zoe's, LLC, 3269 Bailey Court, Loyeland, CO. 80538. REGISTERED AGENT: Carrie Johnston. TYPE: DLLC. DATE: 7/8/2009.

SYCAMORE LLC, 2719 Riverfront Dr, Loveland, CO 80538. REGISTERED AGENT: Daniel Lukensow

JaWeBa, LLC., 4167 Poudre Canyon Highway, Bellvue, CO 80512. REGISTERED AGENT: Barbara Alexy. TYPE: DLLC. DATE: 7/9/2009.

Berthoud Building LLC, 565 3rd St, Berthoud, CO 80513. REGISTERED AGENT: Phillip Auserehl. TYPE: DLLC. DATE: 7/9/2009.

Foster Construction and Design, LLC, 6108 TERED AGENT: . TYPE: DLLC. DATE: 7/9/2009.

Spring Creek Property Management, LLC, 2530 Yorkshire St., Fort Collins, CO 80526. REGIS-TERED AGENT: Eric Tracy. TYPE: DLLC. DATE:

Jeremy T. Sharp, Ph.D., LLC, 615 Peterson St., Fort Collins, CO 80524, REGISTERED AGENT: Jeremy Sharp. TYPE: DLLC. DATE: 7/9/2009.

Tayler'd Ventures, LLC, 1445 Persian Avenue Loveland, CO 80537. REGISTERED AGENT: Michael Tayler. TYPE: DLLC. DATE: 7/9/2009.

Time To Be Great, LLC, 5883 Lockheed Avenue, Loveland, CO 80538. REGISTERED AGENT: Jeffrey Barnett. TYPE: DLLC. DATE: 7/9/2009. arroyo seco IIp, 2719 riverfront drive, loveland, CO 80538. REGISTERED AGENT: . TYPE: DLLP. DATE: 7/9/2009.

AC Hernandez Properties, LLC, 2126 Glenwood, Loveland, CO 80538. REGISTERED AGENT: Anthony Hernandez. TYPE: DLLC. DATE:

MHCT, LLC, 2725 Rocky Mountain Ave., Suite 200, Loveland, CO 80538. REGISTERED AGENT: TYPE: DLLC. DATE: 7/9/2009.

mongogear.com, inc., 616 - 7th St., Berthoud, CO 80513. REGISTERED AGENT: Collin Klenfer.

CADwerkx LLC. 2431 Newport Ct. Fort Collins CO 80526. REGISTERED AGENT: Rodney Kronenberg. TYPE: DLLC. DATE: 7/10/2009.

Organics Alliance LLC, P.O. Box L, Fort Collins, CO 80522. REGISTERED AGENT: . TYPE: DLLC.



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LAKE BLUFF, from 5A

or less dense. Garrott pointed out that it is also a bit more expensive and timeconsuming to get through the process.

Years in the making

Development lead Westside Investment Partners has already been working on Lake Bluff for several years. Several groups and individuals own the land with Westside heading up the overall development process. In addition to Westside, two families — the Hertzkes and the Rothes — have held large portions of land for generations. Our Savior Lutheran Church also owns a site within the development area.

'We are an opportunistic investment and development shop," said Otis Moore, principal at Westside. "We came across this one four to five years ago."

Westside is not unfamiliar with Northern Colorado, specifically Greeley. The group owns the former Hewlett Packard Co. facility at 10th Street and 71st Avenue, along with the 112 acres surrounding it. Morris said there has been interest in the property and that they are considering all options, including multiple users.

Moore explained that the process to get the Lake Bluff property ready for development was a long one largely because the site is outside the mid-range expected service level — a growth area boundary — for the city of Greeley.

Lake Bluff will include the normal amenities one might expect in a masterplanned community, such as a community center, as well as open space and recreational trails. The plans also include two schools — elementary and middle that would be part of the Windsor School District.

Sustainability will also be brought to the forefront. In a first step toward that focus, the developer is planning water drainage that will take into account the natural lay of the land and water flow in order to avoid unnecessary street/gutter

Diversity part of plan

Another feature in the development will be diversity.

"The idea is to have a good socioeconomic mix," Alan Cunningham, a community planner with PSC Group Inc., which is consulting on the Lake Bluff project. "We're shooting for a true mixed-use development."

Lake Bluff will have everything from starter homes to high-end homes overlooking the nearby bluffs. The hope is to have families move through the development as they reach different stages in life.

"We've worked hard on this project to make it an attractive master-planned community," Cunningham said.

Cunningham and Moore expect the development to compete regionally with other communities, such as Water Valley and Centerra, while at the same time offering something new to the Greeley

"We looked around Greeley and saw there was a dearth of master-planned communities," Moore said.

Garrott agreed that Lake Bluff is a unique project for Greeley, given the PUD zoning, size and natural features. By contrast, the Promontory development, also zoned PUD, is approximately 500 acres, according to Garrott. The

"We're shooting for a true mixed-use development."

Alan Cunningham, Community planner PSC Group Inc.

Promontory project was approved in the late 1990s.

Ready to move forward

Westside and the other Lake Bluff property owners originally started working toward setting up a metropolitan

taxing district to fund infrastructure improvements for the development. However, getting a metro district approved without a land-use proposal in place would have been very difficult.

With the zoning and general layout now in palce, the development is ready to move forward to more detailed levels of planning, but Garrott said indications are that there is no immediate hurry to get to the next stage.

Conditions for offering metro district bonds are not the best, nor are conditions for traditional financing. Moore plans to look at all financing options.

He also said that while Northern Colorado is positioned well for economic recovery, the economy has tempered the build-out timeline. Lake Bluff was always slated for a 15-year build-out, Moore said, and he would like to see Phase 1 begin within 18 to 24 months.

"Anyone saying that the economic conditions have not altered their timelines is not being honest," he said.

WWW.THEMAYAFOUNDATION.ORG. 731 Stoddard Dr., Fort Collins, CO 80526. REGISTERED AGENT: Dawa Sherpa, TYPF: DNC, DATE: 7/10/2009.

Thornton Capital Management, LLC, 6114 Estuary Court, Fort Collins, CO 80528, REGIS-TERED AGENT: Greg Thornton. TYPE: DLLC. DATE:

The Grubestein Effect, 2812 W. Vine Dr, Fort Collins, CO 80521, REGISTERED AGENT: Alexis Steingrube. TYPE: DLLC. DATE: 7/10/2009.

Mother Nature Natural Med Center, LLC., 2068 Bennington Circle, Fort Collins, CO 80526. REGISTERED AGENT: . TYPE: DLLC. DATE:

Radio Club of Northern Colorado, LLC, 3590 Draft Horse Court, Loveland, CO O. REGISTERED AGENT: . TYPE: DLLC. DATE: 7/10/2009.

Country Crow Arts & Crafts LLC, 9350 Fourwheel Drive, Loveland, CO 80537. REGISTERED AGENT: Dawn Lawson. TYPE: DLLC. DATE:

Jackson Partnership, LLC, 7139 Brittany Dr., Fort Collins, CO 80525, REGISTERED AGENT: Melanie Jackson. TYPE: DLLC. DATE: 7/11/2009.

pic-tunes.com, INC., 1407 TICONDEROGA DR, FORT COLLINS, CO 80525. REGISTERED AGENT: ELIZABETH HUDETZ. TYPE: DPC. DATE: 7/11/2009

Game Bandit, 3347 Mammoth Circle, Wellington CO 80549. REGISTERED AGENT: Donzel Headley. TYPE: DLLC. DATE: 7/11/2009.

Custom Upholstery By Jean, 4128 Hayes AGENT: Myra Glaze. TYPE: DLLC. DATE: 7/11/2009.

Ft. Collins Charitable Foundation, 3400 East County Road 30, Fort Collins, CO 80528. REGIS-TERED AGENT: Jessica Donaldson, TYPE: DNC.

