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Northern Colorado \$1 May 21-June 3, 2010 Vol. 15, No. 17 www.ncbr.com

Banks work to resurrect St. Michael's

SV Commercial takes on revitalization of development

buildings either bank-owned or

By Kristen Tatti ktatti@ncbr.com

GREELEY - St. Michael's Town Square will return to fight another day — at least if a Denver real estate company has anything to do with it.

With all of the commercial

Interstate access, developments focus of early '01

By Steve Porter sporter@ncbr.com

As the year 2001 got under way, the trauma of 9-11 had not yet arrived and thoughts were still focused on simpler day-today issues.

In Northern Colorado, transportation was growing in importance as continuing good economic times and an increasing population was beginning to choke traffic on Interstate 25 and many of the region's other roadways.

That spring, See Then...and Now Northern By Luanne Kadlub Colorado Page 17A communi-

ties were considering a proposed \$100 million plan that would improve interchanges along I-25 at Crossroads Boulevard, U.S. Highway 34 and Colorado Highway 392 near the developing economic heart of the region.

McWhinney Enterprises, Larimer County and Loveland had all chipped in \$50,000 each to fund the study, which focused on improving transportation routes along a six-mile-long, three-mile-wide stretch of I-25.

See TRANSPORATION, 16A

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headed that way and vacancies mounting, the situation looks dire for the west Greeley development. However, two banks that own a majority of the property have hired SV Commercial Partners to not only sell the property, but also manage and lease it

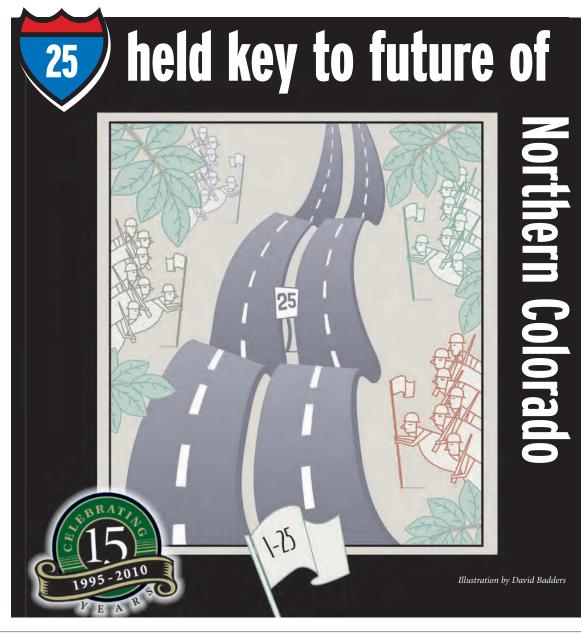
- essentially to resurrect it.

The 240-acre development, named after the patron saint of chivalry, was the brainchild of oil magnate David Calvin. A residential portion was started in 2002; retail followed the rooftops around 2005. The final buildings were finished in 2008, about the

same time the retailers started to struggle.

DJ Calvin, director of real estate for Calvin Enterprises and son of David Calvin, didn't return a call for comment for this story, but in an August 2009 interview, he said that at its peak St. Michael's was about 95 percent occupied.

In early 2008 retailer Tara's Ark See ST. MICHAEL'S, 30A



Two subdivisions tell foreclosure tale

Bridle Hill rides off, while Belmont Ridge gets second chance

By Kristen Tatti *ktatti@ncbr.com*

SEVERANCE — Bright red fire hydrants are spaced between decorative street lamps along Bridle Hill Estates' pristine black asphalt roads that lead to ... nothing.

A green and gold sign set in a brick pillar directs motorists passing on Colorado Highway 14 to the 320-acre development. Bridle Hill was annexed into the town of Severance in 2004 with the vision of becoming an equestrian community, but the five bronze horse statues loitering at the gate are the only equines to grace the property to date. It is now in the beginning stages of the foreclosure process.

Bridle Hill is one of the latest planned communities to hit the financial skids. In 2006, an investment group led by Fort Collins resident Jeff Crowley started installation of the infrastructure for 74 planned lots split between halfacre home-only estates and larger equestrian lots ranging from two and a half to five acres. The single-family lots were priced between \$179,500 to

See DEVELOPMENTS, 23A

100

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Kristen Tatti, Northern Colorado Business Report



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THE EYE What's next? Beer in cans?

You won't believe what The Eye saw while surfing the Internet last night. The **Town Pump**, the 101-yearold Old Town Fort Collins fixture, has a website.

Dubbed Fort Collins' oldest and Colorado's smallest tavern, The Pump now has more virtual space than physical space. It hasn't seen this much technology since it added an ATM a few years back.

Regulars and intrigued potential patrons alike are attracted to the website, www.fortcollinstown pump.com, via social media. Once there, one can become an online "regular" and perhaps get a glimpse of The Pump experience.

Anyone who has visited in the past century or so knows it's a locals' joint as well as the occasional attraction for cash-carrying tourists. Stepping into the establishment is stepping back in time — or into a small coat closet that serves drinks and delectable treats like pickled eggs, jell-o shots, jerky, cherry bombs, and toxic oranges.

Space is the most expensive item at The Pump, which appropriately boasts the smallest restrooms in town — perhaps in America, next to airplanes — and an abstract painting of Clint Eastwood, created years ago by a regular to pay homage to his favorite watering hole — and maybe his bar tab.

Legend has it that The Pump was the first establishment anywhere to

See THE EYE, 15A

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Bus service approaches final stop

34-Xpress could not attract enough riders to keep it on the road

By Steve Porter

sporter@ncbr.com

LOVELAND/GREELEY — It was a hopeful experiment to promote commuting and commerce between Loveland and Greeley, but in the end there were simply too few takers to make it practical.

The 34-Xpress bus service, which connected Greeley and Loveland along U.S. Highway 34, will shut down operations on July 10, according to its sponsor, the North Front Range Metropolitan Planning Organization based in Fort Collins.

The service was launched as a pilot project in August 2008 amid projections that an east-west connection between the two communities would gather enough riders to make it successful — and perhaps self-sustaining — by the end of its planned threeyear demonstration run.

But local officials decided to pull the plug early due to a dearth of riders.

"It just became very apparent that the ridership just wasn't there," said Loveland Councilwoman Joan Shaffer, a representative to the MPO. "There was no way that system was going to go forward beyond its three-year pilot."

Ridership studies showed the service was struggling to achieve more than three riders

per hour on the system's three buses.

Shaffer said the lack of passengers had become an embarrassment to both cities. "Having an empty bus going back and forth was not a good advertisement for alternative transportation," she said.

In late April, both the Greeley and Loveland city councils voted to end their participation in an intergovernmental agreement to offer the 34-Xpress. Neither community was directly funding the service, with operating money coming mostly from the Federal Transit Administration and the Colorado Department of Transportation, which owned 80 percent of the buses.

Earlier this month, the NFRMPO council decided to end the service.

See BUS SERVICE, 15A

F O C U S

Linda Joy gives voice to cast of characters



JOY IN HER WORK – You may not recognize the German voice of Baby Miss Piggy, but actress Linda Joy serves an international client list from her Loveland studio. In addition to performing as a voice in films, TV and video games, Joy also edits her own work from her in-home sound studio equipped with industry-specific software.

International actress works from her own studio in Loveland

By Maryjo Morgan news@ncbr.com

We hear voices all the time. From instructional videos and website vignettes to the messages delivered while we wait on hold. These voices seem to be everywhere. But they are not random. What we hear are the voices of highly trained professionals speaking ad copy, dubbing movie dialog and bringing cartoon characters to life. Thanks to technology that allows these professionals to do their jobs anywhere in the world, one such international voice celebrity works from Loveland.

Linda Joy was born in England to American missionary parents. She took classes at the Alliance Française and Paris American Academy, studied acting and audiovisual media at the Universität Mozarteum in Austria, and completed her bachelor's degree in Salzburg in 1974. After five years in repertory theater in Germany, she found a niche in automated dialogue replacement, also called looping.

Joy said the Germans have an expression about trying to get a job. "It's called 'Türklinken putzen.' which means 'to polish doorknobs."

Here we call it "paying your dues." By whatever name, getting that first "in" can be an agonizingly slow process. Joy built her network in Germany cold call by cold call. She persisted, asking casting directors to at least let her be a voice in the crowd, or



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Brown Publishing bids \$15.3 million for assets

CINCINNATI - The owners and executives of Cincinnati-based The Brown Publishing Co. and its subsidiaries, which filed for Chapter 11 bankruptcy protection on April 30, have formed a new company to bid on the

Roy Brown, Joel Dempsey and Joseph Ellingham formed Brown Media Corp. to bid \$15.3 million on the 109 publications and websites, which are saddled with about \$94 million in debt.

Brown Media Holdings purchased Boulder Business Information Inc., which holds a 51 percent stake in Northern Colorado Business Report Inc., in February 2008. BBI is one of 15 Brown entities that filed for bankruptcy

Under Chapter 11, a company is freed from the threat of creditors' lawsuits while it reorganizes its finances. The debtor's reorganization plan must be accepted by a majority of its creditors. Unless the court rules otherwise, the debtor remains in control of the busi-

In its bid filed with the U.S. Bankruptcy Court for the Eastern District of New York, Brown Media Corp. said it is "the only potential purchaser that has offered to purchase all of

The bidders claim that their offering price "significantly exceeds the amount the debtors could receive by selling pieces of their assets to multiple bidders, were any such bidders to materialize."

Brown Media proposes acquiring Brown Publishing's entire assets "free and clear of all liens, claims, interests and encumbrances."

PNC Bank in Philadelphia and Wilmington Trust Co. in Boston are the primary holders of Brown Publishing's debt.

Brown Publishing publishes 15 paid daily papers, 32 paid weekly newspapers, 11 paid business publications, 41 free newspapers, shoppers and niche publications and 51 newspaper and niche websites in Ohio, Colorado, New York, Texas, South Carolina, Illinois, Iowa, Utah, Arizona and Wyoming.

In a previous statement, Brown Publishing President and Chief Executive Officer Roy Brown said the decision to enter Chapter 11 bankruptcy "was made to help assure that the businesses involved are best positioned to prosper in the years ahead."

Brown has asked for court approval of several motions, including \$2.5 million of debtor-in-possession financing, use of cash collateral, maintenance of employee payroll and health benefits, and continuation of the companies' cash-management systems. Granting those motions would enable the companies to continue to operate as normal pending the sale.

С 0 RRECTIO Ν S

In the historical timeline for 2000 in the May 7, 2010, issue of NCBR, the photo identified as Mike Hauser was actually of Jeff Hauser, an organizational consultant who now practices in Loveland. Our friend Mike Hauser, pictured here in 2000, passed away March 3 of last year in Santa Rosa, Calif., where he had served as president of the chamber of commerce for eight years and before he could assume the chairmanship of the board of the American Chamber of Commerce Executives to which he had been elected. He is missed.



MIKE HAUSER

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. 212, or e-mail her at khawthorne@ncbr.com.

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Leprino cheese plant nears construction start

City approves plans for smaller building, flipped alignment

By Steve Porter *sporter@ncbr.com*

GREELEY — After almost two years of little visible progress, construction at Leprino Food Co.'s mozzarella cheese factory is expected to begin next month.

Site preparation on the 96-acre parcel just east of downtown Greeley has been under way for several months, with heavy equipment reconfiguring the site once occupied by the Great Western Sugar Co. Initial work included mixing lime deposits from decades of sugar beet processing operations — estimated at 700,000 square yards — into dirt for leveling and reshaping the property.

"(Leprino) had to demonstrate to the state that the dirt-lime mix was suitable for building on," said Becky Safarik, Greeley community development director. "It's a pretty nice recycling of it and making it a useful construction material."

A proposed amendment to Leprino's original Development Concept Master Plan was approved by the Greeley Planning Commission on May 11. One of the changes OK'd by the commission essentially "flipped" the site plan from north to south, switching an employeecustomer entrance into the site from Ash

Cheese by the numbers

The long-awaited Leprino factory is expected to have a big impact on Greeley:

Cost	\$143 million
Size of building	883,000 square feet
First phase	127,020 square feet
Number of phases	4
Opening of first pha	se Summer 2011
Height of cheese-dr	ying towers 150 feet
Size of parcel	96 acres
Cubic yards of lime	removed
or mixed into site	700,000
Number of pounds of	of milk
needed daily	Up to 7 million
Workers	Up to 500

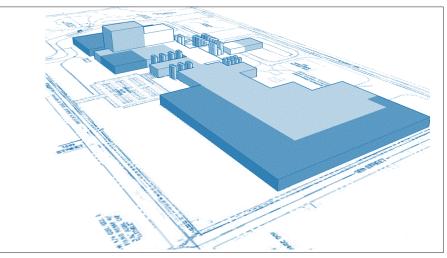
SOURCE: BUSINESS REPORT RESEARCH

Avenue on the east to First Avenue on the west side. A delivery truck entrance remains on the west side.

Mike Reidy, Leprino vice president, said the change just made sense from an engineering perspective.

"Quite simply it's the most optimum use of the property and for traffic access around the site," he said.

Denver-based Leprino announced in June 2008 that it had chosen Greeley as the site of its 10th U.S. production facility. Leprino also has a cheese-making plant in Fort Morgan built in 1994, along with three production facilities in California, two in Michigan and single facilities in New Mexico, New York and Nebraska.



Courtesy Weld County Planning Department

FLIP THIS SITE – The latest plan for the Leprino Foods Co. mozzarella cheese production plant has been flipped, placing dryers originally on the site's south side moved to the north end. The amended filing with the city of Greeley also changes the employee-customer entrance into the site from Ash Avenue on the east side of the 96-acre property to First Avenue on the west side.

Construction phasing changes

In addition to flipping the plans for the Greeley plant, Leprino is also changing the phasing of its construction.

The original plan called for a 550,000-square-foot facility in the first phase. The new first phase includes a much smaller building — about 127,000 square feet — followed by additional phases that would ultimately result in a slightly greater total square footage. The original total size was about 870,000 square feet, and the revised plan calls for 883,000 square feet.

Reidy said market conditions caused the company to shift to the smaller building first, which will focus on producing powdered milk. "It was just because of the timing of the matching our needs in terms of the demands of the marketplace," he said.

Reidy added the smaller building will require fewer initial workers. "There'll be fewer people at first but that will get caught up in the second phase."

How soon that second phase of construction on the 550,000-square-foot mozzarella production facility will begin remains up in the air, Reidy said.

"The second phase is under active discussion right now," he said on May 18. See LEPRINO, 31A



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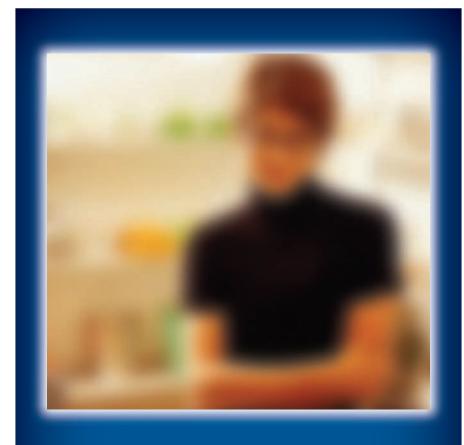
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Fee soothes sting of uncompensated care

Federal government matches fee, reduces losses for providers

A new "provider fee" now being collected from Colorado hospitals is returning federal matching dollars to help them reduce the cost of care for the uninsured and underinsured.

The fee, authorized under the Colorado Health Care Affordability Act co-sponsored by state Rep. Jim Riesberg of Greeley and passed last year, is also helping to expand and improve health-care delivery to tens of thousands who

have no health insurance. And for hospitals in Northern Colorado, the fee — which went into effect April 1 — is helping cover the growing cost of health care for indigent

and Medicaid patients. "It's helping to compensate us for the fact that our indigent care volume has increased 35 percent from 2008 to 2009," said Stephanie Doughty, Poudre Valley Health System's chief financial officer. Doughty said without the new fee, PVHS was expecting only a 4 per-



HEALTH CARE Steve Porter

cent increase in federal and state reimbursement for treating the indigent.

"Now, we're getting a 28 percent increase, so that more closely matches the volume of increase in our system," she said. PVHS owns and operates Poudre Valley Hospital in Fort Collins and Medical Center of the Rockies in Loveland.

According to figures compiled by the Colorado Department of Health Care Policy and Financing, PVHS hospitals will realize combined net earnings of approximately \$1.877 million from the fee and federal matching funds for fiscal year 2009-10.

Northern Colorado hospitals owned and/or operated by Phoenix-based Banner Health will realize combined net earnings of about \$9.5 million. Those facilities include McKee Medical Center in Loveland, North Colorado Medical Center in Greeley, East Morgan County Hospital in Fort Morgan and Sterling Regional Medical Center.

"The additional funds paid back to hospitals from the total provider fee enable us to continue to meet our mission as nonprofit health-care hospitals in providing quality care to those in the communities we serve," Banner said in a statement.

Estes Park Medical Center will have fiscal year 2009-10 net earnings of about \$454,000.

Reimbursed for indigent care

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The provider fee is based on a complicated reimbursement formula that

"This helps us to at least reduce our losses."

Stephanie Doughty, CFO Poudre Valley Health System

takes into account numerous factors but basically pays more to hospitals that treat the highest percentages of Medicaid and indigent patients and less to those who do not.