American Gentlemen Brewing Company, 2038 B Fossil Creek PKWY, Fort Collins, CO 80528. REG-ISTERED AGENT: Matthew Bosch, TYPE: DLLC.

Asphalt Plus, LLC, 3710 Goodell Lane, Fort Collins, CO 80526. REGISTERED AGENT: Chanda Davis-Elkins, TYPE: DLLC, DATE: 7/12/2009.

DINNTEK. 2144 Baldwin St., Fort Collins, CO. 80528. REGISTERED AGENT: Ajay Jha. TYPE: DLLC. DATE: 7/12/2009

Snap Trio LLC, 4655 Hahns Peak Drive #204, Loveland, CO 80538. REGISTERED AGENT: A Boyd. TYPE: DLLC. DATE: 7/12/2009

FIRST DEGREE FITNESS N. A., LLC. 712 Garfield Street, Fort Collins, CO 80524. REGIS TERED AGENT: William Van Eron. TYPE: FLLC.

MelRan, Inc., 2120 Timber Creek Dr., Fort Collins. CO 80528. REGISTERED AGENT: Melissa Oliver. TYPE: DPC. DATE: 7/13/2009.

Mindy's Munchies, LLC, 2543 Romeldale Lane, Fort Collins CO 80526 REGISTERED AGENT: Mindy Catlett. TYPE: DLLC. DATE: 7/13/2009.

RCA Hampshire, LLC, 5020 Westridge Drive, Fort Collins, CO 80526. REGISTERED AGENT: Carla Novak, TYPE: DLLC, DATE: 7/13/2009.

RCA Swallow, LLC, 5020 Westridge Drive, Fort Collins CO 80526 REGISTERED AGENT: Carla Novak. TYPE: DLLC. DATE: 7/13/2009.

RCA Larkbunting, LLC, 5020 Westridge Drive Fort Collins, CO 80526. REGISTERED AGENT: Carla

Ganshert Enterprises LLC, 2065 Bennington Circle Fort Collins CO 80526 REGISTERED AGENT: Scot Ganshert. TYPE: DLLC. DATE: 7/13/2009.

Novak, TYPF: DLLC, DATF: 7/13/2009.

Downtown Record Storage, Inc., 1615 Fox Tail drive, Loveland, CO 80538, REGISTERED AGENT: Stephanie Hales. TYPE: FPC. DATE: 7/13/2009.

Moonlight Unlimited, 2559 Winter Park Street, Loveland, CO 80538. REGISTERED AGENT: Clark Olson, TYPE: DPC, DATE: 7/13/2009.

Running Horse Veterinary Clinic, 1837 West County Rd 76, Wellington, CO 80549. REGISTERED AGENT: Deborah Gilbertson. TYPE: DLLC. DATE:

Bonnie J Dunston Inc, P.O. Box 742, Berthoud, CO 80513. REGISTERED AGENT: Bonnie Dunston TYPE: DPC. DATE: 7/14/2009.

Fort Collins, CO 80524. REGISTERED AGENT: Nate Zimmerman. TYPE: DLLC. DATE: 7/14/2009

West Mountain Investors, LLC, 103 W. Mountain Avenue, Fort Collins, CO 80524. REGIS-TERED AGENT: Joni Troska. TYPE: DLLC. DATE:

Big Al's, LLC, 103 W. Mountain Avenue, Fort Collins, CO 80524. REGISTERED AGENT: Joseph Zimlich. TYPE: DLLC. DATE: 7/14/2009.

TechieHoncho LLC, 1112 Oakridge Dr #104 PMB 205, Fort Collins, CO O, REGISTERED AGENT: Michael Pruznick. TYPE: DLLC. DATE: 7/14/2009.

Magnus Opus, Inc., 1637 Tanglewood Dr, Fort Collins, CO 80525. REGISTERED AGENT: Randy Torreion, TYPE: DNC, DATE: 7/14/2009.

walker landscape colorado, 1910 kona dr., fort collins, CO 80528. REGISTERED AGENT: gregory walker. TYPE: DPC. DATE: 7/14/2009.

Suehiro of Fort Collins South, LLC, 3639 Wild View Drive, Fort Collins, CO 80528. REGISTERED AGENT: Seon Ah Kendall. TYPE: DLLC. DATE:

Trail Head Steamhoat, LLC, 4700 Innovation Drive, Building C, Fort Collins, CO 80527. REGIS-TERED AGENT: Richard Tremaine. TYPE: DLLC.

WIN HONG, INC., 153 N COLLEGE AVE. FORT TYPE: DPC. DATE: 7/14/2009.

4-CIC, Inc, 3720 Royal Drive, Fort Collins, CO 80526, REGISTERED AGENT: Barbara Magers, TYPE: DPC. DATE: 7/14/2009.

Sapphire Commercial LLC, 1021 21st Street SW, LOVELAND, CO 80537. REGISTERED AGENT: Gregg Rene. TYPE: DLLC. DATE: 7/14/2009.

Whitehill Construction Management, LLC, 7239 West CR 24, Loveland, CO 80538. REGISTERED AGENT: John Montalbano. TYPE: DLLC. DATE: 7/14/2009.

Walk On Art Flooring LLC, 6009 Blue Spruce Dr, Bellvue, CO 80512. REGISTERED AGENT: Mark Miller. TYPE: DLLC. DATE: 7/15/2009.

Weber's Graphics, LLC, 4900 Boardwalk Drive

1.204. Fort Collins. CO 80525. REGISTERED AGENT: Tyler Weber. TYPE: DLLC. DATE: 7/15/2009.

NEW BUSINESSES

May-Hill Construction Services Inc. 1405 TERED AGENT: Scott Hill, TYPE: DPC, DATE:

JDWilson, Inc., 612 Warren Landing, Fort Collins. CO 80525. REGISTERED AGENT: Jacque Wilson. TYPE: DPC. DATE: 7/15/2009.

soldiers landscape and maintenance, 401 w. swallow fort collins CO 80526 REGISTERED AGENT: lisa mortenson. TYPE: DLLLP. DATE:

The Gift of Remission, LLC, 4101 Harbor Walk Drive, Fort Collins, CO 80525, REGISTERED AGENT: Linda Land. TYPE: DLLC. DATE: 7/15/2009.

Loveland Saver, P.O. Box 2151, Loveland, CO 80539. REGISTERED AGENT: Paula McClelland. TYPE: DNC. DATE: 7/15/2009

Injury Claims Evaluations, Inc., 1109 W 5th Street, Loveland, CO 80537. REGISTERED AGENT: Andrew Lake. TYPE: DPC. DATE: 7/15/2009.

Dr., Loveland, CO 80538. REGISTERED AGENT: Bradley Chapple. TYPE: DLLC. DATE: 7/15/2009.

MNB Global Marketing LLC, 789 Douglas Place Berthoud, CO 80513. REGISTERED AGENT: . TYPE: DLLC. DATE: 7/16/2009.

Reikoku, 222 N. Whitcomb St., Fort Collins, CO 80521. REGISTERED AGENT: Damon Sharp. TYPE: DLLC. DATE: 7/16/2009.

GEBA2GEZER LLC, 1024 TIMBER LANE, FORT COLLINS, CO 80521. REGISTERED AGENT: DAVID WALTON, TYPE: DLLC, DATE: 7/16/2009. M&A Way Management, LLC, 1424 E Horsetooth Rd., Fort Collins, CO 80525. REGIS-TERED AGENT: . TYPE: DLLC. DATE: 7/16/2009

Horsetooth One. LLC. 1424 E. Horsetooth Rd. Fort Collins, CO 80525. REGISTERED AGENT: . TYPE: DLLC. DATE: 7/16/2009.