"The fee is assessed on all patients seen but only comes back based on the number of Medicaid patients seen, so some will get back more than others," said Steven Summer, Colorado Hospital Association president and CEO.

Summer said the provider fee which provides the basis for hospital compensation — is not based on a perpatient basis "and by law can't be passed on to the patient."

So patients will never see a line-item charge on their bill, and patient participation in the fee comes only through being counted in the numbers used to calculate it.

Summer said one major reason why CHA and most of the state's hospitals supported the fee was its ability to be used to reduce the cost-shifting to paying patients to help cover the cost of indigent and Medicaid-paid care, as it has in several other states. Summer notes that Medicaid — a health-care program for the poor paid for with state and federal dollars covers only about 55 percent of provider costs.

"That (unpaid) cost is being incurred by hospitals," he said. "This is to replace a portion of that. Instead of losing 45 cents on every dollar of Medicaid, now it's only 15 cents."

The provider fee is projected to bring in about \$600 million in matching federal funds each year and is expected to provide Medicaid coverage for about 147,000 uninsured adult Coloradans who had no health care other than that provided in hospital emergency rooms.

"When those patients show up at hospital emergency rooms, the hospitals get paid zero," Summer said. "Now, they'll be showing up with some payment instead of no payment. So it's a positive outcome."

Doughty said the adoption of the fee came at a "critical time" for Colorado hospitals struggling to provide care in a down economy.

"(Legislators) knew hospitals were going to be critically challenged because of the economy," she said. "The state's budget had to be cut and hospitals were facing increasing indigent care because of the economy. This helps us to at least reduce our losses."

Steve Porter covers health care for the Northern Colorado Business Report. *He can be reached at 970-232-3147 or at sporter@ncbr.com.*

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STORE SPECIALS!

New iConji language for the symbol-minded

Simple pictograms could revolutionize communication

Local technopreneur Kai Staats is setting out to prove that a picture is not worth a thousand words — it's worth one language-spanning, artistically ren-

dered word that he hopes will connect the globe. Staats, with the

help of a team of creative and technical minds, launched iConji this month. iConji is a set of usercreated 32x32pixel symbols -- a

lexiConji — that



and

TECHNOLOGY Kristen Tatti

represent words or ideas, not dissimilar from ancient Egyptian hieroglyphics or American Sign Language. The major difference, of course, is that the symbols are delivered electronically to computers, phones, tablets, etc. Therein lies the key to iConji adoption, Staats hopes.

He pointed out that just over a decade ago, almost half of the world's population had not used a telephone. By the end of 2008, mobile phone use was estimated to include 4 billion people - 60 percent of the global popula-



Courtesy www.iConji.con

boards. The keyboards, or "buckets," are limited only by the amount of memory space on the device.

Staats developed iConji through his research and development company Over the Sun LLC. It started as a distant idea – an "ah-ha" moment – over a beer with his former business partner Dan Burcaw. Burcaw's company, Double Encore, developed the iPhone app, which is expected to release soon.

In all, Staats worked with more than a dozen other individuals, none of who have training in linguistics or social sciences.

Conjuring iConji has been "the most fun I've ever had," Staats said. And that's the point.

The system has to be fun and interactive to be widely adopted - "as fun as

Facebook," Staats explained. He realizes that the language will probably be used mainly as an entertaining tool for texting, but he doesn't think it will end there.

'I want this to be recognized as a full language," he said.

User-generated symbols

Just as languages have evolved over millennia, Staats feels that iConji will progress — much more rapidly — as users submit their own symbols. Not all symbols will transcend cultural barriers. The symbol for "hello" — an open hand with an outward pointing arrow - might carry different connotations in different countries. That's why any user can submit his or her own symbol, with the added incentive of being able to track its use.

In addition to carrying a word meaning, the symbols will also have data tied to them — date-time stamps; geographic location; and the actual language translations. Individual users can even manipulate the symbols they put into their personal "bucket," adding extra information that the recipient can view with a click or a touch on the picture, or small character tags to express grammatical elements such as tense and parts of speech. For example, a small plus sign in the corner of a symbol makes it possessive.

While iConjigation of verbs is not necessary, iConji does have some rules. For one, anyone can contribute to the lexiConji, but the product itself is not open source; the code is proprietary.

Symbols representing commercial products are verboten without a license, allowing iConji to remain free for users by generating revenue for commercial symbols. Companies would pay a nominal fee every time their symbol is used, and in return, would be able to know where and when people were discussing the product.

Over the Sun also plans to license a software development kit to encourage others to build iConji apps. Whether the kits will be free has yet to be determined.

Also to be determined are the future uses of (and revenue streams for) iConji. Staats already envisions educational applications, since each symbol carries its own translation. iConji launched in Chinese, English, French, German, Hindi, Italian, Japanese and Spanish. While iConji isn't meant to compete with translation tools such as iGoogle or Babblefish, it could be useful for language learning.

Like its uses, the future applications for iConji are virtually limitless. Staats mused that the symbols could be associated to musical notes or sounds so that poetry could be a musical composition or vice versa. No matter what the future holds for the program, it will have to start with simple dialogue – an iConjisation.

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



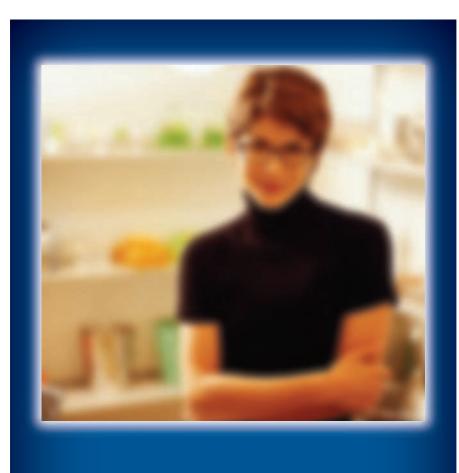
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Courtesy Greeley Weld Chamber of Commerce

MEMPHIS CHARLIE – American blues-harp player and bandleader Charlie Musselwhite performs at the 2009 Greeley Blues Jam. Multiple headliners will take the stage June 12 at the Island Grove Arena.

Headliners bring it on home to Greeley

Blues Jam starts off summer with two days of music, fun

A great music festival can define a city: Think the New Orleans Jazz and Heritage Festival or the Telluride Blues and Brews Festival. The Greeley Blues Jam is quickly becoming a destination point for blues lovers of all stripes. The festival kicks off summer with two days

of music on June 11 and 12, proving that singing the blues is good for the local economy.

Now in its sixth year, the Greeley Blues Jam is "solidly anchored, accepted and adored by the community," said Pam Bricker, chair of the festival.

But that wasn't



BUSINESS AND THE ARTS

Kiki Gilderhus

always the case. Music festivals are expensive to launch, costing upwards of \$100,000. In 2004 when the city of Greeley sponsored the first blues festival, it lost money.

This year the city and the Greeley Chamber of Commerce are presenting sponsors, offering in-kind support, in tandem with an impressive list of local sponsoring businesses. The key, Bricker said, is that the Blues Jam is nonprofit.

"When it's a nonprofit festival, people are more willing to donate," she added. "And it's an ownership thing. The Blues Jam belongs to Greeley, and because of that businesses become very generous. We have an incredible list of sponsors contributing not only money but things like tents, food, liquor, sod and other services. "

In a report to the city, the chamber estimates that the festival creates an

economic impact of \$275,000 each year.

"We base the formula on number of hotel rooms, number of room nights, and on average daily spending," according to Kim Parker, conference and tourist director for the chamber. "We figured \$275,000 for last year, and we expect at least the same and probably more this year. Part of what makes the Blues Jam successful is the organization. There is a very strong committee, a good business plan — and

it is an event set up to sustain itself." Bricker also sees the Blues Jam from a community perspective.

"Greeley is such a great music city," she said. "We have the UNC Jazz Festival and the Greeley Philharmonic, a really impressive music tradition, and the Blues Jam is a part of that."

At the same time, the festival is attracting national attention through coverage in Blues Revue Magazine, the world's largest publication dedicated to the blues.

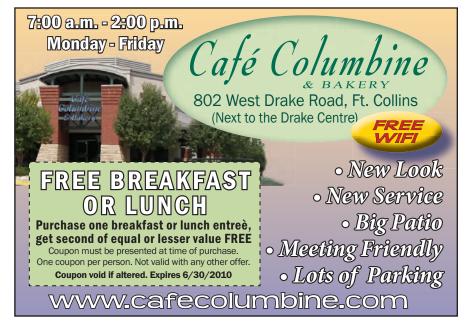
"People are coming to the Blues Jam and making a vacation out of it," Bricker explained. "They check out the music and then visit the mountains, see Colorado."

In fact, the Greeley Blues Jam was named the Outstanding Tourism Event of 2010 by the Greeley Convention and Visitors Bureau on May 13, but organizers say it's nothing but a party.

Big-name headliners

Multiple headliners will take the stage on Saturday, June 12, at the Island Grove Arena. The Fabulous Thunderbirds are best known for their cross-over hits "Wrap It Up" and "Tuff Enuff" during the 1980s, but band leader Kim Wilson has always put the blues at the center of their music.

blues at the center of their music. Shemekia Copeland, daughter of late blues guitarist Jonny Copeland, will rock the house with her soulful voice. And Louisiana slide guitarist Sonny Landreth will hit the stage two weeks



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THE EDGE



TIME OUT

Snapshots of life outside the office

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ETC.

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Software developers Page 20A

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Bioscience companies Page 25A

Most innovative companies Page 26A

Child care big issue for employers

Flexibility critical to keeping workers, families working

By Anne Cumming Rice news@ncbr.com

Among Katie Zwetzig's 40 employees are about a half dozen single moms who find themselves scrambling when one of their children gets sick.

That's why Zwetzig allows those moms and others who work for her - flexible scheduling such as working remotely when child care and family needs arise.

"You have to value your employees and trust them to get their jobs done," said Zwetzig, one of the owners of Premier Employment Screening Services in Fort Collins, which offers background screening for employers and volunteer programs. "The key for us is that everyone needs a little flexibility at some point or another."

With a tough economy, more pressures on people at work and rising child-care costs, flexible scheduling is just one way companies

See CHILD CARE, 21A

Ideas for employers If you want to make your workplace family friendly:

- Offer flexible scheduling and the option to work remotely for parents whose children get sick or have other emergencies.
- Start an employee-based scholarship for child care. Negotiate discounts for employees with local child care providers.
- Set up flexible spending accounts for parents to set aside pre-tax dollars for child care.
- Assign someone in human resources to be the company expert on child care issues.
- Let your employees know about the Early Childhood Council's free bilingual child care referral service, 970-377-3388.
- Donate to a child care center by sponsoring a classroom
- Take advantage of the Colorado Child Care Tax Credit through a contribution to a child care effort.

Several Northern Colorado agencies involved in child care issues are sponsoring focus groups for employers about the economic impact of child care.

8-10 a.m. May 27 in Fort Collins

■ 4-6 p.m. June 3 in Loveland ■ 8-10 a.m. June 10 in Fort Collins To register, contact Marija Weeden-Osborn at mweedenosborn@uwaylc.org.



Are all meetings really necessary?

Time commitment, costs against project benefits

How many meetings did you attend this week? Which meetings ended with a clear outcome and a defined next step? Which ones stand out in your mind because they moved an idea, project, or task forward positively? How much time did each meeting actually involve?

Meetings are expensive. Every meeting requires time to travel to and from the location, as well as the time at the meeting and any conversation after the meeting is adjourned. A two-hour meeting may require half a day. Our time is too precious to sit through unproductive,

unnecessary meetings.

As the workload has become heavier and resources

reduced, we must look for ways to improve meeting results. The issue of meeting management is a time management issue. When we agree to conduct or attend a meeting, we need to give careful consideration to the value this meeting and the associated time will add to our project or team.

There are several opportunities to manage the cost of a meeting. One is in the preparation and conduct of the meeting. Another is the decision of "where" to hold it.

Traditional meeting management guides always focus on having an agenda, being well-prepared, and making sure the time is used productively. As a facilitator, I conduct meetings for a living. I have a standard promise I make to my clients: "I will not waste your time."

If everyone made that commitment, we might see fewer bad meetings.

See INNOVATION, 24A



2010 Porsche Cayenne



2010 Porsche Cavenne Lease

PORSCHE



PRACTICING

INNOVATION

Shirley Esterly

ON THE JOB

FINANCE

Fred Bauer, president Farmers Bank in Ault, participated in two days of Congressional visits as part of the Independent Community Bankers of America Washington Policy Summit held April 26-28 in the nation's capital. Each year, the ICBA Washington Policy Summit brings community bankers from across the country to Washington to meet with their federal legislators and discuss a wide range of legislative issues that affect community banking.

Dan Austin, a financial representative with the Mountain Plains Group of Thrivent Financial for Lutherans, qualified for the organization's Summit Circle for 2009 achievements. In order to qualify for the Summit Circle, Austin demonstrated outstanding sales and service to



AUSTIN

members. Austin, who lives in Windsor, is with Thrivent Financial's Rocky Mountain Regional Financial Office, and serves Lutherans and their family members in the surrounding communities.

CONSULTING

The Catshot Group LLC hired Andy DesJardins, Kurt Johnson, Mike Boatner and Kevin Pykkonen to serve as associates on its team, acting as consultants. Catshot, with offices in Washington D.C. and Broomfield, is a strategic consulting firm dedicated to rapidly launching ideas and opportunities through leverage of its team's extensive networks and senior leadership experience, specifically in the areas of energy security, Homeland Defense and aviation.

EDUCATION

Abigail Buckingham is the recipient of the city of Greeley's \$1,000 Jim Longworth Memorial Scholarship. The committee evaluated scholarship applicants in the areas of grade point average and curriculum, financial need, extracurricular activities and employment activities. Jim Longworth was a Greeley police officer shot in the line of duty.

Paul Gale is the new teaching pro Golf Shop Fort Collins, formerly known as Golf Discount in Fort Collins. Gale comes from Castle Pines Golf Club where he worked with various top instructors, as well as Rotary Swing Tour founder Chuck Quinton.

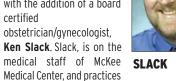


GALE Gale recognizes in order to

obtain a consistent and repeatable swing, human physiology, biomechanics, and an excitement for the game are key components of the learning journey.

HEALTH CARE

Medical Arts Centre of Windsor now offers specialized women's care with the addition of a board certified obstetrician/gynecologist, Ken Slack. Slack, is on the



at McKee Center for Women's Health in Loveland.

North Colorado Medical Center neurologist William Shaffer, M.D., now sees patients with multiple sclerosis monthly in Sterling. Shaffer's practice specializes in the treatment of patients with multiple sclerosis. Shaffer has chosen to expand his practice in northeastern Colorado to meet the needs of MS patients who lack this specialized care close to home.

REAL ESTATE

Betsy Dean, Jaimie Lowry, Laurie Foerster, Ralph Lee and Vonda Jacobson have joined Re/Max Action Brokers. All were formerly with Simply Sold. Abby Renner of Re/Max Action Brokers' Loveland office completed the requirements to earn the status of a Quality Service Certified real estate professional.

CONSTRUCTION

Kelli Harper and Bill Hackett have been appointed regional sales business managers for FacilityLogic Inc. Harper and Hackett will be responsible for selling FacilityLogic's full range of facility maintenance to commercial properties services throughout Colorado and neighboring states.

AGRICULTURE

The American Bar Association's Antitrust Section has named Faegre & Benson Partner John Shively co-chair of the newly established Agriculture & Food Committee. The committee will focus on reporting, educating and participating in accelerating antitrust developments within the agriculture and food sector, and provide a venue for advancing the dialog started by the workshops, including the antitrust issues surrounding seeds, farm crops, livestock, meat packing and processing. dairy, food processing and distribution and retail aroceries.

BOARDS

Partners Mentoring Youth has elected new board members: Kris Binard, Front Range Community College; Pam Brock, Poudre Valley Health System; Cathy Mathis, Vaught Frye Ripley Design Inc.; and Katie Zwetzig, Premier Employment Screening Services.

MISCELLANEOUS

Camp Bow Wow and owner Heidi Ganahl were named to the list of the top 50 fastest growing women-led companies in North America. Combined. the top 50 generated \$2.3 billion in gross revenues in 2009 and averaged 128 employees.

Mike Vergara of Greeley has joined the Better Business Bureau serving northern Colorado and greater Wyoming as a business relations specialist. In this new position Vergara is responsible for educating businesses in Greeley, Loveland and Fort Collins about the BBB, including benefits and services, and helping them become BBB Accredited Businesses. Previously, he was a senior account executive for an outdoor advertising company. Carrie Rossman accepted the newly created position of foundation program director for the BBB. Rossman is responsible for developing new programs to provide ethics education to BBB Accredited Businesses, students and consumers in the 42 counties the local BBB serves. She previously worked as trade practices manager then grant researcher/writer for the Denver-Boulder BBB.

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

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BRIEFCASE

Nonprofit notes

The Platte Valley Medical Center Foundation had partnered with the Community First Foundation to raise \$300,000 for the hospital's endowment fund. If \$200,000 is raised by September, the Community First Foundation will present the PVMC Foundation with an additional \$100.000 through its challenge grant program or 50 cents on every dollar. The foundation serves the needs of Platte Valley Medical **Center** in Brighton.

Funding Partners in Fort Collins announced its continued partnership with the Rocky Mountain Community Land Trust for construction financing of the Woodmen Vistas Development in Colorado Springs. Woodmen Vistas targets individuals and families at or below 80 percent of the area median income, which represents an annual income equal to or less than \$56,650 for a family of four in El Paso County.





Nominations open: May 1 Award Breakfast: August 12 **Embassy Suites** Sponsored by EKS&H Contact De Dahlgren

NCBR Marketing/Events Director ddahlgren@ncbr.com

KUDOS

The Governor's Commission on Community Service awarded A-Train Marketing Communications of Fort Collins the Outstanding Business Award above all businesses operating in Colorado. The award recognizes businesses that have "demonstrated a tremendous commitment to giving back to Colorado communities." Judges were asked to consider nominees' commitment to service, impact on community, innovative solutions, contributions to a project or program.

Miramont Family Medicine in Fort Collins earned the Excellence in Prevention through Health Information Technology Award. Practices that won the award demonstrated a commitment to excellence in health information technology and a focus on process improvement.

The Colorado chapter of the Business Marketing Association honored Value Plastics in Fort Collins with a 2010 Gold Key Award. The Gold Key Award is recognized as Colorado's most prestigious competition dedicated solely to business-tobusiness marketing communications. This year's program included 130 entries in 38 categories from Colorado's top B2B businesses and agencies.

NEW PRODUCTS AND SERVICES

Vitamin Cottage stores will now be carrying personal care products from Save Your World. These products are chemical-free, cruelty-free, made with organic aloe vera, organic yerba mate and scented with pure essential oils. For every product sold. Save Your World will save one acre of rainforest in South America for one year; one acre can support between 500 and 700 trees. Visit http://store.saveyourworld.com/ for more information.

Hagen & Melusky Law Offices in Windsor has expanded its practice areas to now include personal injury and worker compensation law. Two new staff members have joined the H&M team, attorney Jason Wolfe and paralegal Michelle Wardell. Hagen & Melusky practices family law, civil litigation, business and commercial law, international trade, employment and estate planning law.

C.B. & Potts Restaurant and Brewery announced the return of the Goat-Maibock. The lager is fermented cold and aged at near freezing temperatures to achieve a smooth and satisfying profile.

NEW LOCATION

Perkins Restaurant & Bakery opened a new Loveland location one block east of I-25 at Crossroads Boulevard. The new restaurant will operate 24 hours a day and features a private meeting room, free WiFi and a coffee bar.

DEALS

The General Services Administration awarded Terracon Consultants Inc. an extension to its Environmental Advisory Services contract through May 2015. The contract allows Terracon to provide services including environmental planning and documentation, environmental compliance, waste management, hazardous materials management advisorv and remediation services to any federal agency or authorized government contractor using the Federal Supply Service schedules and system.

DEADLINES

Larimer Humane Society is seeking volunteers for its 20th annual Fire Hydrant 5, a 5K Run/Walk and Pet Fair to be held June 5 at Edora Park in Fort Collins. Contact Christina Tedesco, development assistant for Larimer Humane Society, at 970-530-2945 or via email at volunteer@larimerhumane.org for more information.

The Canyon Lakes Ranger District is looking for volunteers to help with repairs and landscaping for the Handicap Fishing Area Restoration Project in the Big Thompson Canyon. Contact Dallas or Maggie Maurer at 970-669-7729 for more information.

PROJECTS

Larimer County installed a 26.82 kW photovoltaic array on the roof of its Larimer County Courthouse Offices Building at 200 W. Oak St. in Fort Collins. Larimer County anticipates the system of 138 solar panels will produce 39,024 kWh annually, offsetting the equivalent amount of electricity the county now purchases from the utility grid. All of the electricity produced by the system will be consumed by the LCCO.

MISCELLANEOUS

Be Local Northern Colorado welcomed new and renewing members Roberto's Salsa and Sauces, Benton Electric LLC A Strategic Advantage, Traditional Chinese Medical Clinic Inc., Toro Mexican Grill, Rocky Mountain Salsa, Downtown Ace Hardware, White Balcony, Motherlove Herbal Co., Ranchway Feeds, Waste-Not-Recycling, CCSEO Web Visibility Solutions, and Choice Plus Insurance.

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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TIME OUT



BRAVO! – 1. The recipients of the 2010 Bravo! Entrepreneur Award were honored at a May 5 ceremony at the Embassy Suites - from left to right, Don Churchwell with Home State Bank, lifetime achievement honoree; Curt Richardson, founder and CEO of OtterBox, Fort Collins entrepreneur honoree; Guy Babbitt, co-founder of Czero, emerging entrepreneur honoree; William Rankin, CEO of UQM Technologies, outlying communities honoree; Ted Warner, founder and CEO of Connecting Point, Greeley entrepreneur honoree; and the Regional Spirit recipients David May, Fort Collins Chamber; Sarah MacQuiddy, Greeley Chamber; and Brian Willms, Loveland Chamber (not pictured: Aubrey Poore, founder and chief scientist of Numerica Corp., Loveland entrepreneur honoree). **2.** Kevin Brinkman, managing broker of Brinkman Partners, describes the ins-and-outs of the real estate business to a table of Colorado State University students at the April 29 UCREW event held at the Flats at the Oval development. **3.** Economic development officials Betsey Hale, Loveland; Mike Freeman, Fort Collins; and Bruce Biggi, right, Greeley; presented to the Northern Colorado chapter Commercial Real Estate Women luncheon on May 5. **4.** Ge Moore, left, shows off the Sylvan Dale Guest Ranch booth to Sherri Maliszewski, outside sales representative for Deep Rock Water Co., at the April 14 Fort Collins Chamber of Commerce Spring Showcase at the Hilton.

photos by Business Report staff, Fort Collins Chamber of Commerce, CREW E-mail your event photos to Editor Kate Hawthorne, khawthorne@ncbr.com. Include complete identification of individuals.







SEE MORE BRAVO! PHOTOS

Visit www.NCBR.com\Events, then under Special Publications, select 2010 Bravo! Entrepreneur Awards to view many more 2010 Bravo! Entrepreneur event photos.



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JUNE 14, 2010

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CALENDAR

- May 21 Square Party...Like it's 1985!, from 4 to 9 p.m., Old Town Square, Linden and Walnut streets in Fort Collins. Cost: FREE. Contact: Peggy Lyle at 970-484-6500 or plyle@downtownfortcollins.com .
- May 22 Moms Helping Moms: A Children's Fashion Show & Silent Auction, from 11 a.m. to 1 p.m., St. Elizabeth Ann Seton Church, 5450 S. Lemay Ave. in Fort Collins. Cost: \$15 per adult, or \$10 reduced ticket with one bag donation of new and gentlyused clothing. Kids - free. Contact: Moms Club at 970-215-1438 or Attend@FCMomsWest.com.
- May 22 4th Annual Paws on the Promenade dog expo, from 10 a.m. to 4 p.m., Promenade Shops, in Loveland. Contact: Tiffany Villavicencio at 970-461-1285 or centerramkt@gmail.com.
- May 23 25 Workplace Mediation, from 8:30 a.m. to 5 p.m., Mediators without Borders, 4412 W. Eisenhower Blvd. in Loveland. Cost: \$795. Registration Deadline: May 7. Contact: Kristi Rutledge at 970-593-3050 or rutledgeke@ gmail.com.
- May 24 NoCoNet presents Networking Basics, from 8 to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. Contact: NoCoNet at noconetinfo@yahoogroups.com.
- May 25 Grant Writing: Approaches to Getting Started for the Writing Professional, starting at 6:30 p.m., National Center for Atmospheric Research, 1850 Table Mesa Drive in Boulder. Contact: Deb Kolaras at 303-499-3311 or pr@bwa.org.
- May 25 Conservation Easement Tax Credit Program, from 1 to 4:30 p.m., Island Grove Regional Park, 501 N. 14th Ave. in Greeley. Cost: Free and open to the public. Contact: Lauren at 303-774-8195 or lauren@taxcreditconnection.com.
- May 25 27 American Clay Earth Plasters Training Workshop, Denver. Cost: Varies. Contact: Casa Verde Paint at 303-717-6337 or info@casaverdepaint.com.
- May 26 Social Media A Starting Point, from 4 to





970-203-9292 4496 BENTS DRIVE WINDSOR, CO 80550 WWW.DAVINCISIGN.COM 5:30 p.m., SBDC office (Key Bank Tower), 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$25, \$35/day of. Contact: SBDC at 970-498-9295 or sbdc@frii.com.

- May 26 27 International Business Fundamentals: From Start to Export, from 8:30 a.m. to 4:30 p.m., Denver World Trade Center, 1625 Broadway, Suite 680 in Denver. Contact: Justn Szymik at 3035925757 or wtcdenver@att.net.
- May 27 Greeley Weld Business After Hours, from 5 to 7 p.m., Greeley Stampede, 600 N. 14th Ave. in Greeley. Cost: \$10. Contact: Kim Barbour at 970-352-3566 or kim@greeleychamber.com.
- May 29 31 Art Market, starting at 9 a.m., Bond Park, Downtown Estes Park in Estes Park. Cost: Free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- May 29 31 Estes Park Antique & Collectables Show , starting at 10 a.m., Fairgrounds at Stanley Park, 1209 Manford Ave. in Estes Park. Cost: \$1. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- May 31 Houska Houska 5K, starting at 9 a.m., 899 Riverside Ave., in Fort Collins. Cost: Varies. Contact: Kerrie Luginbill at 9704827644 or kerrie@mantoothcompany.com.
- June 1 11th Annual Summer Art Walk, starting at 10 a.m., Art Galleries in Estes Park, Greater Estes Area in Estes Park. Cost: Free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 1 Front Range PC Users Group presents Today's Linux Desktop, from 7 to 9 p.m., Fort Collins Senior Center, 1200 Raintree Drive in Fort Collins. Contact: Mike Morris at 970-461-2002 or twriterext@gmail.com.
- June 2 Business Planning for Success, from 8:30 a.m. to noon, SBDC office , 125 S. Howes St., Suite 150 (Key Bank Tower) in Fort Collins. Cost: \$40, \$50/day of. Contact: SBDC at 970-498-9295 or www.sbdc-larimer.com.
- June 2 28 Small Business Boot Camp Seminar, from 6 to 7 p.m., 729 Main St. in Longmont. Cost: free. Contact: Greg Ellis at 720-494-2552 or Greg@ellisblb.com.
- June 2 Envision: Young Professionals, from 5:30 to 7 p.m., Austin's American Grill, 2815 E. Harmony Road in Fort Collins. Cost: \$15/young professional until 5 p.m., \$20/young professional after May 28 and at the door. Contact: Fort Collins Chamber at 970-482-3746 or www.FortCollinsChamber.com.
- June 3 Global Cross Cultural Communications, from 8:30 a.m. to 4:30 p.m., World Trade Center, 1625 Broadway, Suite 680 in Denver. Contact: Justn Szymik at 01-303-592-5757 or wtcdenver@att.net.
- June 4 17 Beet Street's Streetmosphere, Downtown Fort Collins. Contact: Kerry Miller at 970-419-8240 or info@beetstreet.org.
- June 5 Larimer Humane Society's 20th Annual Fire Hydrant 5, starting at 7:30 a.m., Edora Park, in Fort Collins. Cost: \$30, \$35 after June 3, children under 12/free. Contact: LCHS at 970-530-2947 or www.larimerhumane.org.
- June 5 Fishing Derby, starting at 8 a.m., Lake Estes Marina, 1770 Big Thompson Ave. in Estes Park. Cost: \$4/person on the day of the event. \$3/preregistration. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 5 NOAPS Invitational Visions, starting at 5 p.m., Cultural Arts Council Gallery, 423 W. Elkhorn Ave. in Estes Park. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 7 Anheuser-Busch Golf Tournament for Easter Seals, starting at 7:30 a.m., Fort Collins Country Club, in Fort Collins. Contact: Connie Hanrahan at 970-482-7644 or connie@mantoothcompany.com.
- June 6 Dinner & Auction at the Anheuser-Busch Tour Center to Benefit Easter Seals, starting at 6 p.m., Anheuser-Busch Tour Center. Cost: Varies. Contact: Connie Hanrahan at 970-482-7644 or connie@mantoothcompany.com.
- June 6 Taking Strides to Save Lives, starting at 6 p.m., Old Town Fort Collins, in Fort Collins. Cost: \$20, \$25/day of. Contact: Suicide Resource Center at 970-635-9301 or www.SuicideResource Center.org.

- June 7 6 2010 Cornerstone Farm Summer Horsemanship Camp, from 9 a.m. to 2 p.m., Triple Creek Ranch, 4255 Nelson Road in Longmont. Cost: \$350/person for one week camp. Contact: Jennifer Shannon at 303-828-9040 or 303-420-8794 or jennikay@frii.com.
- June 7 Walking Tour of Historic Downtown Estes Park, from 9 a.m. to noon, Bond Park, downtown Estes Park in Estes Park. Cost: \$5/members of the Estes Park Museum Friends & Foundation Inc., \$10/nonmembers. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 8 China 2010: Advanced Business Strategy, from 8:30 a.m. to 12:30 p.m., USA, 1625 Broadway, Suite 680 in Denver. Contact: Justn Szymik at 0-130-359-25757 or wtcdenver@att.net.
- June 9 Greeley Chamber of Commerce Business Before Hours, from 7 to 8:30 a.m., Greeley Guest House, 5401 W. Ninth St. in Greeley. Contact: Kim Barbour at 970-352-3566 or kim@greeley chamber.com.
- June 9 13 2010 Rocky Mountain Senior Games. Registration Deadline: May 24. Contact: RMSG at 970-350-9433 or rmsg@greeleygov.com.
- June 10 11 Wool Market Seminars, Dependent on Class, in Estes Park. Cost: \$25/adults, \$10/college students with ID, \$10/children through high school. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 10 Selling Your Uniqueness, from 8:30 to 11 a.m., SBDC office, 125 S. Howes St., Suite 150 in Fort Collins. Cost: \$40/pre-paid, \$50/day of. Contact: SBDC at 970-498-9295 or sbdc@frii.com.
- June 11 Turning Point's Annual Golf Tournament, starting at 8 a.m., Pelican Lakes Golf and Country Club, in Windsor. Cost: \$140/individual, \$500/foursome. Contact: Turning Point at 970-567-0885 or www.turningpnt.org.
- June 11 Loveland Tee Off for Kids, starting at 1 p.m., Mariana Butte Golf Course, 701 Clubhouse Drive in Loveland. Contact: Marilyn Hilgenberg at 970-962-2443.
- June 11 Greeley Blues Jam, starting at 6 p.m., Downtown Greeley. Cost: \$20/before March 31, \$25/until June 12, \$30/at the gate. Contact: Union Colony Civic Center Box Office at 970-356-5000 or UCStars.com.
- June 12 13 Showcase of Retirement Communities, from noon to 5 p.m., Cheyenne Place, 945 Tenderfoot Hill Road in Colorado Springs. Cost: Free. Contact: Brittany Bermensolo at 719-465-3565 or Brittany@ShowcaseofRetirement Communities.
- June 12 Estes Park Marathon Kid's Fun Run & Festival, starting at 1 p.m., Bond Park, in the center of downtown Estes Park in Estes Park. Cost: \$10/child. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 12 Rocky Mountain Brewfest, from noon to 5 p.m., Estes Park Brewery, 470 Prospect Village Drive in Estes Park. Cost: \$30. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 12 13 Wool Market, starting at 9 a.m., Fairgrounds at Stanley Park, 1209 Manford Ave. in Estes Park. Cost: Free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 13 Estes Park Marathon, Half Marathon, 10K/5K Race, starting at 7 a.m., Estes Park Middle School, 1500 Brodie Ave. in Estes Park. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 13 Cowboy Sing-Along, starting at 7 p.m., Bond Park, Downtown Estes Park in Estes Park. Cost: Free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 13 Music in the Mountains, starting at 7:30 p.m., Rocky Ridge Music Center, 465 Longs Peak Road in Estes Park. Cost: Adults \$15/Seniors 65 and over, \$12 students, \$12/12- to 18-years-old, children under 12 free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.
- June 14 Riverside Rhythms, starting at 3 p.m., Riverside Plaza, East Riverside Drive a half-block south of Elkhorn Ave. in Estes Park. Cost: Free. Contact: Suzy Blackhurst at 970-577-9900 or sblackhurst@estes.org.

Cliff Davidson, MPO executive director, acknowledged the service had not lived up to its expectations. "(Ridership's) been pretty poor," he said. Davidson noted a 2006 traffic projection survey seemed to show a demand for the service.

"It was one of the top-rated transit projects we could afford," he said. "It may have been a bus that was before its time."

No downtown connection

The 34-Xpress bus ran between Centerra in Loveland on the west to the Greeley Mall on the east. Stops in Greeley included Aims Community College, Summit View Medical Commons and Promontory. But critics of the service said it was essentially connecting two shopping malls when it should have connected the downtowns.

"My concern from the beginning was a shopping-mall-to-shopping-mall service wasn't going to make it," Shaffer said.

Not that downtown connections weren't considered, according to David Averill, the MPO's senior multi-modal transportation planner.

"We wanted to make direct connections from downtown Greeley to the Orchards (shopping) Center in Loveland and couldn't get any support," he said. "I just think people were at their wit's end and weren't willing to try anything new."

MPO Director Davidson said he'd hoped to eventually tie 34-Xpress into Foxtrot, the bus service that connects Loveland and Fort Collins — and soon Longmont.