Horsetooth Two, LLC, 1424 Horsetooth Road, Fort Collins CO 80525 REGISTERED AGENT TYPE: DLLC. DATE: 7/16/2009.

Horsetooth Equipment, LLC, 1424 E. Horsetooth Rd, Fort Collins, CO 80525. REGIS-TERED AGENT: TYPE: DLLC DATE: 7/16/2009

Mountain States Locates, Inc., 3416 Loch Lomond Ct., Laporte, CO 80535. REGISTERED AGENT: Bridget Masters. TYPE: DPC. DATE:

Imagined Possibilities, LLC, 151 Sheep Mountain Court, Livermore, CO 80536. REGISTERED AGENT: . TYPE: DLLC. DATE: 7/16/2009.

Growin' Green, LTD, 4362 Birchwood Drive, Loveland, CO 80538. REGISTERED AGENT: Ivan Warehime, TYPE: DLLC, DATE: 7/16/2009.

VASQUEZ PROPERTIES LLC. 3828 SURREY RIDGE, LOVELAND, CO 80537. REGISTERED AGENT: PAUL VASQUEZ. TYPE: DLLC. DATE: 7/16/2009.

Tastefully Cuts LLC, 1639 east 16th st, Loveland, CO 80538, REGISTERED AGENT: Bradley Dempsey. TYPE: DLLC. DATE: 7/16/2009.

Mama Said Sew, LLC, 2268 Tarragon Lane, Fort Collins, CO 80521. REGISTERED AGENT: ANGELA GRAY, TYPE: DLLC, DATE: 7/17/2009.

Cicero Partnership, LLC, 809 Langdale Drive. Fort Collins, CO 80526. REGISTERED AGENT: Carl Cicero. TYPE: DLLC. DATE: 7/17/2009.

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Population Colorado Larimer County Weld County	2008 4939456* 292825* 249775*	2010 5,218,144 306,176 267,938	2015 5,737,305 338,548 311,230	2020 6,287,021 373,471 363,048	2035 7,819,775 480,691 555,661	Last update 10/08 10/08 10/08	
General	Latest month	Prev. listing	Change prev. mo.	Last year	Change prev. year	Last update	
Employment Unemployment Colo. Unemp. Rate Lmr. Unemp. Rate Weld Unemp. Rate	274,769 22,202 7.80% 6.60% 8.80%	276,653 20,816 7.40% 6.10% 8.30%	-0.68% 6.66% N/A N/A N/A	286,134 14,003 5.30% 4.70% 5.70%	-3.97% 58.55% N/A N/A N/A	6/09 6/09 6/09 6/09	
Motor vehicle reg.	56,098	52,451	6.95%	56,345	-0.44%	6/09	
Vectra Small Business Colorado index U.S. index	77.7 63.2	77.1 62.7	0.78% 0.80%	87.4 65.3	-11.10% -3.22%	6/09 6/09	
Bankruptcies							
Larimer County						. /	
Chapter 7 Chapter 13	139 14	91 9	52.75% 55.56%	75 8	85.33% 75.00%	6/09 6/09	
Weld County Chapter 7	183	120	52.50%	77	137.66%	6/09	
Chapter 13	31	22	40.91%	18	72.22%	6/09	
Foreclosures							
Larimer County	154	163	-5.52%	136	13.24%	6/09	
Value (000s) Weld County	\$34,488 272	\$36,839 263	-6.38% 3.42%	\$31,671 218	8.89% 24.77%	6/09 6/09	
Value (000s)	\$61,438	\$59,483	3.29%	\$53,091	15.72%	6/09	
Larimer County	482	509	-5.30%	496	-2.82%	6/09	
Weld County	299	303	-1.32%	279	7.17%	6/09	
Consumer Price (Colo	rado, Wyoming, Mo	ontana and Utah)					
Index (1982-84 = 100)	000.040	004.0.44	0.407	040.404	10407	. 100	
Food & beverages Housing	222.219 229.24	221.966 229.484	0.11% -0.11%	219.494 227.629	1.24% 0.71%	6/09 6/09	
Transportation	186.858	179.222	4.26%	213.387	-12.43%	6/09	
Medical Care	383.154	382.475	0.18%	369.169	3.79%	6/09	
REAL ESTATE Total construction (00	00s)						
Larimer County	\$28,693	\$17,209	66.73%	\$61,508 \$32.406	-53.35%	6/09	
Weld County	\$25,836	\$37,176	-30.50%	\$32,406	-20.27%	6/09	
Building permits	C.C.	42	27.010/	00	27.500/	(/00	
Larimer County Weld County	55 68	43 74	27.91% -8.11%	88 91	-37.50% -25.27%	6/09 6/09	
Apartment vacancies							
F.CLoveland	4.30%	4.10%	N/A	4.60%	N/A	12/08	
Greeley	8.10%	5.50%	N/A	7.20%	N/A	12/08	
Apartment rent	2010	¢0Ε4	F 220/	Å7/0	F 400/	10/00	
F.CLoveland Greeley	\$810 \$629	\$854 \$655	-5.22% -4.02%	\$768 \$631	5.48% -0.38%	12/08 12/08	
Office vacancy rates							
Fort Collins	14.48%	14.41%	N/A	12.62%	N/A	12/08	
Loveland Greeley	8.46% 17.25%	9.74% 16.26%	N/A N/A	9.40% 15.21%	N/A N/A	12/08 12/08	
		.0.2070	- IIII	.J.E170		12,00	
Retail vacancy rates Fort Collins	7.35%	8.76%	N/A	6.59%	N/A	12/08	
Loveland	8.87%	7.61%	N/A N/A	5.47%	N/A N/A	12/08	
Greeley	13.80%	6.06%	N/A	9.59%	N/A	12/08	
Industrial vacancy rates							
Fort Collins Loveland	6.06% 7.33%	6.06% 6.63%	N/A N/A	4.71% 4.79%	N/A N/A	12/08 12/08	
Greeley	9.27%	9.42%	N/A N/A	6.44%	N/A N/A	12/08	
SALES Restaurant retail (000)s)						
Larimer County	\$107,775	\$114,306	-5.71%	\$107,593	0.17%	1/09	
Weld County	\$55,092	\$56,765	-2.95%	\$54,536	1.02%	1/09	
Gross sales (000s) Larimer County	\$568,966	\$565,039	0.69%	\$657,826	-13.51%	2/09	
Weld County	\$563,642	\$661,252	-14.76%	\$688,277	-18.11%	2/09	

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

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

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^{*} Courtesy U.S. Census Bureau; projected population numbers from the Colorado Division of Local Government



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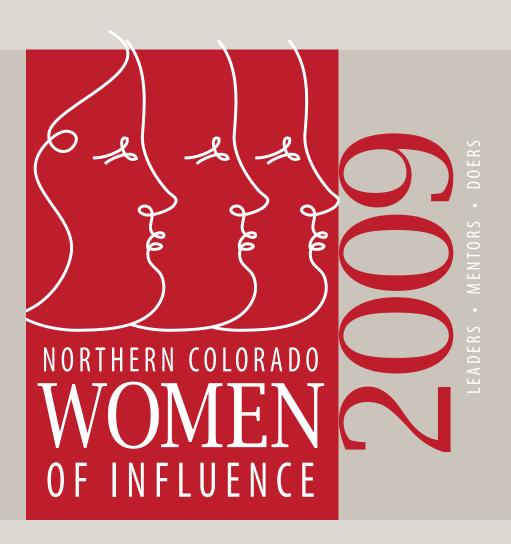
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Meet Northern Colorado Women of Influence

Bankers, lawyers, business owners, doctors, college presidents, investment advisers – what do these people have in common? Just over three decades ago, the ones featured in these pages were not allowed, by law, to hold credit in their own names. Because they are women.