But Shaffer said the Loveland council saw no advantage to that idea. "Extending the service further west just didn't make sense either," she said, but agreed with Davidson that the 34-Xpress might have been ahead of its time.

"There is a need for some of the employment centers (along U.S. 34) but it's very small," she said. "I think we were just a little ahead of the game."

Shaffer said she believes both councils wanted to distance themselves from the service because of a looming funding obligation after the pilot program ended.

"There was no way anybody was going to fund it after the three-year pilot," she said. "To have people's lives become dependent on that and then a year from now you can't, that's a pretty big deal. Even if we were making the minimum of rides, I think the cost of maintaining it would have been difficult for either city to pick up the tab."

THE EYE, from 3A

serve up suds from that upstart **New Belgium Brewing** back in the day. You can now enjoy a Town Pump Pail Ale, the house specialty brew by **Odell's**, in person at the bar. Or just click through photos and commentaries online from the comfort of your own cubicle to satiate your craving for a cold brew in historic surroundings. Anyone who has been to The Pump knows that no website will replace its charm and oddity, but you will at least be able to sit down.

Yes, you have to see it (and taste it) to believe it.

Davidson said while he's disappointed that the 34-Xpress experiment failed, he has no ill feelings toward the councils for ending their support.

"I think the elected officials saw a pattern and didn't want to get yelled at for empty buses," he said. "It was only because they wanted to see it succeed that it went as long as it did."

Foxtrot to become Flex

While the east-west 34-Xpress nears its final run, the north-south Foxtrot is thriving. The service, which has been providing bus rides between Loveland and Fort Collins since 1997, will add a new Longmont connection beginning June 7.

The Fort Collins-Longmont Express — called Flex — will make stops in Berthoud and Longmont, where it will connect with the Regional Transportation District system. "We've designed it to connect to RTD service to Boulder and downtown Denver," said Kurt Ravenschlag, general manager of Transfort, Fort Collins' bus system.

Ravenschlag said Foxtrot, a partnership involving Fort Collins, Loveland and Larimer County, has become a regional success.

"It's doing quite well," he said. "It's one of our best-performing routes within the Transfort system, operating at 30 passengers per hour."

The two-year pilot expansion to Longmont is being funded by a \$1.2 million Congestion, Mitigation and Air Quality grant received by COLT — City of Loveland Transit — under the federal American Recovery and Reinvestment Act. Transfort will operate Flex with Transfort buses.

Ravenschlag said the new service, which marks the first time the Northern

Front Range will be connected by bus to the Denver metro area, is something that's been long awaited.

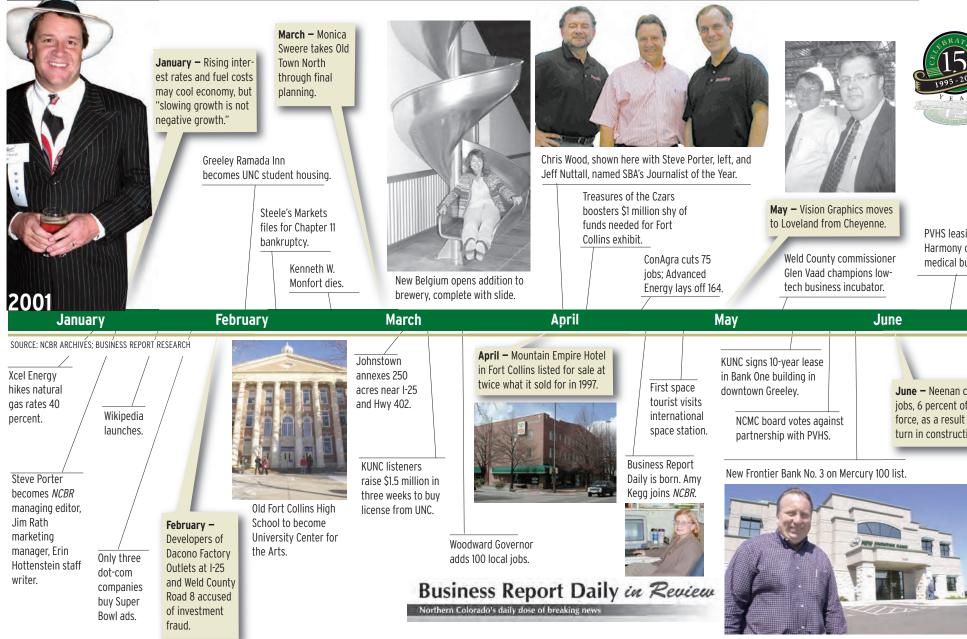
"We really feel it could be quite successful," he said. "We'll also be offering service on Saturdays so people can ride the bus to ball games or other Denver attractions."

Ravenschlag said weekday commuters can ride the bus all the way from Fort Collins to Denver in "about one hour and 40 minutes" for \$1.25 each way.

Ravenschlag said he didn't want to comment on why the east-west 34-Xpress didn't succeed, but he noted that the north-south Foxtrot and now Flex has the advantage of traveling along a transportation corridor with more employment and shopping center destinations.

"I feel our service has been successful because it was based on proven travel routes," he said.





TRANSPORATION, from 1A

The ambitious Crossroads plan also called for widening Larimer County Road 5 just east of The Ranch fairgrounds complex and Larimer County Road 9 west of I-25 and building a new road along the Burlington-Northern



What's up next

June 4	2002	Security
June 18	2003	Health Care Competition
July 2	2004	Brewing
July 16	2005	Icons/10 Years
July 30	2006	Education/Tech Transfer
Aug. 13	2007	New Energy Economy
Aug. 27	2008	Meltdown
Sept. 10	2009	New Frontier
Sept. 24	2010	Recovery
0ct. 8		Where we go from here

Previously published anniversary stories:NoCo on the Net1995-96Labor and Employment1997Commercial Growth1998Tech Bust1999Ag Challenges2000

Read these stories and view the timeline at www.NCBR.com.

If you have any suggestions for other topics, or if your company or organization is celebrating an anniversary this year, let us know at www.ncbr.com, or e-mail editor Kate Hawthorne at khawthorne@ncbr.com. We look forward to hearing from you! railroad from Boyd Lake Avenue to I-25. Another I-25 interchange — at Colorado Highway 56 — was seeing increased interest by the towns of Berthoud and Johnstown, which were annexing parcels adjacent to the interchange in anticipation of the region's next big retail development zone.

McWhinney was keeping its hand in the game, buying 1,600 acres in December 2000 on the interchange's southeast quadrant. The company also announced it would be expanding its 3,000-acre Centerra development to the east side of the I-25/U.S. 34 interchange in what would become The Shops at Promenade.

Meanwhile, ever-expanding Johnstown annexed the southeast quadrant of the interchange in preparation for development of 2534.

All the annexation and development activity affirmed the importance of the interstate as the region's primary transportation corridor and earned it its nickname: Northern Colorado's Main Street.

Fort Collins watches

Fort Collins, the region's biggest city and main economic engine, was content to stand by and watch the annexation frenzy. City Manager John Fischbach declared that the city had no immediate plans to annex land in the I-25 corridor — to the chagrin of some observers and delight of others.

Meanwhile, Greeley, the region's second-biggest community, was pinning its future economic hopes in large measure on Promontory, a 670-acre mixed-use development on the city's western border along US 34.

"We are the only city over 50,000 in the whole state that doesn't have access to an interstate or freeway, so (Highway) 34 is our lifeblood," said Greeley City Manager Leonard Wiest. State Farm was moving its headquarters in Eaton to a new campus under construction in Promontory and ConAgra, which then owned the Greeley beef processing plant, was also completing a new headquarters there.

As the summer of 2001 approached, the focus on transportation was raised a notch with the announcement that eight Northern Colorado communities were working together on the Northern Colorado Regional Community I-25 Corridor Plan. The goal was to establish baseline standards of aesthetics for development along the interstate and create a future transportation grid parallel to and crisscrossing I-25 to help reduce traffic congestion.

The Northern Colorado Business Report hosted the "Interstate 25 Summit," a day-long conference to explore growth and development issues along the Northern I-25 corridor.

Keynote speaker Marilee Utter, a real estate development specialist with the Denver-based Regional Transportation District, told attendees that regional revenue sharing and intergovernmental agreements to share planning for transportation were the keys to avoid the corridor from becoming a hodgepodge of independent development zones.

Plan stalls

In late summer, *NCBR* came out in support of the I-25 Corridor Plan in an editorial by Publisher Chris Wood. "The I-25 Corridor Plan helps determine where new transportation infrastructure will be built in a way that takes pressure off the soon-to-be-overused interstate," he said.

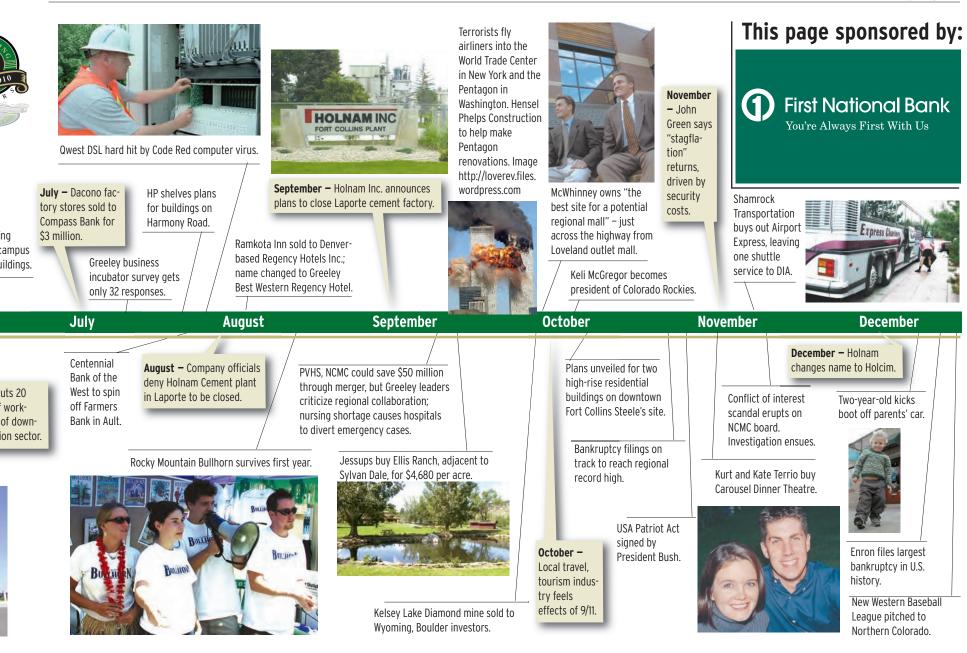
By then, the plan was facing intensifying criticism and opposition from I-25 area property owners, environmentalists and others. "We believe the ultimate goal of the plan is to stimulate new development on the outskirts of our region's communities," said Janna Six, speaking for the Poudre Canyon Group of the Sierra Club.

Meanwhile, budget woes were putting several transportation plans for the region on hold, including a proposed \$43 million Berthoud Bypass and the widening of seven miles of I-25 between Colorado Highway 7 and Weld County Road 16 to six lanes, estimated to cost \$83 million.

As the year began to run out and the post 9-11 economic depression set in, only fast-growing Windsor had adopted all aspects of the I-25 Corridor Plan. Fort Collins Planner Joe Frank lamented the plan's loss of momentum and predicted that its failure to be adopted could be devastating to future regional transportation planning efforts.

"I think there'll be a lot of communities very disappointed," Frank said. "I don't think it'll destroy regional cooperation, but the next time it happens people will remember and it'll be a lot harder."

Nearly a decade later, I-25 has been widened, Berthoud bypassed, and the Crossroads and US 34 exit upgrades are nearly complete, but regional transportation issues continue to dominate intergovernmental discussions. Now the focus has shifted to alternative modes of transportation, including proposals for passenger rail along the I-25 corridor and expanded regional bus service (see related story, this issue). The Northern Front Range Metropolitan Planning Organization, which brings together 15 local governments to deal with transportation issues, is crafting a long-range Transportation Demand Management Plan. It will be published next year as an update to 2035 regional transportation plan first published in 2007.



Freelancing for NCBR all part of writer's grand plan

I had a plan. I just didn't know if it would work. How it would work. Or if I even wanted it to work.

My plan was this: Graduate from college with a journalism degree, work for about 10 years, get married, have babies and freelance while the babies grew into self-sufficient people.

Twenty years later, I see that my plan has indeed worked. That the plan has been a success is due in large part to the *Northern Colorado Business Report*.

My association with *NCBR* began 14 years ago — a year after the birth of my second child and a year after *NCBR* hit the news racks — when I sent off a letter to Chris Wood letting him know I was available.

My first assignment: The North American Free Trade Agreement and its effect on Northern Colorado businesses. I remember scrambling to get the story done on my trusty Apple IIE and thought I had done a pretty good job of it. Chris thought otherwise. The story was lacking in sources, depth and overall content. It wasn't bad, it just wasn't good.

Do over.

It was the best thing that ever happened to me as a writer. I went back and interviewed additional people from businesses affected by NAFTA, rewrote the story and saw it in print a few weeks later.

The assignments kept coming: Real estate, banking, agriculture, auto industry, retail, businesses, business people and business organizations. Over the years I've covered it all — if it was happening along the Northern Front Range.

Contributing writers came and left. And so did editors. I no longer remember all of their names, but I do remember the ones who made a difference to me as a writer.

From Chris I learned that business news is hard news. This was important; my background up until then was feature news and people profiles. But I also learned that interviewing a CEO of a large corporation is no different than interviewing the conductor of a community orchestra. Each has a story to tell, insight to offer and expertise on his or her subject. I continually strive to show the human side of business news.

Speak up with confidence

From Tom Hacker I learned selfconfidence as a business writer. It's one thing to think you're good at your craft, it's a whole other thing to hear it from a respected colleague. Tom was always good with pats on the back and compli-



THEN...AND NOW Luanne Kadlub

ments, but only when deserved. From Sonja Bisbee Wulff I learned to speak up for my writing. I've always been of the mindset that editors are there for writers, to help smooth out sentences that don't quite work, to make sure AP Style is followed, and to make us double-check our facts when necessary. And, if it needs it, to request a rewrite.

Sonja, however, had a tendency to do the rewrite herself. In her voice. She was a great writer, but her changes didn't mesh with my style. My stories were no longer mine, so I spoke up. It was difficult to do, but the result was that any necessary rewrites would be done by me.

From Bob Baun I learned that it's fun to make a serious man laugh. It

took me many months of phone calls regarding assignments before it happened, but I can't describe the glee I felt when I finally heard him chuckle, ever so slightly.

From Steve Porter I learned that editors, even if your only contact is by phone, can be fun. I looked forward to his calls because they were almost always about more than what assignments I wanted to tackle. Oh yeah, there's one other thing I liked about working with Steve. He gave me story choices. I usually chose the fun ones.

And from Kate Hawthorne, I learned that it's OK not to have choices, but to do what you're offered. Even if it's, ahem, one more auto industry story. I also learned that working for a female editor, especially one as smart and cynical as Kate, can be a good thing.

How is the plan working for me now? Truth be told, very well. The kids are indeed self-sufficient and I am heading back to a traditional office setting. It is my hope, however, that *NCBR* is not ready to sever ties. I'm certainly not.

Luanne Kadlub's byline has appeared in NCBR more than 360 times since October 1996. She also works as media specialist for the Better Business Bureau.

JOY, from 3A

the third lady on the right who says, "Hmmm."

"I went about 'polishing doorknobs' for over a year until I got my first real sentence to say," she recalled. "I was a marmot of sorts - it was a cartoon, after all — and my character said something like 'Wait for me, I am trying to catch up!'

"Mind you, I had been polishing my character voices," she continued. "Each imaginary character voice I created had its own intonation, a laugh and a cry to match, and different ad lib sounds to go with all of that. So while I was only voicing a second-string marmot, I just knew my little character had the potential of being the big-string finish."

International flavor

Even after she relocated to Colorado in 1992, Joy's successful career in film and TV voiceovers in Munich allowed her to commute to Europe for five years, compiling a sizable portfolio. She especially enjoyed being the German voice of Baby Miss Piggy in "Jim Henson's Muppet Babies" for 12 years.

Her light British accent gives an international flavor to anything from medical scripts to commercials, and Joy practices different voices, to match the sound to the message.

"I take text or a script and make it sound logical, smooth, intelligent, fun, exciting, interesting, content rich, and whatever else is required," she explained. "I am the voice that makes your product sell." When a video game company wanted

a deep, raspy, monotone, she jumped at the opportunity to audition.

"I wanted to be able to do that — just loved the challenge," she said. "I practiced for hours - actually, for days. I discovered that my 'morning voice' without breakfast, and careful on the coffee, could get the best results, but only for about 30 minutes. After that, my voice was too 'oiled' and normal again. I gave it all that I had in my new silky-raspysomething voice. I got the job. I was elated!"

The catch? Joy had to record everything in that early morning 30-minute window. "I just couldn't risk getting my normal voice back before my work was done."

Her task was further complicated by having two directors; they were all in different time zones. Although seven-hour time differences turned her workflow upside down, Joy is proud of the final product. "It became one of my most

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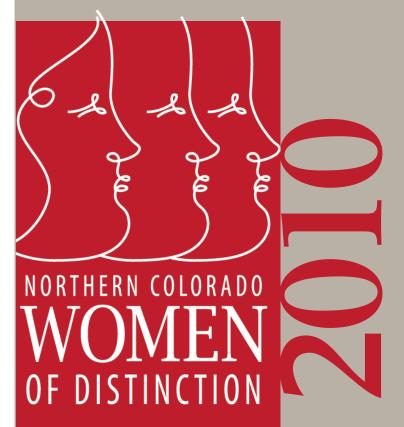
USINE



Dim the lights for intermission

On June 1, the Lincoln Center's 1,180-seat Performance Hall and 220seat Mini Theatre will both close as the city of Fort Collins undertakes a comprehensive renovation of the facility. It is scheduled to reopen April 1, 2011.

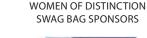
Kiki Gilderhus, head of Art History Liberal Studies at Rocky Mountain College of Art + Design in Denver, covers the arts for the Business Report. Contact her at news@ncbr.com.



Women of Distinction is the premier celebration recognizing female leadership in Northern Colorado. Whether business professionals or community leaders, philanthropists or educators, these women choose to exert their time and considerable talents in ways that strengthen not only their organization's interests but our entire community.









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prized little pieces of work," she said.

Joy's second degree in communications/digital video production, from Aims Community College in Greeley, enables her to edit her own work from an in-home sound studio equipped with industry-specific software.

On the business side, Joy currently networks and markets largely online. She launched her website LindaJoyStudios.com last year, where potential clients can hear samples of her work in both English and German. She is also represented by Denver voice talent agent Carol Rathe. Rathe said she is intrigued by the constantly varied projects she lands for her voice talent clients, and she enjoys working with Joy.

"I know if I have a job for Linda, she'll be there on time and prepared," she said. "She brings added value to each job, she is so skilled and professional."

ARTS, from 9A

before he performs with Eric Clapton at his Crossroads Guitar Festival.

'All three acts have big followings," Bricker said. "Every year the committee puts together a wish list of performers. We try to get a diversity, not all guitarists or all harmonica players. We try to pick a headlining act that non-blues lovers may know. Kim Wilson of the Fabulous Thunderbirds is a great example of that. We are trying to introduce the audience to the best out there."

Another half-dozen bands perform between main stage sets on the Back Porch Stage, making the music nonstop.

And what about that budget item for sod? The Island Grove Arena is bestknown as a rodeo venue, but for the Blues Jam, ticket holders can purchase sod at 15 cents per square foot to help cover the cost of covering the dirt ring.

"Every year it sells out," Bricker says, "For that day Island Grove is no longer a rodeo arena but a closed park."

The live blues start on Friday, June 11, at 3 pm in downtown Greeley, and the Seattle band Too Slim and the Tail Draggers will take the stage for a free concert between 5 and 8 pm.

All of the events are family friendly, and on Saturday kids 12 and under get in free. Part of the Blues Jam mission is to introduce kids to this great American musical tradition. Saturday's events will include a "Blues 101 stage for kids of all ages," Bricker laughs. "They can learn to play harmonica, and listen to musicians playing more historical sets of blues music. We encourage kids to come out and get involved, learn about the music."

Tickets are on sale at the Union Colony Civic Center box office for \$25; they will be \$30 at the gate. For more information contact the Greeley Chamber of Commerce, 800-449-3866, or greeleybluesjam.com.





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INNOVATION When worms meet Wikis, anything can happen

Middle schoolers invited to speak at recycling summit

By Jessica Centers *news@ncbr.com*

news@nco1.com

FORT COLLINS — With a group of environmentally conscious and social media savvy eighth-graders leading the way, over the last 25 weeks Kinard Middle School in Fort Collins has decreased the amount of trash it produces by 75 percent, diverted 12,500 pounds of food waste from landfills, and saved 106 trees.

It all started in October when Kinard partnered with Gallegos Sanitation Inc. to become the first school in the Poudre School District to compost, and the first school to have a four-stream waste system that includes trash, recycling and two levels of composting.

The program has been so successful that the Colorado Association of Recycling invited members of Kinard CARES, the environmental club leading the program, to speak at their annual Summit for Recycling conference in June.

"I came into eighth grade thinking

this is going to being so hard," student Sophia Alessi said of rallying her student body around sustainability. "But it was quite simple because students learn so easily, and they're excited about it, about what we can do for the environment. Even though we are only one school, we can make a difference. Everyone can make a difference."

Students at Kinard began recycling in April 2009, and in August they started vermicomposting food waste.

"We noticed we were having a lot of food waste in our cafeteria," eighthgrader Juliet Mullen said. "We knew we could help out, so we put a worm box in the back of our school."

In October, the school decided to seek the help of Gallegos Sanitation in doing even more. Gallegos was already the school district's trash hauler, but its business model had been shifting toward community education and outreach on reducing waste and incorporating different waste streams.

Becca Walkinshaw, sustainability coordinator, was contacted by the district about Kinard's interest in composting. She was accustomed to doing free education and outreach for local businesses, but she didn't know what to expect going into a school.

"We played it by ear," she says. "We did an audit of the waste stream: trash



Courtesy Gallegos Sanitation

WORMS WILL EAT IT – Students at Kinard Middle School in Fort Collins set a goal of 14,000 pounds of compost to be diverted from the landfill for the school year. The school partnered with Gallegos Sanitation Inc. to be the first school in Poudre School district to compost, and have a four-stream waste system.

and recycling and worm compost. We saw some contamination in the recycling, items going into trash that could have been recycled, and we gave a presentation on the four waste streams."

The new concept was hot compost. The students had learned through worm composting that anything that had been in the ground could go back in the ground, but hot composting was a step beyond that. Anything that was ever alive — like paper — could be collected for hot composting at an offsite, commercial facility.

Once their efforts got under way,

See KINARD, 24A

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1	TECHNIGRAPHICS SYSTEMS INC. 3351 Eastbrook Drive Fort Collins, C0 80525 970-224-4996/970-224-3001	165 170	N/A N/A	Dassault Systemes suite of engineering and design software.	Visual information systems, database development, custom software, digital mapping and GIS.	swalts@tgstech.com www.tgstech.com	Stefanie Walts Facility Manager 1981		
2	INTEGWARE INC. 1612 Specht Point Drive, Suite 101 Fort Collins, C0 80525 970-282-0400/970-282-0500	120 106	\$14,000,000 ① \$9,446,608	Product Lifecycle Management (PLM) services and solution provider for Life Sciences and Consumer Packaged Goods industries.	PLM implementation services and ENOVIA Life Science Accelerators.	chris.kay@integware.com www.integware.com	Chris Kay CEO, President 1992		
3	COLORADO CUSTOMWARE INC. 1109 Oak Park Drive, Suite 100 Fort Collins, C0 80525 970-212-4001/970-223-4204	103 82	\$10,844,579 \$7,458,357	RecordWare, RealWare, GeoWare, FieldWare, ScheduleWare and CollectWare.	Assessment and tax collection software for state and local government.	info@cci.ws www.coloradocustomware.com	Lori Schlotter CEO, Owner, President 1989		
4	NEW CENTURY SOFTWARE 2627 Redwing Road, Suite 100 Fort Collins, C0 80526 970-267-2000/970-206-0157	45 52	N/A N/A	Application suite for oil & gas industry including geospatial (GIS), Web applications, mobile and desktop.	Provides GIS applications, mapping services, integrity management and consulting in the oil and gas pipeline industry, including gas and liquids transmission, gathering, and offshore.	ron.brush@newcenturysoftware.com www.newcenturysoftware.com	Ron Brush President 1994		
5	VISIBLE PRODUCTIONS 213 Linden St., Suite 200 Fort Collins, C0 80524-2459 970-407-7240/970-407-7248	25 23	\$2,662,900 \$2,562,850	N/A	Software: 3-D modeling, 3-D model libraries, 3-D visualization services and biomedical illustration.	vip@visibleproductions.com www.visibleproductions.com	Paul M. Baker CEO 1996		
6	CARTOPAC FIELD SOLUTIONS 736 Whalers Way, Building F Fort Collins, C0 80525 970-493-9500/970-482-1485	16 13	N/A N/A	Custom mobile field data collection solutions.	Specializes in mobile mapping technology, field data collection, and integration of GIS data into proprietary software solutions.	info@cartopac.com www.CartoPac.com	Glenn Vlass President 1998		
7	ACCOUNTING SYSTEMS INC ASI 324 Remington St. Fort Collins, C0 80524 970-419-3210/970-416-0732	15 20	N/A \$3,009,008	Sage software that includes, SYSPRO, accounting & business management software, MAS 500 and MAS 90, and Cougar Mountain software.	Consulting, customizing, implementing, training and ongoing service of third-party software systems to enhance clients' accounting and business technology and overall profitability.	bredt@ASIsucceed.com www.ASIsucceed.com	Bredt P. Eggleston President 1991		
8	VISTA SOLUTIONS CORP. 2619 Midpoint Drive, Suite F Fort Collins, C0 80525 970-212-2940/970-212-2950	15 15	\$6,199,511 \$6,046,888	Microsoft, HP, IBM.	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		
9	ECLIPSE SOFTWARE SYSTEMS INC. 8201 W. 20th St. Greeley, C0 80634 970-353-6313/970-353-6252	10 11	N/A N/A	RapidLog and RapidLog Pro, Eclipse Logbook, Route Recorder.	High-speed log auditing software for trucking/transportation fleet operations; logbook software for the individual driver to record his daily logs; GPS system to track personal and/or business mileages.	sales@rapidlog.com www.rapidlog.com; www.logbook.com; www.routerecorder.com	Larry Steinbecker President 1989		
10	ROCKYSOFT CORP. 736 Whalers Way, No. F-201 Fort Collins, C0 80525 970-493-0868/970-493-0887	9 9	N/A N/A	RockySoft inventory management suite.	Inventory management software and services for distributors and manufacturers.	info@rockysoft.com www.rockysoft.com	Larry Watson President 1999		
11	RED HEN SYSTEMS INC. 2627 Redwing Road, Suite 235 Fort Collins, C0 80526 970-493-3952/970-493-3938	8 15	N/A N/A	MediaMapper Photo and Video Edition, GeoVideo for ArcGIS and PixPoint for ArcGIS.	Developer of digital still mapping and video mapping applications. A picture's worth a thousand words, and by adding images to locations on a map, Red Hen technology makes it easier to use and share information with others.	info@redhensystems.com www.redhensystems.com	Neil Havermale President 1994		
12	SQUAREI TECHNOLOGIES 1315 Oakridge Drive, Suite 100 Fort Collins, C0 80525 970-377-0077/970-377-8488	8 7	\$708,000 \$668,870	Custom software and Internet applications.	Content management systems, project management solutions, business process automation and database driven applications.	info@squarei.com www.sqaurei.com	Kent Bejcek President/CEO 1996		
13	CHECKMARK SOFTWARE INC. 724 Whalers Way, Bldg. H Fort Collins, C0 80525 970-225-0522/970-225-0611	8 7	\$1,500,000 \$1,300,000	CheckMark Payroll Software and MultiLedger Integrated Accounting.	Accounting and payroll software for Windows and Macintosh. Technical support.	sales@checkmark.com www.checkmark.com	Mohammed Ghani President/CE0 1984		
N/Á-Not A	n surveyed includes Larimer and Weld counties and Brighton Vol Available To be considered for future lists, e-mail research@ncbr.com								

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CHILD CARE, from 10A

can keep valuable employees, and some argue, a way businesses can actually save money in the long run.

The United Way of Larimer County, the Early Childhood Council, is inviting businesses to take part in a series of focus group meetings about the economic impact of child care. The meetings start May 27. The goal is to make businesses aware that child care is an economic issue, not just a social issue, and give them ideas on how to help their employees access good, affordable child care.

"When people can't afford child care, they cannot work. One parent ends up withdrawing from the workforce," said Mary Atchison, senior vice president for community investment for the United Way of Larimer County. "And people are better employees when they know their children are well cared for."

The cliff effect

A few summers ago, an initiative aimed at decreasing poverty in Larimer County identified 12 goals to move people from poverty to self-sufficiency. Improving access to affordable child care was at the top of the list that also included job training and financial literacy.

People who don't have children are often shocked at the price of child care, said Bev Thurber, executive director of the Early Childhood Council in Larimer County.

Child care costs in Colorado are among the highest in the nation, with the price of full-time infant care costing upwards of \$1,000 a month, according to the 2010 Kids Count report put together by the Colorado Children's Campaign.

Costs go down as children get older. In Larimer County, the average for a 3to 6-year-old is about \$800 a month.

Government subsidies are available for low-income families through Larimer County's Child Care Assistance Program. Qualification depends on family size and monthly gross income. For a family of three, the maximum income to qualify is about \$34,000 a year. For a family of four, the maximum is about \$40,000 a year.

In March, child care subsidies were reduced between 5 percent and 7.5 percent due to an increased demand in the county for Temporary Aid for Needy Families, also known as welfare.

The subsidies go directly to the childcare provider, so reduced subsidies mean fewer providers are able to accept families who get help from the Child Care Assistance Program.

The cliff effect

As much as the subsidies help, they are also a hindrance. If your income rises above a certain level, you don't qualify for as much help, resulting in your childcare costs doubling or even tripling the "cliff effect." The result: People turn down promotions, and employers can't give a good employee more pay and responsibility.

"I can't tell you how many stories we hear about people who have turned down promotions - sometimes promotions of just 20 cents an hour — because they'd lose their child-care funding," said Deirdre Sullivan, chair of the board of directors for the Family Center in Fort Collins.

Affordable child care isn't just an issue for low-income families. That's where the Family Center comes in. It's one of only three child-care centers in Larimer County that offers sliding-scale scholarships to those who don't qualify

"When people can't afford child care, they cannot work. One parent ends up withdrawing from the workforce."

Mary Atchison, senior vice president for community investment for the United Way of Larimer County

for government assistance but cannot afford the \$200-plus a week it typically costs for child care.

These include everyone from "those who clean hotel rooms to teachers and firefighters," Sullivan said. "A big myth to dispel is that those who need child-care assistance are looking for a handout. They aren't. They are hard workers and trying to make ends meet just like the rest of us."

Last year, the Family Center gave out \$50,000 in grant funding for slidingscale scholarships. The Family Center also acts as a referral agency to help parents stay employed and get job training.

Some cities, including Boulder and Vail, have also recognized the economic impact of child care issues and are attempting to fill the gap with sales tax initiatives.

Business involvement

For employers in Northern Colorado, the answer isn't to rely on places like the Family Center or the government to fill the gap, Zwetzig said.

"How do we solve the cliff effect?" she said. "Until businesses realize this is a community issue that they have to get involved in, it's not going to get solved."

Some employers already do things like offer flexible scheduling. Other ideas include starting employee-based scholarships for child care, negotiating discounts for employees with local providers, allowing employees to contribute to a flexible spending account, in which they can set aside pre-tax dollars for child care, and even something as simple as designating someone in human resources to be the company expert on child-care issues.

The Early Childhood Council, for example, offers a free bilingual referral service that many employers don't know about.

A more involved option is to build an on-site child-care center. Zwetzig used to work at Symbios Logic in Fort Collins and was involved in an effort to build a center that would have been a joint venture among several companies. But the economic downturn killed the idea.

Both McKee Medical Center in Loveland and North Colorado Medical Center in Greeley have on-site child care. Banner Health employees are given first priority and a 25 percent discount off the market rate for child care in Loveland and Greeley.

Not many job applicants are asking specifically about the child-care center right now, since most people simply want a job, said Sara Quale, public relations specialist for McKee Medical Center. But before the job market dipped, the center was a big draw for recruiting, she said.

"It really gives employees peace of mind to know their children are being cared for on site," Quale said.