As you read through these profiles, you will meet some truly impressive people with outstanding achievements, and it's easy to forget the unique challenges women in leadership still face. That's why the *Northern Colorado Business Report* has chosen to honor 10 of the region's most influential women – and one really good guy-friend – this year.

While we have selected an Outstanding Mentor for this first-ever *NCBR* event, mentoring is another common value shared by all our honorees, who support women at the beginning of their careers by lending the sort of helping hand they found – or maybe didn't – when they were just starting out.

I'd like to thank our sponsors, whose

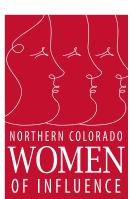
names and logos appear elsewhere on this page, for supporting this project as it's just starting out. I'd also like to thank our evaluation panel, who had the unenviable job of choosing just 11 individuals from among the nearly six dozen nominees we received, and everyone who took the time to make a nomination — and lobby for their favorites. And special thanks to our Marketing Director De Dahlgren for making the idea become a reality.

Sincerely,



Jeff Nuttall, Publisher





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BANKING

Lorna Reeves sees beyond bottom line

Banking requires character, passion to achieve dreams

By Jessica Centers

news@ncbr.com

For Lorna Reeves, banking has always been about a whole lot more than the bottom line. The senior vice president and branch manager at Cache Bank & Trust has been in finance and banking for over 30 years. What's kept her passionate lies in the way she sees the field.

"It's all about helping people," she said. "You're fulfilling the dreams and goals of people who are in business or building their dream home or reaching different goals. That's just very rewarding."

Reeves, this year's Northern Colorado Woman of Influence in Banking, started her career as a bank cashier in Nebraska. She came to Cache Trust in 2001, and went about sharing her values with the rest of her staff, first by instituting a mandatory volunteer program.

"Anyone coming into our family has to work or participate in some volunteer activity as far as the community is concerned," she said. "My philosophy is we are in this community, we have to give back to this community. We live and work here and it's the right thing to do. We can't take anything for granted. The community's been so good to us, we have to give back."

Beyond that, three years ago Reeves implemented the Character First! development program at the bank. "We spend time each month talking about a specific character trait from attentiveness to wisdom to enthusiasm, dependability," she explained. "Those traits transcend into how we relate to customers and ultimately the community, and I think there's a new appreciation employees have for each other."

Robert Powell, founder of Character Fort Collins, has known Reeves for years as a fellow member of the Fort Collins Rotary Club; she now chairs the business section of the Character Fort Collins Community Engagement Council.

"I have come to appreciate Lorna's passion for causes that she deeply believes in," he wrote in support of her nomination. "In her quiet way, she speaks boldly in those areas where she believes an initiative will improve personal, business, and community life. In doing so, I have witnessed others being influenced by her message and follow her lead."

As a member of the board of directors of the Downtown Business Association, Reeves has supported a number of community and cultural events. Her commitment to art in Northern Colorado is showcased at Cache, where local art is featured and promoted.

Reeves' other community involvements, to name a few, have included serving as the Family Selection Committee Chair for Habitat for Humanity and on the boards of organizations like Adoption Dreams Come True, Bas Blue Theatre Co., and the National MS Society.

"She puts her community ahead of herself and is determined to help others succeed by opening doors and connecting people," wrote Meghan Coleman, Character Fort Collins program coordinator. "She does things for the good of others, rather than for her own personal gain. ... When it comes to business, Lorna goes back to basics: building strong client relationships through trust and respect."

Reeves wants people to understand there's a tremendous human side to banking.

"I know that's only one aspect of making a credit decision, but it is a very important aspect," she said. "Developing a relationship and establishing trust is the most important thing for the future and ultimate success for the business owner or the individual and the bank. It's still a partnership."



Lorna Reeves Senior vice president and Branch manager Cache Bank & Trust



Dr. Robin Downing and Murphy



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BUSINESS - WELD COUNTY

Bonnie Dean custom-builds teams with talent



Bonnie Dean Owner **Bonnie Dean Associates**

Virtual agency head looks for best ideas, fights the big fights

By Jessica Centers news@ncbr.com

Mona Pearl was taken aback when she met Bonnie Dean for the first time. Pearl's business, Western States Learning Corp. in Cheyenne, was in the market for a new marketing firm and had brought Bonnie Dean Associates in to pitch.

'She brought all of her associates with her and said, 'Look at the talent I have around me. What I don't know, I can find out," Pearl recalls. "That sort of giving in a businesswoman, in my experience, is sadly fairly unique. We tend to sort of protect our turf. So that was intriguing to me.

'Then we really gave Bonnie a run for her money," Pearl continued. "A good portion of the time she would bring ideas and we were sure we knew more about marketing and advertising than she did. And she just never came unglued in any way shape or form. She always accepted what we had to say and she somehow knew when to surrender and when to stand her ground, and we learned that when Bonnie stands her ground it's for good cause and she doesn't give up the big fights."

Bonnie Dean, the 2009 Northern Colorado Woman of Influence in Weld County Business, has owned and operated Bonnie Dean Associates in Greeley since 1972. A number of years ago, she decided to take her agency virtual, giving up a regular staff and office in favor of having the flexibility to work with different partners, finding the right talent for each project. "I'm just the conduit," she says. "It's the talent of the team that makes or breaks it."

Pearl says it's that attitude that has made Dean an

effective leader on the national board of the Better Business Bureau as well. "She's such a great mediator, and idea gatherer," Pearl said. "It's that sense that she doesn't have to have the best idea or the last idea. It doesn't always have to be her way. I think she represents all that's best in the strength that women bring to the boardroom."

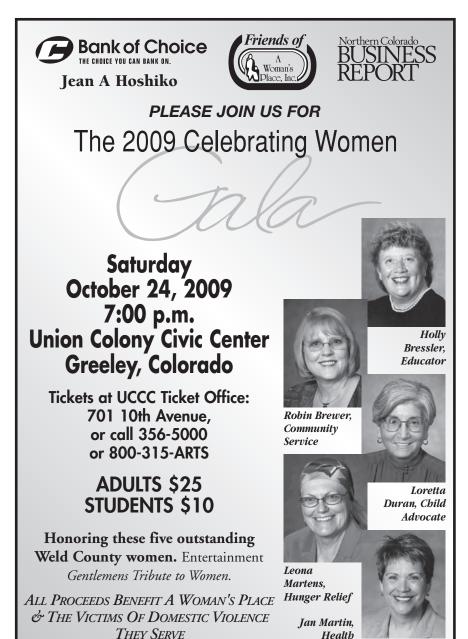
Jean Schober Morrell, University of Northern Colorado Dean of Students Emerita, has known Dean for nearly 35 years, and has been continually impressed by her community involvement. Dean was chair of the Greeley Chamber of Commerce and president of the Greeley Rotary when it was unique to have a woman in those positions. She's been a generous philanthropist, a respected member of the Greeley Planning Commission, and held dozens of leadership roles and board memberships in the community.

"Bonnie's qualities as an excellent thinker and communicator maker her invaluable both in the business and nonprofit sector," Morrell wrote in support of Dean's nomination. "She is able to analyze a situation, ask probing questions and then offer creative solutions. She helps others clarify their thinking. Her opinion and counsel are frequently sought by others."

For Dean, success has meant finding balance in her personal life, and giving back to the community has been a significant part of that balance.

As for her business, she says the best compliment she ever got was from a client who told her that while other firms produce the tract home in a subdivision, Bonnie Dean Associates custom-builds the house. "I like that," she says. "That is what we do."

FDIC





BUSINESS - LARIMER COUNTY

Susan Schell looks forward to create success

Citadel partner sees female skills, values transforming business

By Kay Rios

news@ncbr.com

The business world has changed and, according to Susan Schell, women must change with it. "Until the last half-century, women depended on men for status, income, mortgage and auto loans, and to get subordinate positions in businesses."