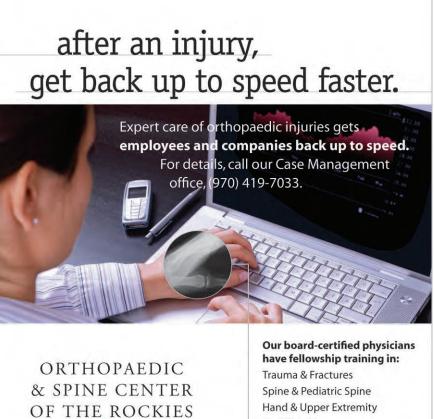


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RANK	COMPANY ADDRESS PHONE/FAX	NO. WEB DEVELOPERS EMPLOYEES 2010 NO. OF WEB SITES DESIGNED 2009	REVENUES FROM WEB DESIGN 2009 Total Revenues 2009	INDUSTRIES SERVED	E-MAIL WEB SITE	PERSON IN CHARGE TITLE YEAR FOUNDED
1	WEB YOUR BUSINESS INC. 1714 Topaz Drive, Suite 145 Loveland, CO 80537 970-593-6260/970-593-6257	9 12 85	N/A N/A	All	info@webyourbusiness.com www.webyourbusiness.com	Dianne Stayton CEO 1998
2	ROCKET JONES INTERACTIVE 204 Walnut St. Fort Collins, C0 80524 970-428-5790/866-746-0052	8 14 N/A	\$575,000 \$605,000	Custom Web development, application programming for marketing agencies, health care, retail, construction, real- estate, governmental agencies, non- profits.	jeff@rocketjones.com www.rocketjones.com	Jeff Bristol Principal 2000
3	SQUAREI TECHNOLOGIES 1315 Oakridge Drive, Suite 100 Fort Collins, C0 80525 970-377-0077/970-377-8488	7 8 16	\$680,000 \$708,000	Web applications, custom software, database. Higher education, government, non-profit, general business.	info@squarei.com www.sqaurei.com	Kent Bejcek President/CEO 1996
4	BURNS MARKETING COMMUNICATIONS INC. 4848 Thompson Parkway Johnstown, CO 80534 970-203-9656/970-203-9657	5 25 60	N/A N/A	Advertising, Web design, public relations, branding, social media, technology, real estate and development, manufacturing, bioscience, financial services, energy, health care.	sheilaw@burnsmarketing.com www.burnsmarketing.com	Laurie Steele Vice president 1972
5	DAGAMA WEB STUDIO INC. 7110 W. 12th St. Greeley. C0 80634 970-378-7822/970-378-7822	5 7 15	N/A N/A	All	lori@dagamawebstudio.com www.dagamawebstudio.com	Lori Gama CEO, Owner, President 1997
6	CROWN POINT SOLUTIONS 2695 Rocky Mountain Ave., Suite 240 Loveland, CO 80538 970-221-0082/N/A	5 5 N/A	N/A N/A	Travel, tourism, real estate, construction, retail, restaurants, professional services, health care.	mbren@crownpointsolutions.com www.crownpointsolutions.com	Michael S. Bren President 2003
7	INFORMATION POINT TECHNOLOGIES 135 W. Swallow Road, Bldg. A Fort Collins, CO 80525 970-266-0703/970-266-0704	4 7 40	N/A N/A	Construction, retail, health care, technology, real estate, manufacturing.	pete@ipoint-tech.com www.ipoint-tech.com	Peter Fardal Director of sales & marketing 2002
8	LIGHTSOURCE CREATIVE COMMUNICATIONS 121 W. Laporte Ave. Fort Collins, C0 80524 970-224-2806/970-224-2814	3 10 11	N/A \$1,200,000	Many, including high-tech.	Lisa@LightsourceCreative.com www.LightsourceCreative.com	Lisa Malmquist Gordon MacKinney Owners 1996
9	AGTOWN TECHNOLOGIES 800 Eighth Ave., Suite 321 Greeley. Co 80631 970-353-6227/970-392-2646	3 5 35	\$145,259 \$389,000	Agricultural and water.	contact@agtown.com www.agtown.com	Clair Orr Matthew Furister Founder CEO 1999
10	RED ROCKET WEB SPECIALISTS LLC 318 Elm St. Windsor, CO 80550 970-674-0079/970-237-3412	3 5 15	N/A N/A	B2B, B2C, technology, medical, manufacturing, real estate, food and beverage.	chadd@redrocketmg.com www.redrocketmg.com	Chadd M. Bryant Jennifer Bryant Founder and CEO Owner, President 1999
11	VARIANT STUDIOS INC. 3527 W. 12th St., Suite 106 Greeley, Co 80634 970-324-4037/N/A	3 3 25	\$139 \$139	All	brent@variantstudios.com www.variantstudios.com	Brent Charles Robbins Owner/Manager/Web designer & Developer 2001
12	UPSLOPE SOLUTIONS LLC 858 Ridge West Drive Windsor, Co 80550 970-0460-0141/970-460-0137	3 3 N/A	N/A N/A	All	cart@rowleyjc.com upslopesolutions.com	Carter Rowley 2010
N/A-Not Av	veyed includes Larimer and Weld counties and Brighton ailable eviously Ranked				Based upon responses t To be cons	o Business Report survey researched by Eric Kidd sidered for future lists, e-mail research@ncbr.com

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DEVELOPMENTS, from 2A

\$229,000.

Plans also called for about 70 duplex townhomes, an on-site horse-boarding facility, a 14,800-square-foot event center and Saddler Arena, a commercial event center that would have included up to 600 overnight stalls for horse shows and competitions.

But the vision has still not coalesced, and the ownership group is facing foreclosure. In April, Liberty Savings Bank initiated foreclosure proceedings on about 270 acres of Bridle Hill to collect \$5.36 million of a note with an original balance of \$7.15 million.

Crowley declined to comment for this story, citing an obligation to not discuss details at this time. He did confirm that most of the infrastructure for the development is in place, including work on the sewer/septic system.

"It was quite a process," he said. "It was (time consuming and costly)."

In January, Crowley approached the Severance Town Board in an attempt to recoup some of the costs associated with the joint utility plan. Crowley asked for about \$39,000 to cover expenses related to planning information for sewer lines — information he maintained the town should have had but did not provide. The town board declined to cover the costs. At the meeting, Town Attorney Greg Bell pointed out that the original agreement was set up so that utility needs would be provided at the cost of the developer, not the town.

"Originally when we started this project, you said that you would pay for the joint utility plan," said Town Administrator John Holdren, according to the minutes from the meeting. "Now you are coming to the town and wanting \$40,000 from us, which kind of blindsides us."

Holdren recently told the *Business Report* he wasn't aware of the foreclosure proceedings and did not comment for this story.

Second chances possible

Bridle Hill is one of many developments in Northern Colorado that went bust along with the real estate bubble. Some projects, though, are getting a second chance thanks to some creative dealing.

The unfinished portions of the Belmont Ridge development, located off Highland Meadows Parkway east of the Budweiser Event Center in Loveland, was at risk of going into foreclosure until noteholder Home State Bank found a company to take over a big chunk of the project.

Belmont Ridge received initial approval from the town of Windsor in 2004. According to a town of Windsor building permit update from January, phases one, two and three of Belmont Ridge had permits issued for 76 of its 112 lots. Phases four and five contain a total of 178 lots for which no permits have been pulled.

"The economy went south on us," said Steve Fobes, senior vice president at Home State Bank. "It was one of many developments that had a problem."

The exact nature of the problems at Belmont Ridge was not discussed by the parties involved. Calls and emails to Brenden Chenoweth, director of Belmont Ridge Development Co. and partner in related ventures, were not returned. Greg Hughes, listed as a partner on several public documents, also did not return a call for comment. Real



Northern Colorado

"We've been looking at Northern Colorado, and were anxious to make an investment in (the region)."

Chris Manley, CFO Pauls Corp.

estate broker Doug Petersen was also listed as a partner but declined to comment, saying he is no longer involved in the development.

Through a series of transactions in late March and April, the undeveloped phases were picked up by PREO Belmont Ridge LLC — an entity set up by Denverbased real estate development and investment firm the Pauls Corp.

"We invest in all real estate product types, save for hotel and retail," said Chris Manley, CFO for the Pauls Corp., adding that the company sticks to product types it has had success with in areas where there is sure to be job growth. "I definitely put Northern Colorado in that category."

Dealing with troubled assets

The company set up the Pauls Real Estate Opportunities (PREO) Fund specifically to bring together investors and financial institutions to deal with troubled assets through co-investment, note purchases, asset purchases, etc. Longmont's 121-home Clover Basin Homes development and 36-home Maxwell Place are also part of the PREO Fund.

"We've been looking at Northern Colorado, and were anxious to make an investment in (the region)," Manley said.

The company will unveil its plan for Belmont in the next few months, but Manley divulged that for the initial phases the Pauls Corp. will be the only builder involved. He added that the company would start the project immediately.

The deal saved the project from foreclosure. Not so lucky was a 27-acre commercial parcel located due west. The parcel was being development by Altitude LLC, an entity headed by Chenoweth. In early April, First Western Trust Bank started foreclosure proceedings to collect on a \$2.5 million note originally granted by Windsor's Signature Bank.

Home State tried something new for the bank in order to avoid a foreclosure situation.

"We chose to see if we could make the most of our problem loan," Fobes said. "There were a lot of bottom feeders. We chose to not go that route, and time will tell (if it works)."

Fobes said this is the first time Home State has brought in a new project developer "in this form." Without going into the minute details of the deal, which he described as one of the most complex of his banking career, Fobes explained that through senior and subordinate debt and future revenue sharing the bank hopes to recover its money over time.

"We would be happy to get our principal back," Fobes said, adding that the bank is confident this was the best route for doing that. "It was a deal, from our standpoint, that we couldn't pass up."

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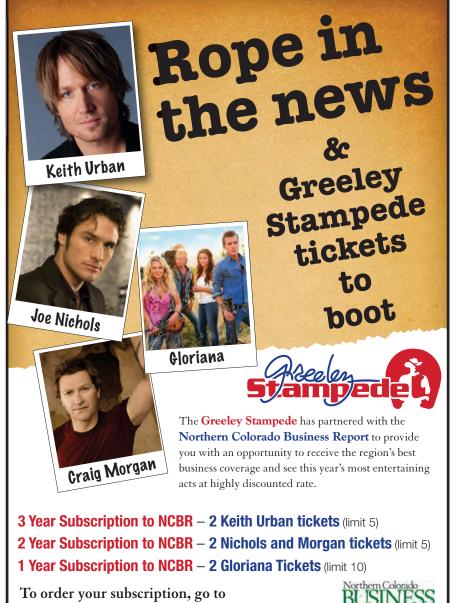
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KINARD, from 19A

Kinard CARES wanted to keep the rest of the student body excited. Gallegos and Walkinshaw helped by tracking the weight of the trash they were hauling (or not hauling) and sending the students weekly stats they also translated in terms of trees saved. Recently, Walkinshaw taught the students how to calculate their own diversion rate.

Social marketing campaign

The students also embarked on a social marketing campaign that included T-shirts, clear signs with images explaining what waste goes where in addition to manning the stations like traffic cops, incentives for recycling and composting, talking to sixth-grade classes and incoming fifth graders, and creating a Wiki page - http://kinardcares.wikispaces.com/ with videos promoting their efforts and details about the program.

The campaign also encourages students to be healthier, since it's junk food that creates trash like wrappers. Produce can all be composted.

"We really challenge our students at Kinard that when you throw something away to think about 'where is away?' not to just lazily throw things in the trash," according to Chris Bergmannn, the science teacher who runs the Kinard CARES environmental club. "We help them make good decisions."

Especially for his club, he said the program has offered students a chance to utilize 21st-century skills to make a real impact. "They're speaking up, not just learning in the classroom," he said.

INNNOVATION, from 10A

No time wasted rules

Here are the "no time wasted" rules. Follow these simple rules and not only will your meetings improve immediately, your colleagues will thank you for respecting their time.

■ You must have an agenda. Define the issue or reason for the meeting. Address each of these in order: a) what is the current status of the issue; b) what is the desired solution; c) brainstorm ideas to achieve the solution; and d) develop an action plan. Use these questions as a generic format to simplify agenda development. You may also discover the meeting might not need the entire time allocation. Have you ever noticed how eyes light up when a meeting finishes early?

Actively facilitate the meeting. This means having one person whose role is staying on the agenda, keeping everyone on track, and managing the time allocated. If the meeting convener is required to contribute content and cannot fulfill this role, invite an outside party who has facilitation skills. Even if you have a solid, well-prepared agenda but don't stay on track and manage time, it will have been for naught.

If you follow these two simple rules, the time invested in meetings will produce real value for everyone. As the group collaborates to answer the proposed questions, everyone benefits from hearing a variety of perspectives. When groups share ideas, new insight is produced and the potential for creative solutions is enhanced.

Virtual meetings save time, too

Another decision that will contribute to the cost of a meeting is "where" the

"They're empowered by making big changes in their community. That's very powerful as they grow into adulthood."

Eighth-grader Sara Mundo didn't know anything about recycling or composting when the school year started. She's since not only taken a leadership role in the program at school, but also took the information home and changed how her house operates. She's passionate that she can convince others in her community to do the same.

The students have also completed service projects cleaning up the Poudre River and did trail work on a recent service learning field trip to Catalina Island in California. Since returning, they have been educating their peers about buying locally grown fruits and vegetables to reduce their carbon footprint because of what they learned about how far food travels, said eighth-grader Lorena Martinez.

"It's really cool how we can make anything happen," Mundo added.

Martinez said she's most excited about the impact Kinard CARES could have by persuading other schools to follow their example.

"I really want to make a difference in my community," she said. "We've educated our peers so much. No one can do everything but everyone can do something. Diverting is really not that difficult."

Already, Walkinshaw says Gallegos is starting to work with Polaris Expeditionary Learning on composting, and Bergmann is confident that other schools will catch on. "PSD is a pretty environmentally friendly district and Kinard is leading the way," he says. "We've been bringing in other schools to help educate the rest of the community."

meeting will be held. In a world where the demands on our time exceed our ability to respond, we must begin to use virtual meeting techniques and make them as viable as face-to-face. We have been conducting conference calls for many years in response to the need to save money and time, and the requirement to collaborate with teams in diverse locations.

A variety of virtual collaboration tools exist, and their cost is based upon the complexity of the technology platform, client requirements, and number of participants. There is an affordable solution for every budget. As collaboration becomes more and more important, conducting and attending meetings will only increase for everyone.

Resources are precious — people, technology and time — and we cannot afford to waste anything. Many of the technology tools available today easily integrate at the desktop. The cost for such tools as GoTo Meeting can be as low as \$49 a month. The ability to conduct meetings from the desktop is the future of collaboration.

If we think about the way e-mail transformed written business communications, I predict that virtual meeting tools will do the same for meeting management. We can no longer afford the cost in time, resources, and dollars to hold every meeting in person.

As we seek to make an uncertain world more predictable, taking a second look at how meetings are conducted and managing that process makes a lot of dollars and sense.

Shirley Esterly is a master facilitator and systems thinker who works with clients to build sustainable business practices. She can be reached at sae@quantumwest.com.

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1	HEWLETT-PACKARD CO. 3404 E. Harmony Road, Building 1 Fort Collins, CO 80525 970-898-3800	91 139	N/A N/A	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, C0 80525 800-235-0312	17 20	650 N/A	Supplies analog interface components for communications, industrial and consumer applications.	support@avagotech.com www.avagotech.com	Dick Chang, President/CE0 2005
3	OTTER PRODUCTS LLC 10Id Town Square, Suite 303 Fort Collins, C0 80524 970-493-8446	10 7	145 72	Innovators of protective solutions for mobile hand-held technology.	info@otterbox.com www.otterbox.com	Curt Richardson, CEO 1996
4	ADYANCED ENERGY INDUSTRIES INC. 1625 Sharp Point Drive Fort Collins, C0 80525 970-221-4670	8 6	N/A 450	Critical components used in manufacture of semiconductors, data storage, and flat-panel displays.	ir@aei.com www.advanced-energy.com	Hans-Georg Betz 1981
5	HESKA CORP. 3760 Rocky Mountain Ave. Loveland, CO 80538 970-493-7272	85	160 285	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
6	COLORADO STATE UNIVERSITY - RESEARCH FOUNDATION (CSURF) 601 S. Howes St., Room 410 Fort Collins, CO 80521 970-482-2916	65	14 N/A	Assists CSU educational and research efforts by managing patents and licenses, leasing and financing equipment and acquiring land.	kathleen@csurf.org www.csurf.org	Kathleen Henry 1941
7	AGILENT TECHNOLOGIES INC. 900 S. Taft Ave. Loveland, C0 80537 970-679-5000	5 14	325 525	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
8	WATER PIK INC. 1730 E. Prospect Road Fort Collins, C0 80525 970-484-1352	5 5	N/A 200	Designs, manufactures and distributes personal health-care products.	N/A www.waterpik.com	N/A 1962
9	WOODWARD GOVERNOR CO. 1000 E. Drake Road Fort Collins, C0 80525 970-482-5811	5 5	N/A 986	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
10	KODAK COLORADO DIVISION 9952 Eastman Park Drive Windsor, CO 80551 970-686-7611	4 3	400 700	Consumer and commercial imaging products.	N/A www.kodak.com	Gary Bien, Site manager 1969
11	VERIGY PRIVATE LTD. 4700 Innovation Drive, Unit D Fort Collins, CO 80525 800-447-8378	3 4	N/A N/A	Advanced test systems and solutions for the semiconductor industry.	support-americas@verigy.com www.verigy.com	N/A 2005
12	ICE ENERGY LLC 9351 Eastman Park Drive Windsor, CO 80550 970-545-3630	3 1	70 55	Energy storage solution for peak demand reduction for utilities.	lceInfo@ice-energy.com www.ice-energy.com	Frank Ramirez, CEO 2003

970-545-3630

Region surveyed includes Larimer and Weld counties, and the city of Brighton. N/A-Not Available. NR - Not Previously Ranked Figures provided from research with the U.S. Patent and Trademark office for patents issued in Larimer and Weld counties from July 1, 2009-April 30, 2010.



Brinkman Partners, Making a Difference



From left to right are: Brandon Grebe (Brinkman Partners), Evan Worsley (Brinkman Partners), Summer Martin, K.C. Martin, Gina Martin, (kids on right are Tayla Martin, Teagan Martin (face only), and Jenny Griffith.

The Martin family would like to thank *Brinkman Partners* for organizing "**Summer's Run**" during the Horsetooth Half Marathon.

Together with the amazing generosity of their employees, contractors, sub-contractors and numerous individuals, over **\$15,000** was raised to help make a difference in Summer's life.

This generosity is overwhelming, especially when it is displayed in these tough economic times. The Martin Family is humbled by the generosity of the community that Summer will now call her home!

Again, a special Thank You to all who contributed!

DataBank The Vault's Always Open

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

BUSINESS LITERATURE Jobs on the edge not so risky between covers

You might find it here — but then

Living" aren't going to be easy to

ing. But that's not all I noticed...

an effort to describe scenarios, got

again, many of the careers in "Risky

achieve, most needing extensive train-

interviewees but some of the stories, in

boggy and confusing. An edited version

would have gone a long way. Would that

Author Jones is faithful to each of his

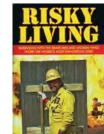
Danger is business for those profiled in 'Risky Living'

By Terri Schlichenmeyer

news@ncbr.com

Ah. Another day, another dollar — minus taxes, dues, and insurance.

Lately, you feel like you're getting an allowance instead of a paycheck. You find yourself diving for two quarters that fell in your underwear drawer last week, just to have enough for a cappuccino. You're daydreaming about moonlighting, thinking it's time for a new job



BOOKS

"Risky Living" by Tom Jones 2009, Skyhorse Publishing \$24.95 / \$33.95 Canada

- or another job - and asking yourself the same question you'd ask a 4year-old: What do you want to be someday?

Maybe now's the time to be a little frivolous. Maybe now's the time to try on another job by reading "Risky Living" by Tom Jones. But beware and be careful what you wish for.

As a former suit-wearing 9-to-5er, Jones says that he never knew one of his acquaintances was a U.S. federal marshal who once guarded Saddam Hussein. When he learned the (not-so) secret, it got Jones to thinking: How do some people end up in dangerous, possibly-lethal occupations? He went in search of men and women who got their paychecks in edgy ways.

Say, for instance, that you've planned a three-day trip to Yosemite National Park. For many adventure-seekers, rock climbing — or hang gliding or extreme skiing or BASE jumping — is a great way to spend a weekend. But when disaster strikes, it's the dangerous job of the Search & Rescue Team to get people out, safely and alive.

Snapping a picture seems like good work for someone who is creative, but for wildlife photographers, it's not what you snap but whose jaws snap back. One always needs to remember, too, that bushes make a great bathroom as long as a hungry lioness doesn't have the same idea.

As if it's not dangerous enough on earth, coal miners take their work beneath it. You don't know dark until you've been underground, where oxygen can be in short supply, combustibles literally surround you, and a collapse could bury you alive.

Seem tame? Then try being an alligator hunter or a knife-thrower's assistant. Try guarding prisoners or, yes, try journalism. Looking for a little change of pace?

have lessened the excitement of the nar-

delivery guy in the same "dangerous

ting pizza to my house, but do they

jobs" book as a soldier home from Iraq.

Not to negate the fine work done in get-

Still, "Risky Living" is a fun book to

read; a nice diversion and a peek into the

I also thought it strange to put, say, a

rative? Maybe, unfortunately.

really compare?

"I was surprised, humbled and honored to receive the 2010 Bravo Entrepreneur Award for Greeley. Entrepreneurial spirit is what drives business growth and economic development in our area. I want to personally thank the Northern Colorado Business Report for recognizing current and motivating future entrepreneurs."

— Ted Warn<mark>er</mark>

Our world is better today because extraordinary individuals have taken risks. They started with only an idea - and they grew it into something much larger. Something that's changed lives, provided jobs, generated growth, and most importantly, they've helped shape our community.

Bravo! Enterepreneur Awards recognizes those individuals who demonstrate the characteristics of success and who have overcome obstacles to become one of our community's most respected business leaders. To learn more about Bravo! Entrepreneur Awards, please visit www.NCBR.com.



Entrepreneurs make a difference.

lives of men and women with exciting, often-perilous jobs. If you're curious about how other people earn their paychecks, use a part of yours to get this book.

Terri Schlichenmever 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.

Bravo! Entrepreneurs							
Greeley							
1	1998-2010						
2010	Ted Warner						
	Connecting Point						
2008-2009	Trent Johnson						
	Greeley Hat Works						
2007	Larry Seastrom						
	New Frontier Bank						
2006	Roger Knopf						
	Envirotech Services, Inc.						
2005	Mark Kendall						
	Kendall Printing Company						
2004	Tim and Sally Warde						
	Northern Colorado Paper						
2003	Tom Roche						
	Roche Constructors, Inc.						
2002	Ruben and Scott Ehrlich						
	Ehrlich Motors						
2001	Jerry Morgensen						
	nelps Construction Company						
2000	Bill Farr						
	Centennial Bank of the West						
1999	John Todd						
	Toddy's						
1998	Darrell McAllister						
	1st Choice Bank						



Let's celebrate the entrepreneurial spirit of northern Colorado



COMMENTARY

EDITORIAL

Here's to the entrepreneurs during Great Recession

May has been a red-letter month for local entrepreneurs.

The month began with a celebration of visionaries who have led our region to its frankly enviable position in the midst of the Great Recession. The theme of this year's Bravo! Entrepreneur Awards could have been Bravo! to the Job Creators. From Don Churchwell, who just can't stop working to attract new employers to Northern Colorado, to Curt Richardson, whose Otter Products has been on a hiring trajectory that begs the question, "What recession?", these are the people who not only took the risks but stayed the course. They have brought their vision to life, and we all benefit because they choose to do it here.

Among this year's Bravo! class is at least one serial entrepreneur who has enriched the region's business community for a quarter of a century. In true entrepreneurial fashion, Ted Warner has stayed ahead of the computer industry learning curve to guide Connecting Point to its silver anniversary.

He wasn't the only one in startup mode in 1985, when Old Town Square finally fulfilled Gene Mitchell's vision of bringing downtown Fort Collins back to its future.

And now we close the month with our annual salute to the fastest-growing companies in the region. Our Mercury 100 list elsewhere in this issue includes a number of businesses still going strong that were founded the last time the economy tanked big time.

The first recession of the 1980s was over by November 1982, and the next one didn't start until Black Monday 1987. By 1985, unemployment was on the upswing in notoriously countercyclical Northern Colorado, so why not start a company? It can't get any worse, and the only way to go is up.

Northern Colorado Business Report is also celebrating an anniversary this year. The paper was founded not during a bust but during an unprecedented boom. Bubbles — like the one that engulfed our region in the late 1990s tend to inflate when too many people spend too much of other people's money with the sole objective of growing big enough fast enough to sell at the top. The inevitable sharp shock that follows brings us back to business basics, the ones true entrepreneurs never let out of their sight.

Early indications show a whole new crop of truly entrepreneurial ventures are hatching as you read this. In a couple of decades, we will be proud to say we knew them when.

profitable during a recession It is hard enough to keep a small business running during good times, let alone during an economic downturn. The counselors at SCORE — Service Corps of Retired

Executives — have developed the following six strategic steps that business owners can take to stay profitable dur-

1. Some customers are more

a sale. Determine which customers are unprofitable or lack growth potential so you can delete them or re-allocate time toward your good customers.

ties. A recession is not the time to decrease your marketing activities. Chances are that your competitors will follow this unwise strategy and lose market share. Look at an economic downturn as an opportunity, not a death sentence. Now is the time to increase your business' visibility and gain customer recognition.

3. Have you checked your NOL lately? Check with your accountant to determine if your business has any Net Operating Loss carry-backs. In 2009, the IRS increased the carry-back period from two years to five years. This new tax provision could provide immediate cash relief to your bottom line.

4. Implement a forward-looking

cash flow report. Cash flow is the life blood of all small businesses — especially during a recession. A forwardlooking cash flow report is an estimate of your future cash availability, not a historical picture such as a balance sheet and income statement. An informal cash flow report starts with an opening cash balance and projects cash receipts and expenditures over a 10- to 12-month period.

5. Virtual office space can reduce overhead expense. A virtual office provides basic mail service and communications support in an office location. Typically, the business pays only for the services provided and not rent. A small business owner can reduce rent expense by as much as 95 percent while retaining essential facilities.

6. Never carry excess inventory during a recession. Stale inventory is a drain on cash flow and can destroy a small business already hurt by the recession. Huge discounts on old or outdated merchandise always brings the price-conscience consumer to any business. Many business owners are now announcing one-day sales on social networks like Facebook and Twitter. This type of sale can generate approximately one month's worth of revenue in one day.

Small business owners who think strategically during a recession will have the best chance of surviving over the long term.

Jack Scott is a certified SCORE counselor based in Broomfield. SCORE is a volunteer organization that provides training and counseling to entrepreneurs. For more information, call 303-844 3985, ext 213 or go to www.scoredenver.org.

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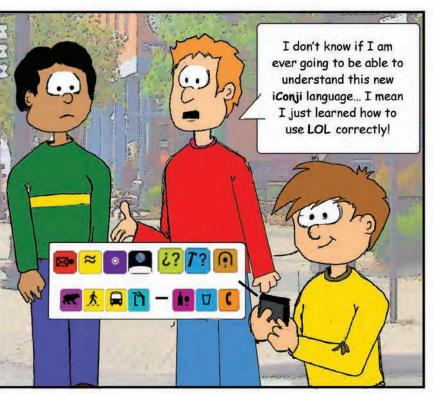
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THE ALLIANCE

A BUSINESS PUBLICATION





Steps to keep small business



ing the recession.

profitable than others. Prioritize your customer lists

greatest potential for

GUEST COLUMN to focus on the Jack Scott ones that have the

2. Increase your marketing activi-

LETTERS TO THE EDITOR

Bring clarity to the Clarion

(Stepping Out, NCBR, May 7, 2010) It's always delightful to read Jane Albritton's current, insightful and cleverly written column on the area hospitality industry. Regarding her recent update on the Clarion Hotel in Greeley, I was particularly struck by her brilliant notion that the Clarion might consider the use of a Cheyenne shaman. I completely agree with this view. It might not only provide a spiritual clarity and harmony to the property, but it might boost the image of the hotel to members of the public who celebrate the land's indigenous forbearers. This is common in numerous public places in Australia, where a national movement has occurred the past few years to honor the aborigines of Australia, Tasmania and the Torres Islands.

Donna Rouner Fort Collins

Cohere: Working without walls

(NCBR, May 7, 2010)

Great article — it exactly describes what I've found at Cohere. Angel has created something unique and ideal for freelancers and entrepreneurs. The interaction and energy helps me to be far more productive and I look forward to my Cohere time each week. Everyone at Cohere really cares about what they're doing. At the same time, we all care about what everyone else is doing too. Spontaneous brainstorming sessions are the norm. As are trips for ice cream or cupcakes.

Michael Clingan Loveland

CCIA launches online Cleantech Career Center

(Business Report Daily, May 7)

At the intersection of Cleantech and Executive Search, I can attest that for many well-founded reasons, we need to attract talent at all levels to be part of this incredible industry, especially executive leadership.

> Dawn Dzurilla New York, NY

Emissions testing targets NoCo ozone levels

(NCBR, April 9, 2010)

Unemployment is still hovering at 10 percent. Our economy is still struggling. Americans are paying historically high taxes. Businesses are drowning in red tape. Government is the biggest and most intrusive its ever been. Americans are tired of these expanding government programs designed to control and to enrich a private monopoly Stop the EPA's power grab.

Leroy Boddy Loveland

I believe the emissions testing is to help Denver look better. The more area used in the testing the more diluted the emissions become therefore falsely showing progress in reducing the amount of emissions. Usually it's the people who can least afford testing that pay. They are the ones who cannot afford a newer car and are penalized because of it. Another waste of time and money and a hidden tax burden. But we all know someone is getting rich from this ruling.

> Konni Fort Collins

> > illy ien at

NCBR poll watch White Centerra	ch is your preferred shopping destination?
44% Front Range Village 13% Greeley Mall 2% Foothills Mall 6% Old Town Fort Collins 27%	These results reflect responses to the online poll at www.ncbr.com May 3 - 17. Next question: Did you take advantage of the federal tax credit to buy a home? Answer now at www.ncbr.com. Responses will be accepted through May 31. Editor's note: Tell us what you rea
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Floral and Design Studio stopped paying on the lease, and shortly after that, Tranquility Spa and Salon closed. Calvin said the decline was fairly steady from there on out, with about one tenant per month going out of business or closing.

Starting last July, properties started going back to the banks, when Scottsdale, Ariz.-based Goldwater Bank took all four buildings on the west side of the development, except for one tenant-owned space.

In November Denver-based Mile High Banks took possession of the former Cranberries Market, Harvest Restaurant and the mixed-use building that housed Calvin Enterprises. It also now owns the Depot Events Center, which is currently scheduling and hosting weddings, concerts in the amphitheater, and other events.

Greeley-based Bank of Choice initiated foreclosure proceedings on the final building in the development — the last one still owned by the developer - in February with a \$3.1 million note in default. At the same time, the bank also started foreclosure proceedings on a number of residential lots owned by David Calvin's Meyer Farm Development Inc. Meyer Farm still owes

\$8 million on an \$18.7 million note. Goldwater and Mile High Banks came together to solve their common problem of what to do about St. Michael's. They hired Denver's SV Commercial to be the problem solvers.

Expertise to deal with crisis

The general economic crash in 2008 left everyone in the real estate market scrambling for business, according to Jennifer Muller, senior property manager for SV Commercial Partners, the commercial real estate-focused firm spun off from SV Capital in July 2007. SV Capital's investments are concentrated in luxury resort properties.

"Back in 2008, everyone went into survival mode," Muller explained.

For SV Commercial, that meant adding property management to its brokering services. According to Muller, SV Commercial Founder Brian Cujé was able to leverage his connections to insert the firm into the relatively new and growing business of managing bankowned and other distressed properties.

To date, Cujé has worked as receiver, asset manager, property manager or loan purchaser for very large institutions including Bank of America, Chase Bank, JP Morgan, Coast Savings and Loan, GE Credit, Wells Fargo and the FDIC.

The St. Michael's deal brings the firm into new client territory. Smaller local and regional banks have not been as apt to bring in third parties to perform across-the-board services on their foreclosed properties. Muller explained that more and more banks are considering it as an option for increasing value and unloading unwanted real estate.

"We wanted to get our feet wet with St. Michael's," Muller said. "We have some real stigma to overcome. If we can save St. Michael's Town Square, we feel we could save just about anything."

SV Commercial is also dipping its toes into the Northern Colorado territory. Muller predicts that the firm will take on more projects and possibly invest in its own properties in the region during the next 12 to 18 months.

To that end, the company hired local broker Todd Lund as northern region director.

Lund has experience in all the sweet spots for SV Commercial. He has been a broker at Re/Max Commercial Alliance, The Group Inc. and Wheeler Commercial. After graduating from Colorado State University in 1985, he worked as a commercial property manager and acted as receiver for several notable distressed properties including Old Town Square in Fort Collins.

Lund started working with SV Commercial in October and was at first heavily focused on renegotiation of leases in St. Michael's. He found that rates of up to \$30 per square foot were way over market, at least in the current economy.

"When things were clicking along, that was probably feasible," Lund said. Lease rates offered there now are roughly half what they were one to two years ago.

Restaurants bright spots

Negotiations were under way with the development's restaurants - Harvest and the Hobnobber Tavern - jointly owned by restaurateur Mike Hood and David Calvin. Lund said that the establishments were the shining stars, drawing good traffic to the emptying center, so he was surprised when they suddenly closed on Nov. 6.

"It was pretty abrupt and a little surprising," Lund said, adding that they had been close to a deal that would have cut the eateries' rents in half. "Once the restaurants closed, at that time of year, it really killed the momentum at St. Michael's."

If it wasn't bad enough to lose two tenants in one fell swoop, the banks also had to deal with cleaning out the sites, which were stocked with food, and paying some delinquent taxes.

On the bright side, by paying the back personal property taxes Mile High Banks was able to retain every piece of equipment in the former Harvest - down to the silverware and plates. Lund counts that as a huge plug-and-play opportunity for someone with a good restaurant concept.

He is seeing other bright spots as well. Several tenants have just signed new or renegotiated leases. The former Hobnobber will reopen in June as The Tavern at St. Michael's. The restaurants, in Lund's mind, are key to the revitalization of the center.

"The issue with St. Michael's is that some people don't know it's here," he said, admitting that he didn't know about it until he attended a Re/Max meeting there in 2008.

Lund feels that if development had occurred first at the corner of 65th Avenue and Colorado Highway 34, just north of St. Michael's, traffic flow might have been better. There are signs of life See ST. MICHAEL'S, 31A



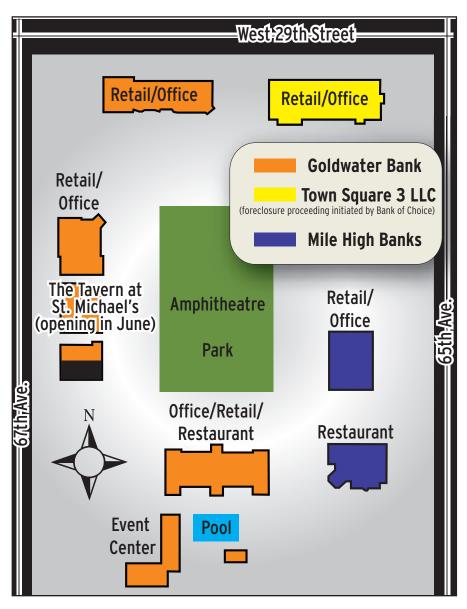
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Courtesy SV Commercial Partners

RESURRECTION – Saint Michael's Town Square was hit hard by the economic downturn. After losing a bulk of its biggest tenants, the buildings went back to the banks, which have hired SV Commercial Partners to breath some life back into the development.

ST. MICHAEL'S, from 30A

there now, with Discount Tire in the midst of constructing its second Greeley location. Lund is also working with the city to get to a directional sign pointing off the busy road.