Today's business climate is different.

"Women need to rely on their own resources, skills and motivations to achieve their ambitions," she explained. "I encourage women not to look backward, but forward into what is possible and how they can personally create success. This involves belief, drive and being results-oriented. I believe that you can't take 'no' for an answer. In anyone's career, you get what you expect."

Schell, this year's Northern Colorado Woman of Influence in Business in Larimer County, is a perfect example. She has always had high expectations and she's not been disappointed.

Schell, one of the managing directors of Citadel Advisory Group, helps businesses with recapitalizations, exit and succession planning, divestment and management buyout as well as strategic business planning and financial advice.

She also teaches strategic human resources courses for Colorado State University's College of Business and has been a guest lecturer in CSU's School of Global Environmental Sustainability. She has also owned a consulting firm (Business Acumen LLC), served as vice president of human resources

(Advanced Energy Industries Inc.), and owned a retail business in Old Town (Floral Mosaic).

Schell's educational background is steeped in business, with an MBA from the University of Denver and a bachelor's in technical management. Through it all, Schell maintains that the human component is the thread that ties it together.

"I've always been about people," she said. "And my entire career has been about making environments right for people. That's my calling and what motivates me and keeps me going, and it doesn't matter if it's my family or my work."

The human part came to her quite naturally. "I was the middle child and the peacemaker and I think it started there," she said.

While Schell works with clients of both genders, she takes a personal interest in encouraging women. "Women have traditionally been underused and undervalued in the workplace, yet they bring skills that the world now believes are critical. Volumes of books are written about good leadership, team building, networking, validating and respecting people and mentoring. These are all female qualities that men are emulating."

In the bigger picture, Schell says women are needed in equal roles in government and corporate leadership roles. "I want to see women moving into larger world leadership roles where they can bring systemic change to the world that will benefit women."

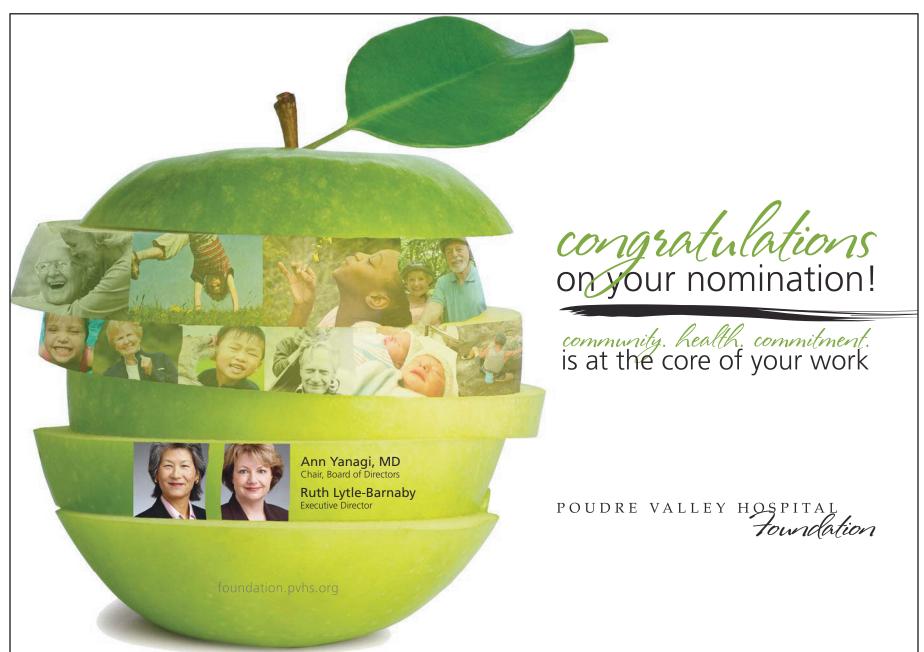
In her classes, Schell encourages female students to reach their potential through hard work and tenacity. "They need to know how the game is played, and how they can make a difference," she said. "These women are the future for all of us."

As for her personal future, she has her bucket list. First, there's the book series she's writing with her sister, Nancy Burkhart. The first title: "Work is Easy, People are Hard." Next up: "Single is Easy, Married is Hard," followed by "Sick is Easy, Healthy is Hard."

And when the time comes to change directions, she'll know. "There's something very synchronistic about the world. Things just come when I want them," she said.



Susan Schell Managing director Citadel Advisory Group



TECHNOLOGY

Lori Schlotter changes the world, one person at a time



Lori Schlotter Owner, CEO Colorado Customware Inc.

CCI CEO reaches out to empower others to fulfill their full potential

By Carrie Pinsky

Lori Schlotter's Fort Collins-based company, Colorado Customware Inc., has a modest mission: Empower individuals to change the world.

"What drives me and gives me energy is the opportunity that I have to make a difference," Schlotter, the 2009 Northern Colorado Woman of Influence in Technology, said. "My goal is to leave each encounter, whether with a staff member, a fellow person on my leadership team, or with a customer, better than when I found it. I get really excited by the idea that I can influence other people to fulfill their full potential in life."

CCI provides appraisal assessment software for counties across the United States. Schlotter started the business in 1989 in the basement of her home. Fast-forward to 2009: CCI now has 93 employees and the company will gross over \$10 million in annual revenue this year. It is a true testament to Schlotter's leadership that CCI boasts a steady 95 percent employee retention rate.

"The entire staff shares this vision," she said. "We really work and train people in our environment to constantly look outside of themselves to care for others in every conversation, in every thing we do. We foster this internally and then it naturally flows over to how we interact with our customers."

Schlotter serves on the Fort Collins Chamber of Commerce board of directors, is a member of WomenGive and contributes to the United Way. CCl has a committee that oversees the company's community giving projects, which include "adopting" families in need and contributing to charities selected by individual employees.

Schlotter said she shares this nomination with all those who have been positive influences in her life.

"I was raised by a strong, giving, confident mother who taught me that I could achieve anything I set my mind to," she said. "My entire staff influences me and challenges me to grow and evolve. Cindy South, VP of Professional Services, and Stacey Lustig, VP of Software Development, have been with me since the beginning. Their commitment to the mission statement and to the company through thick and thin has been incredible. The synergy and collaboration they bring to the leadership of CCI is a constant source of inspiration to me.

"Not only have women supported me but many men have helped me along the way as well," Schlotter added. "I feel completely accepted as a woman leader in a very male-dominated industry."

Throughout Schlotter's life there have been people who have reminded her to dig deep within to find her purpose. Schlotter says, "We cannot wait for validation from others. There will always be people ready to derail or distract us but we need to know what we believe and live true to that."

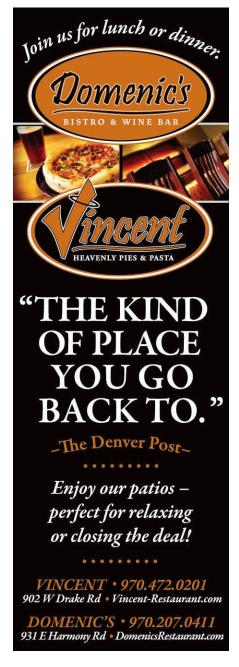
She sees this award, one of many she has earned, as another chance to share. "One of the most amazing things about this nomination is that it reminds me how many people have reached down to give me a hand up over the past 20 years. I am so grateful to be able to extend that same helping hand to others."

Congratulations Sue Schell!

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EDUCATION

Kay Norton uses legal training as university president

NORTHERN COLORADO WOMEN OF INFLUENCE

UNC head takes on challenge of guiding college in recession

By Kay Rios news@ncbr.com

Kay Norton has never met a challenge she didn't like. "I've always liked a challenge. I never liked anything that was easy or simple. I only recognize now, looking back, that if it weren't hard, it wouldn't be any fun," she says.

As the first female president of the University of Northern Colorado in Greeley, and this year's Northern Colorado Woman of Influence in Education, Norton often finds a variety of challenges in her work. Currently, she's facing the repercussions of yet another economic

'Our services are in demand and absolutely vital, so we're in a difficult position in terms of maintaining quality and meeting additional demands," she said. "There's a real irony to the situation. We are still dependent on a significant portion of money coming from the state of Colorado and state revenues have shrunk dramatically. And we're not alone in this situation. The federal stimulus was supposed to give us a breather but state revenues are in demand such that it's not clear how the stimulus will stabilize our public funding."

But she's faced this before. "I became president in 2002 so it's my second downturn," she said.

Perhaps it's her background that bolsters her. Born in New Orleans, Norton lived in many places as a child. "My father was in the oil business so we moved around wherever there was gas and oil development: Mississippi, New Mexico and Oklahoma. We took a vacation to Colorado and I thought it was so cool and glamorous. There was even snow in July!"

Norton later attended Wellesley College and, after graduation, longed for a change. "After being in the East, I was really feeing claustrophobic and wanted to come out West so I applied to law school in nice places and Colorado is where I ended up," she recalls.

She graduated from the University of Denver College of Law, and practiced for over 20 years in several capacities: as an assistant county attorney, in private practice, and as an attorney for Greeleybased Monfort of Colorado. She joined the UNC Board of Trustees in 1995 and, in 1998, became vice president for University Affairs, general counsel and secretary to the board. In 2002, she was named UNC's president.

She's had several influences in her life. She guickly names Myra Monfort, who was general counsel at Monfort when she first started there, and Hank Brown, former U.S. senator from Colorado and her predeces-

"But the most important person in terms of who I rely on is my husband, Tom (retired executive director of the Colorado Department of Transportation, former state senator and current Greeley mayoral candidate)," she said. "His extended life in public service taught me things that have been invaluable in my career."

That career may seem to have different twists and turns but Norton says there is continuity. "It looks like we're talking about disparate things - lawyer for a meatpacking company, president of a university. We're really talking about working as part of a organizational team toward a common goal. You can learn from one situation and apply to another."

The bottom line, she says, is understanding motivation. "My legal training taught me that. In order to effectively advocate for your clients, you have to understand what the other side is thinking. That approach is very helpful and it's not about keeping score."



Courtesy University of Northern Colorado

Kay Norton President University of Northern Colorado

Congratulations, **Bonnie Dean**

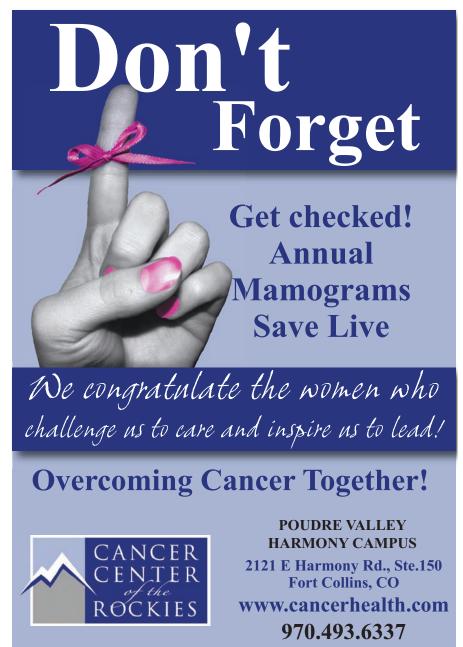
Intelligent, insightful and experienced. Energetic and positively influential. That's Bonnie Dean.

In addition to 37 years of involvement in community activities and marketing and communications in northern Colorado, Bonnie still serves as a member of the board of directors (and is a past chair) of the BBB serving northern Colorado and greater Wyoming. She also serves on the board and chairs the marketing communications committee for the National Council of BBB's Board of Directors.

This is well-deserved recognition indeed.







GOVERNMENT

Kathy Collier inspires with vision of future



Kathy Collier
Environmental planner
City of Fort Collins Natural Resources,
Climate Wise

Climate Wise coordinator wants everyone to enjoy sustainable environment

By Kay Rios news@ncbr.com

Saying that Kathy Collier's enthusiasm is contagious would be an understatement. Her energy and passion are evident in everything she does, and when she's on a roll, she takes everyone with her.

Witness to that is her success in drawing local businesses into the city of Fort Collins' Climate Wise program, a voluntary outreach program that helps local organizations reduce greenhouse gas emissions. Collier, an environmental planner for the city's Utilities and Natural Resources Departments, and this year's Northern Colorado Woman of Influence in Government, coordinates Climate Wise and has helped bring close to 170 businesses into the program. They have logged a collective reduction of more than 100,000 tons of carbon dioxide per year.

What inspires Collier? "One of the most important things in my job is to see a business contact's face light up when they realize they can make a difference in the community by just making some small adjustments," she said. "The only real reason I'm in this job is that I see a way to impact the community."

There's another side, she admits. "My kids, Hannah and Claire, also inspire me. Knowing that I'm creating a healthy environment for my kids is really exciting. And, it's not only creating a quality of life for the kids but putting things in place that will sustain it." And Colorado is the perfect place to do just that, she said.

Although not a native, Collier was Colorado-bound from a very young age. "I'm originally from Chicago but, when I was a kid, we practically lived out here. We always vacationed here, skied here and I knew I'd be coming here."

She graduated from Purdue University with a bachelor of science in management, marketing and statistical analysis and she and her soon-to-be-husband, Scott Roark, came with her in 1990.

Collier has been with Climate Wise since January 2005 but, even before that, her mind was on the environment and fostering a higher quality of life. "In the mid-'90s, I helped the city of Loveland with bike programs," she said.

She also spent time working for the city of Greeley until, in 2002, she was lured away by the North Front Range Metropolitan Planning Organization to work on transportation demand management efforts. At the MPO, she helped create the SmartTrips program and developed the analytical pieces for business outreach data as well as creating programs and promotions that would encourage the use of alternative transportation.

When the MPO separated from the city and started to close the TDM program, the timing was right for Collier to join Climate Wise. "I needed a new challenge and wanted to do something more than just transportation," she said. "So this was a perfect fit: energy, water, sustainability and transportation all together."

About the same time, National Geographic magazine published its climate issue. "I remember thinking I have to surround myself with positive people who want to make great changes and that's when I heard about the job at Climate Wise."

Collier loves her work and knows it's what she wants to do. She recently had brain surgery and while she was in the hospital in Denver, she looked toward the mountains and the famous Brown Cloud. "I knew my work wasn't done."



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Julia Crawmer, Neighbor to Neighbor Joan Chase, Realtec C.R.E.S., Inc. Nicole Reeves, FirstBank of Northern Colorado

For more information regarding CREW please visit our website at: www.crewnortherncolorado.com







HEALTH CARE

Robin Downing pioneer in veterinary medicine

Focus on her passion makes her leader in pet pain management

By Teri Vannoy news@ncbr.com

When you scan her extensive list of awards, honors and accomplishments, it's hard to imagine that Robin Downing, DVM, recipient of this year's Women of Influence Award for Health Care, could have ever been derailed from her dreams. Yet, her first application to veterinary school was rejected.

After earning her bachelor's degree in English at Loyola University in 1981, , Downing worked for a variety of veterinarians in the Chicago area and was inspired to pursue her doctorate by Bonnie Faust, DVM. Downing completed her graduate degree in Veterinary Science in 1984 and her Doctor of Veterinary Medicine in 1986 at the University of Illinois. Downing was part of the second veterinary school class at the University of Illinois to be 50 percent female.

When her first job offer fell through 23 years ago, she drew upon some gumption, creativity and courage and opened up a mobile companion-animal veterinary practice in Worland, Wyo., becoming the first woman veterinarian in a 100-mile radius.

"I was very fortunate never to have had anyone in a position of influence tell me I couldn't achieve something because of being a woman," Downing said. "I had several very strong female mentors during my undergraduate education, and they set the bar very high for my personal and professional achievement."

Downing is now a masterful mentor to 20 to 30 students of Colorado State University's veterinary program each year, including Justine, daughter of the late Dr. Faust.

"Dr. Downing is always eager to share her experi-

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ences, knowledge and skills with other veterinarians, their staff and our veterinary students," said Peter W. Hellyer, DVM, associate dean for CSU's Professional Veterinary Medical Program.

Downing is also a global leader for her groundbreaking work on animal pain management and is a co-founder of the International Veterinary Academy of Pain Management. She was exposed to the concept of animal pain management when she worked for a veterinarian certified in acupuncture. She was intrigued when she witnessed how a few needles could restore function and relieve pain.

She found almost no exposure to pain management in the veterinary school curriculum. It wasn't until Downing set up her own practice that she began to investigate pain management for animals herself. To expand her knowledge, she became open to conversations with human medical colleagues to see how their methods could be applied to animals.

Today, Downing is the medical director of the only accredited animal pain practice in the nation The Downing Center for Animal Pain Management, which she founded in 2006. She is also the medical director and senior veterinarian of The Windsor Veterinary Clinic, also accredited by the American Animal Hospital Association, an honor shared by only 15 percent of veterinary clinics in the nation.

"It seems that women have demonstrated their collective ability to pursue whatever work and profession they desire," Downing said. "The path to success in veterinary medicine is similar to the path to success in any other profession."

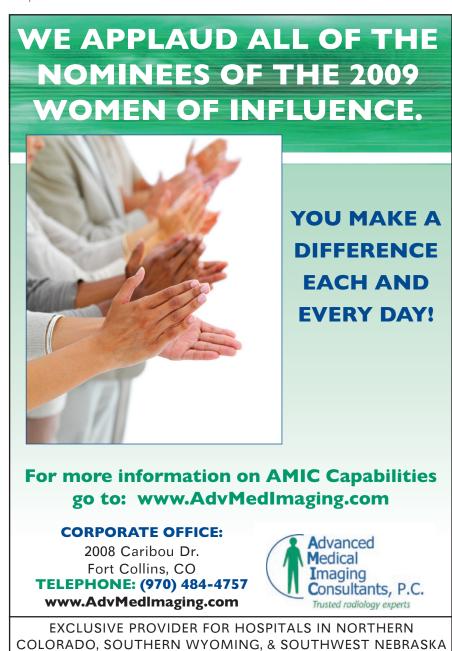
Focus on your passion. Set goals. Establish priorities. Make a plan for training. Seek out instructors and mentors, even in different industries. Make a commitment to lifelong learning and keep an open mind.

There's no doubt the menagerie that have been under Downing's protective and innovative care and the students that have benefited from her mentorship are thankful that she persevered against the odds two decades ago and continued to pursue her passion.



Robin Downing, DVM (with Farrah and Tommy) **Medical director The Downing Center for Animal Pain Management**





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NONPROFIT

Vicki Lutz shines a light against domestic violence



Vickie Lutz Executive director Crossroads Safehouse

Director works to bring justice to victims through Crossroads Safehouse

By Melinda Martin

news@ncbr.com

In 2004 when Victoria Lutz was hired as the executive director of Crossroads Safehouse in Fort Collins, the agency was struggling. She faced the challenge of serving Northern Colorado women and children who have been victims of domestic violence with a small budget, an outdated building and a staff in need of leadership and inspiration.

Lutz was ready to meet the challenge. "I'd have to ask whether life would be worth living without big challenges," she said. "Scott Peck in his famous book, 'The Road Less Traveled,' has the right philosophy when he admonishes readers to embrace difficulty and challenges."

In her four years as executive director at Crossroads Safehouse Lutz has turned Crossroads into a flourishing agency, with additional programs and a significant increase in funds raised. For her efforts, she has been named the 2009 Northern Colorado Woman of Influence in Nonprofit Organizations.

Since 2004 Crossroads has added transitional housing, a federally funded program that offers 11 units of affordable housing that clients can occupy for a period of up to two years, allowing them time to find employment and a permanent safe place to live.

Lutz also started a legal advocacy program – also supported by federal funds – Bringing Justice Home. It employs trained attorneys to represent Crossroads

clients in court in any type of case resulting from abusive situations.

With her vision of a world without domestic violence, Lutz has managed to increase the donations from private donors over 100 percent, from \$600,000 in 2004 to \$1.3 million in 2008. Her latest effort is a capital campaign to build an innovative "green" safehouse to serve as a national model for other domestic violence programs.

Not only has Vicki influenced Crossraods, but she has also inspired others. "Vicki is continuously an example of standing up for women in need," wrote Justin Larson, owner of JCL Architecture, in his nomination. "Her passion and zeal for speaking up and pressing through difficulties on behalf of others is inspiring and calls for her to be nominated (as a) Woman of Influence. Her work is an example for all women to stand up for the weak and press through every barrier to change the way we respond to injustice."

Along with all that she has done for Crossroads Safehouse, Lutz has done many other things to fight against domestic violence in general. Trained as a lawyer, she has worked on the legislative level to improve the way the law responds to women who have been victims of violence.

"The fact that 'all women and men are created equal' has always been a given to me," Lutz said. "So, because it is not a given for everyone and millions of women and men suffer every year because of that misconception, I work to correct it."

When looking toward the future for Northern Colorado Lutz thinks that the region is a land of opportunity for everyone and gives this advice to all women: "Create a career for yourself that will motivate and sustain you psychically and financially! Make a difference in this world! And, once again, as Peck advises, 'Follow your bliss!"

you go girl.

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REAL ESTATE

Chalice Springfield leads with zest for life, learning



Chalice Springfield CEO, Managing broker Sears Real Estate

Sears CEO inspires the Wonder Woman deep inside everyone

By Luanne Kadlub

news@ncbr.com

The Energizer Bunny has nothing on Chalice Springfield, who combines her zeal for real estate with her zest for motivational programs/speaking and who still finds time to zero in on projects to benefit her community.

Springfield was an elementary education student at the University of Northern Colorado when she happened upon an ad for a part-time job in the mailroom at Sears Real Estate. Eighteen years and a couple detours later she's now the Greeley firm's CEO/managing broker, and this year's Northern Colorado Woman of Influence in Real Estate.

"I get to be a teacher and work with finance and legal aspects of real estate and work with people," she said. "It offers so many of the things I was looking for in a career."

"I think that we get what we give," she added. "I've had a lot of mentors who have brought me along. One quoted Ray Kroc, the founder of McDonald's: 'We should be green and growing, not ripe and rotten.' I'm a lifelong learner myself, in that same mode of being green and growing."

"Everything Chalice thinks about she acts on. No idea is too big or too small," said Felecia Burke of North American Title in Greeley. When New Frontier Bank closed earlier this year, Springfield spearheaded an NFB Job Fair at UNC featuring booths from 68 businesses. Two hundred people attended and several were offered jobs.

Springfield continually creates, designs and institutes programs for Sears agents and staff members to grow both professionally and personally. She doesn't stop there.

"She leads inspirational talks to women on finding their way to their goals, their passion and how to get where you really want to be," Burke said. She has taught classes at a local bookstore on 'Living Juicy' and spoke to 80 women at Sam's Club in Greeley about 'The Wonder Woman Within.'

Burke recalls when she first met Springfield at a school fundraiser put on by Kiwanis Club. "Once I got to know her, I realized she wasn't just volunteering; she is living and setting an example that in turn is making a difference in every aspect of her life as well as others. She has been a one-on-one mentor/partner for a young girl for more than six years whom she met through the Partners of Greeley program, which is no longer in place. Chalice continues to oversee her partner's well-being in her academics, social and emotional personal needs."

Holly Bressler, executive principal at Harold S. Winograd K-8 School in Greeley, said, "Chalice is all about making Greeley, Weld County and the world a better place for everyone. She uses her time and talents to strengthen the efforts of organizations that match her values and beliefs. In addition, she provides vision, ideas, energy and influence in situations that need support to get started or to keep going."

As president of the Women's Foundation, which provides endowment grants in support of women and girls in the community, Springfield declared it the year of "Big Pie Thinking." One of those big ideas was Decadent Desserts, which raised \$12,000 for grant requests.

And the future? "I always pay attention to what's on my radar screen. Right now I'm thoroughly thrilled with my job and don't see myself anywhere else."



MENTOR

Jim Barnett real ladies' man — in best possible sense

Caring, compassion combine to create outstanding mentor

Bv Luanne Kadlub news@ncbr.com

Jim Barnett grew up in a family business and saw early on who was the key to their success. "I knew what made the engine run in our family business, and that was

Barnett is the 2009 recipient of the Northern Colorado Women of Influence Outstanding Mentor Award. Throughout his career – six years with the family funeral business, two years in the military and 32 years in supervisory/management positions including stints at Wells Fargo and currently Bank of Choice where he is senior vice president, director of business development - Barnett has mentored countless women and men.

"Becoming a mentor just kind of happened," he said. "I could tell early on that my biggest enjoyment was selecting good people and giving them freedom to grow and develop. They knew that I was there if they needed me.'

Barnett has lost track of how many people he has mentored over the years, but they haven't forgotten him.

"Without my asking for his help, Jim recognized my interest in funds management and encouraged me to specialize in executive banking and brokerage services," said Anna Olsen, a former financial consultant with Wells Fargo who nominated Barnett for the Outstanding Mentor Award. "I can say without reservation that Jim guided me into a career that has been long, happy and successful as he has done for other women and men."

Tracy Mead, executive director at the Education & Life Training Center, said, "As a woman in a leadership role many times I struggle with how I can be soft and strong at the same time. And many times, I look to Jim Barnett for that answer. Jim has an intuition that I both admire and respect. He is fair, compassionate and caring. He is great fun. And he is very humble."

And Brandon J. Thompkins, vice president at Bank of Choice, said, "There are many (female) former tellers, personal bankers and operations officers that Jim remains in contact with. This is the ultimate proof of true mentorship and friendship."

"He has a fun, approachable and understanding demeanor that makes him a willing and effective leader for men and women alike," Thompkins added.

Being a mentor, means being there when things go right and when things don't go as planned, Barnett said. "It was always important that they know if they made a mistake or were having troubles and worried about the consequences, that they always knew that I would back them up. The way I see it, you have to trust and respect them to do the job. I got out of their way and let them do

Barnett said he encouraged one-on-one time to talk about their business development and any concerns they might have. "It's been very rewarding to watch people grow in their jobs. At one time I had 26 direct reports.

Barnett's influence goes beyond his 9-to-5 job. "He has had a profound impact on women's issues in Northern Colorado through his committed support of the Women Give Initiative to provide child-care scholarships to single mothers working to achieve self-sufficiency by attending college," wrote Gordan Thibedeau, president/CEO of Larimer United Way in support of Barnett's nomination. "I have worked with Jim on a number of different projects and initiatives over the years and I'm struck with his compassion for our community."



Jim Barnett Senior vice president **Bank of Choice**

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VOLUNTEER

Mims Harris brings passion to various nonprofit organizations

Longtime volunteer gives it her all for every commitment

By Kay Rios news@ncbr.com

If names were true descriptors of those they tag, Mims Harris' middle name would be 'Volunteer."

Consider just a fraction of the organizations she has graced with her hard work and dedication to their cause: United Way of Larimer County campaign committee, Respite Care board of directors, Northern Colorado Multicultural Corp., WomenGive, Fort Collins Citizens for Human Rights Committee, Fort Collins UNICEF, PowerPlant Visual Arts board, Dance Connection board. And that's just a sampling.

According to Harris, this year's Northern Colorado Woman of Influence in Community Volunteer Award winner, it's just who she is and what she does, and she brings energy and commitment to each and every involvement.

'People say, 'Oh, they're just volunteers; they're not getting paid.' But, for me, there isn't any difference," Harris said. "When I commit, the expectations ought to be the same. When I'm involved, I'm passionate, so I give it my all and I don't feel like I'm 'just' a volunteer. I'm an important component of the organization."

Harris learned at an early age that volunteering was an integral part of life. "Growing up in a small town in southern Idaho, I saw that my parents were very involved in their community and I learned that it is important to give back to a community that gives to you. I always knew that was part of living and that was part of what I would do."

But first there was the business of life. Harris completed her bachelor of arts at Lewis and Clark College and received a master of science from Indiana University. Her volunteer work began soon after she relocated to Fort Collins in 1970 for a job opportunity at Colorado State University. Once in town, Harris jumped into the cultural life of the community both on and off campus.

After 30 years, she retired from CSU and developed a consulting business working with educational institutions, health-care systems, government agencies and nonprofits. And she continued to volunteer.

Currently, her passion rests in several areas. Harris sits on the Respite Care board of directors, and is on the advisory committee for Abby's Signature Concert Series that raises money for the Pathways Past Poverty Initiative, Hospice and Respite Care. She not only helps put the concerts together, she performs on the piano.

"My mother and I had a lot of fights over piano lessons and she won. I do it pretty well," she says modestly.

Harris is also a passionate advocate for the needs of children. "It comes back to what I've thought all my life. We needed to be taking care of our little ones from the time they are born. We need to do that emotionally, socially, intellectually, the whole nine yards if they are going to grow up to be responsible, competent adults.

She'll continue exercising her passion as a volunteer, she said, and she will continue to work consulting and offering diversity training through her company, Harris and Associates.

"Well, I might retire when I'm 97."



Mims Harris Member, board of directors Respite Care

Courtesy Xx





It's only fitting that Bixpo caps the region's largest business expo with the only regional Business After Hours in Northern Colorado. Business leaders from around the region converge over beverages and hors d'oeuvres to mingle, network and socialize while perusing the exhibitor booths in the Bixpo

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Our goal is to create a community of women who understand the challenges at our advanced stage of business.

Our Members espouse our defining values: integrity, authenticity, resiliency, collaboration and community building.

Our Members are a diverse group of executive women: Owners, Executive Directors, Presidents and CEOs from the business world, as well as leaders of academic, government and community organizations.

Our Mission Statement

We seek to create an exclusive community of highly networked women business leaders with unsurpassed collective influence, connecting and coming together to enhance the personal and professional status of our members, resulting in a lifetime of business and socially responsible success.

The vision of Colorado Women of Influence is to become THE gathering place for high-level women in business.

We come together:

- * in recognition and celebration to honor what we have accomplished,
- * to praise what others have done for us,
- * to support each other,
- * to provide resources we need to grow to a whole new level of success,
- * and most important, become an informal board of directors to help us work out solutions to the challenges we face in our personal & professional lives.

The role of the Colorado Women of Influence:

- * to create a community of supportive colleagues at an executive level;
- * to provide a safe atmosphere of absolute integrity, confidentiality and trust,
- * to encourage each other to THINK BIG!
- * to position our members for service on high profile boards of directors.

Thank you in advance for helping Colorado Women of Influence become THE resource for you, your colleagues and your friends!

Would YOU like to be a Member of Colorado Women of Influence? Contact Ann Clarke or any CWOI Member for more information.



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