To be more competitive, the banks have agreed to condominiumize the buildings to committed sellers. Lund also thinks that the mix of tenants will fewer retailers and more office and medical. While not necessarily picky about the type, Lund is looking for good-quality tenants. "We don't want to put tenants in there that would fail again," he said,

shift from the original vision to include

explaining that his main objective is to make the center vibrant so the banks can sell them and recover most, if not all of their money. "It has to be a win-win situation, and we're trying to make it that."

LEPRINO, from 5A

"(Market conditions) are shifting and they're shifting favorably."

Reidy said he could not offer a specific reason why the overall size of the facility grew by 18,000 square feet in the final submitted design. "It's not specifically attributable to one certain thing," he said. "It will be a work area of some kind, but I don't know for what exactly. A site like this will get adjusted periodically through its development."

Another aspect of the revised plan approved by the planning commission was Leprino's desire to reduce the height of its cheese-drying towers from 200 feet to 150 feet.

Michigan general contractor

Lamar Construction Co., based in Hudsonville, Mich., is the general contractor for the \$143 million Greeley facility, which is expected to employ up to 500 people at full build-out. Lamar also built Leprino's Allendale, Mich., plant that opened in February 2008.

The Greeley facility at full build-out

will be Leprino's second-largest factory, Reidy said. Only the Lemoore, Calif., West facility is larger, processing 10 million pounds of milk daily.

The Greeley facility will ultimately process up to 7 million pounds of milk per day. However, Reidy said the first phase of the project – powdered milk production – will only require about 1.5 million pounds per day.

Dairy Farmers of America, a dairy cooperative, has the contract to supply milk to the new plant and its members will be at the head of the line when delivery starts.

Safarik said Leprino has satisfied most of Greeley's pre-construction requirements. "They've pretty much filed it all," she said. "We're reviewing their construction and site plans, and that's a pretty straightforward process."

Safarik said that could take about two weeks and, barring any major objections by the city, the project's construction could then get underway.

Reidy said that's Leprino's expectation as well.

"I can't give you a specific date, but I think June is very realistic," he said.



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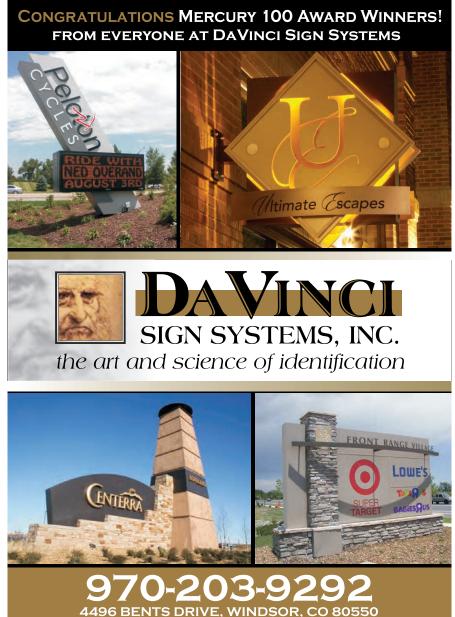
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People key to companies' growth despite recession

When we started putting together this year's Mercury 100 list of Northern Colorado's fastest-growing companies, there was some concern that we might have to rename it the Mercury 10, or maybe call it Northern Colorado's slowest-shrinking companies. But then we crunched the numbers, and despite the dismal economy for the past three years, our top winners in both the under- and over-\$2-million revenue categories posted triple-digit increases between 2006 and 2009.

But what allows companies large and small, newly formed and longtime going concerns, to continue to thrive during such challenging economic times? Ask our top companies and the answer is obvious: It's the people.

Clay Pot Creative, our top small company, was created to provide better customer service to clients. To avoid layoffs during the worse of the downturn, founder Julia Leach turned her staff's impressive talents to pro bono work, to give back to the people and businesses in the community.

CEO Curt Richardson of Otter Products — our No. 1 large company — put it best two weeks ago when he accepted our Bravo! Entrepreneur Award for Fort Collins: "Otter is as much about people development as it is product development."

Richardson's Bravo! profile can be found online under Special Publications at www.ncbr.com. This section includes profiles of some of the other top companies in each category. On a more personal note, one of the first stories that appeared in the *Northern Colorado Business Report* 15 years ago was about David E. Schump moving Baker Instrument Co. into a brand-new building in southeast Fort Collins. Schump, who grew up in Greeley and lived in Windsor, built the company into an international corporation that appeared on more than one Mercury list over the years. He sold it in 2007 to enjoy retirement with his wife Elizabeth, and we mourn their passing earlier this month as a loss to the entire business community.

Sincerely,



Jeff Nuttall Publisher Northern Colorado Business Report



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ON COVER – Photos are from the 2009 Mercury 100 event held at Centerra, Rangeview IV. All photos are *Business Report* file photos.

Local decisions. Service. Local ownership.

Clay Pot helps small businesses get creative

By Kate Hawthorne *khawthorne@ncbr.com*

Clay Pot Creative was born of frustration.

In 2000, Julia Leach was working as a project manager for a Web development firm as a project manager, but became discouraged when so many custom solutions she proposed for smaller clients got shot down.

"I saw the need to work with small businesses, but the company would only offer cookie-cutter solutions," she recalled. "Small businesses could either pick package A, B, or C or spend tens of thousands of dollars for custom design, which they couldn't afford. I got fed up, and decided to strike out on my own."

The wisdom of that decision is obvious, 10 years later, when 280 percent revenue growth since 2007 has catapulted Clay Pot to the top spot on the Mercury 100 list among companies with revenues of \$2 million and under.

For Leach, it wasn't just about making money.

"I felt the bigger agencies were taking advantage of small businesses, and not offering any kind of education on what is a good Web strategy," she said.

Leach, whose varied background also includes programming and design, started out as a one-person shop. She focused on local businesses that were "big enough to need a marketing team not big enough to be able to afford one inhouse." For her team, she called on a network of freelancers, and grew her client list almost strictly through referrals.

"Some of our current clients have been with us from Day 1," she said. "Some have outgrown us, and needed more capabilities than we can provide, but we're proud that we helped them reach their goals."

After two years, she knew she needed help running the business, so her husband, Andrew, joined her as co-principal in Clay Pot. His background in statistics brings a practical perspective to website functionality as well as the ability to monitor and quantify the effectiveness of clients' marketing efforts. A year later they added a full-time art director, who used to be one of their subcontractors.

The couple moved the business out of



Krista Watzel, Northern Colorado Business Report

COUPLE OF CREATIVES – Andy and Julia Leach, co-principals of Clay Pot Creative in Fort Collins, founded the marketing firm to offer clients something beyond "cookie-cutter" solutions.

"Some of our current clients have been with us from Day 1."

Julia Leach, co-principal Clay Pot Creative

their house into a bigger office on Drake Road in Fort Collins three years ago, not



No. 1, Revenues \$2 million and under

only to add more services and a more professional location, but also to help them separate work from family life. The firm now employs seven professionals and serves about 50 clients across the country each year, with about 10 to 20 projects in the works at any one time.

The Great Recession has hit many of Clay Pot's clients and competitors hard, precisely because they are small to medium-sized businesses.

"The recession changed the rules," Leach said. "It redefined how they did business and how they presented themselves. Expectations have changed, and the standard plan won't cut it anymore. It's forced us to be even more creative." She said some clients reacted by cut-

ting their marketing budget in half, and others asked, "What if I double my budget while everyone else is cutting theirs?"

Things seem to be picking up since the first of the year, according to Leach, and while the Clay Pot team has had no layoffs during the downturn, there have been gaps in the production schedule. Leach said to keep busy, they have concentrated on pro bono work, to give back to the community as well as to show "we could keep strong and grow in a recession."

It seems to be working.

Not only can we help you make more, we can help you keep more of what you make.



We do this by listening, learning and providing independent, objective tax and accounting advice. By not managing investments, selling insurance or marketing software, you can be assured that our advice in unbiased, free of conflicts and solely in your best interests.



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Mercury Fastest Growing Companies Under \$2 Million Ranked by 3-year revenue growth

RANK	COMPANY ADDRESS PHONE/FAX	3-YEAR REVENUE GROWTH 2-YEAR REVENUE GROWTH 1-YEAR REVENUE GROWTH	REVENUES 2009 REVENUES 2008 REVENUES 2007 REVENUES 2006	EMPLOYEES 2010 EMPLOYEES 2009	PRODUCTS/SERVICES	E-MAIL WEB SITE	PERSON IN CHARGE FISCAL YEAR END YEAR FOUNDED
1	CLAY POT CREATIVE 323 W. Drake Road, Suite 120 Fort Collins, C0 80526 970-495-6855/970-495-6896	280% 50% 1%	\$360,000 \$356,854 \$239,229 \$94,800	7 6	Graphic design, Web development, marketing, and branding.	info@claypotcreative.com www.claypotcreative.com	Julia Leach Andrew Leach, Owner, Principals December 2000
2	JCL ARCHITECTURE INC. 401 S. Mason St. Fort Collins, C0 80524 970-224-5710/970-224-5715	277% 20% 4%	\$565.554 \$546,000 \$470,000 \$150,000	8 8	Sustainable commercial and residential architecture, historical preservation, interior design, and master planning.	justin@theartofconstruction.com www.theartofconstruction.com	Justin Larson, AIA, CEO N/A 2004
3	ENERGY SOLUTIONS UNLIMITED LLC 2601 S. Lemay Ave. Fort Collins, C0 80525 970-282-0755/970-631-8651	160% 124% 8%	\$545,000 \$504,000 \$243,000 \$210,000	4 3	Energy efficient lighting.	mdoran@energysolutionsunlimited.com www.energysolutionsunlimited.com	Mike Doran, Principal Dec. 31 2002
4	SCHEDULING CONSULTANTS LTD. 4025 Automation Way, F-3 Fort Collins, C0 80525 970-224-2503/970-226-5182	159% 70% 9%	\$1,199,500 \$1,100,000 \$706,786 \$464,000	9 8	Development and monitoring of detailed construction schedules.	carmelita@schedulingconsultants.com www.schedulingconsultants.com	Carmelita Thorndike, Chief operating officer, vice president Dec. 31 1988
5	J. P. MORAN DESIGN INC. 1112 Oakridge Drive, Suite 104 Fort Collins, C0 80525 970-481-8489/970-207-9889	115% 30% -1%	\$219,138 \$221,431 \$169,000 \$102,000	1	Graphic design and consulting services for print, Web and trade show.	info@jpmorandesign.com www.jpmorandesign.com	J. Patrick Moran, President Dec. 31 2000
6	ENERGYLOGIC INC. 309 Mountain Ave. / P.O. Box N Berthoud, CO 80513 970-532-3220/970-532-5074	114% 58% 19%	\$1,900,000 \$1,600,000 \$1,200,000 \$886,234	80 29	Energy efficiency consulting and testing for homebuilders and homeowners. Also working in LEED-NC and EB, and performing commercial energy audits and recommissioning.	info@nrglogic.com www.nrglogic.com	Steve Byers, Principal Dec. 31 2006
7	EARTH CHEM INC. P.O. Box 272627 Fort Collins, C0 80527 970-223-4998/970-223-9775	89% 46% 19%	\$1,377,000 \$1,160,500 \$940,300 \$729,550	5 5	Soil-stabilization polymers.	info@earthchem.com www.earthchem.com	Kevin Loucks, President Dec. 31 1995
8	TOOLBOX CREATIVE 325 Cherry St., Suite 104 Fort Collins, C0 80521 970-493-5755/970-419-0070	75% 20% 24%	\$674,618 \$544,000 \$560,000 \$385,000	10 8	Advertising and design; specializing in marketing communications.	hello@toolboxcreative.com www.toolboxcreative.com	Dawn Putney Tom Gallo Campbell, Co- owners Dec. 31 2002
9	KRUGER & CLARY CPAS, PC 515 S. Howes St. Fort Collins, C0 80521 970-482-6947/970-472-4061	73% 50% 6%	\$563,000 \$530,000 \$374,701 \$325,000	8 8	Tax preparation and planning, accounting services, QuickBooks consulting. Small business consulting.	info@krugercpas.com www.krugercpas.com	Melissa Clary, President Dale Kruger, Vice president Dec. 31 1993
10	A-TRAIN MARKETING COMMUNICATIONS INC. 215 W. Oak St., Suite 800A Fort Collins, C0 80521 970-419-3218/970-482-3442	49% 36% 14%	\$612,000 \$538,400 \$450,000 \$410,000	6 6	Branding, research, strategic planning, public relations, print materials, websites, event planning and nonprofit marketing.	info@atrainmarketing.com www.atrainmarketing.com	Gretchen Gaede, President, CEO Dec. 31 1998
11	A-Z SAFETY SUPPLY 1554 Riverside Ave. Fort Collins, C0 80524 800-457-3687/970-482-9931	47% 47% 62%	\$586,088 \$361,525 \$397,363 \$397,756	4 4	Safety product sales including safety glasses, earplugs, respirators, gloves, fall protection equipment, gas detectors, sorbents, First Aid and fire extinguishers.	joe@azsafetysupply.com www.azsafetysupply.com	Joe Ricciardi, President Dec. 31 2000
12	C&T CUSTOM FABRICATION INC. 5186 Longs Peak Road Berthoud, CO 80513 970-532-2444/970-461-0284	47% -9% -29%	\$1,369,000 \$1,914,779 \$1,506,826 \$930,729	13 11	Metal fabrication, including precision welding, water-jet cutting, CNC machining, CNC punching and bending, C&T provides services to many leading edge industries.	cam@ctcustomfab.com ctcustomfab.com	Brian Jones Cameron Matthie Terry Dettmann Dec: 31 1997
13	COLORADO BUSINESS EXCHANGE 19 Old Town Square Fort Collins, C0 80524 970-224-3339/970-797-1933	46% -11% -55%	\$73,000 \$161,000 \$82,000 \$50,000	23	Business brokerage, valuation, and exit planning services: "Where Businesses are Bought and Sold."	jim@cobizex.com www.cobizex.com	Jim DeShayes, Owner Dec. 31 2005
14	POUDRE PROPERTY SERVICES 706 S. College Ave., Suite 202 Fort Collins, CO 80524 970-224-9204/970-224-0242	43% 32% 14%	\$1,250,000 \$1,100,000 \$950,000 \$875,000	15 15	Full-service property management.	jwbickerton@poudreproperty.com www.poudreproperty.com	John W. Bickerton, Vice president Sandra Bickerton, General manager Dec. 31 1996
15	LAWN DOCTOR P.O. Box 1784 Fort Collins, C0 80522 970-221-0441/970-221-0805	33% 15% 2%	\$1,125,000 \$1,100,000 \$975,000 \$843,000	19 15	Lawn and tree care.	group193@lawndoctor.com www.lawndoctor.com	Mike Verde, President Dec. 31 1983
16	ROCKY MOUNTAIN ENVIRONMENTAL CONSTRUCTION INC. 1060 E. County Road 6C Berthoud, CO 80513 970-532-1717/970-532-3634	30% 50% 8%	\$1,946,000 \$1,800,000 \$1,300,000 \$1,500,000	26 26	Landscape design and construction, irrigation installation, water features and associated hardscapes.	RMECINC@att.net N/A	Shawn Flynn, President/Own July 31 1989
17	ALBERT PIT BARBECUE 3201 E. Mulberry St., Unit F Fort Collins, CO 80524 970-213-7427/N/A	30% -21% -17%	\$151,000 \$181,000 \$192,000 \$116,590	4 4	Catering company specializing in hickory-smoked barbecue- hand- pulled pork, sliced beef brisket, outstanding ribs, homemade sauce.	korey@albertpitbbq.com www.albertpitbbq.com	Korey Albert, Proprietor Dec. 31 2002
18	COMPUTER SUPERHEROES INC. 5325 Gary Drive Berthoud, CO 80513 720-205-5250/970-532-3189	27% 6% -7%	\$318,000 \$343,000 \$300,000 \$250,000	33	Quality, affordable Managed IT Services and Support for individuals and small business.	info@computersuperheroes.com www.computersuperheroes.com	Jeff Lorenzen, President Dec. 31 2001
19	BIO-MEDICAL JANITORIAL INC. P.O. Box 272982 Fort Collins, CO 80527 970-266-1065/970-266-8442	27% 14% 2%	\$825,000 \$810,000 \$722,000 \$650,000	41 46	Specialized janitorial service for the medical community.	mromero@biomedjf.com BioMedicalJanitorial.com	Marquita Romero Ben Romero, Owners Dec. 31 1998
20	SQUAREI TECHNOLOGIES 1315 Oakridge Drive, Suite 100 Fort Collins, C0 80525 970-377-0077/(970) 377-8488	25% 31% 6%	\$708,000 \$668,870 \$540,000 \$565,000	8 7	Content management systems, project management solutions, business process automation and database driven applications.	info@squarei.com www.sqaurei.com	Kent Bejcek, President/CEO Dec. 31 1996
21	ALL OCCASIONS CATERING 446 S. Link Lane Fort Collins, C0 80524 970-224-5643/970-224-5632	25% -10% -29%	\$690,000 \$969,000 \$769,871 \$552,699	777	On and off premise catering	aoc@all-occasions-catering.com www.all-occasions-catering.com	Paul Pellegrino, Owner Dec. 31 1996
22	AMERICULE INC. 14266 Mead St. Longmont, C0 80504 970-535-9007/970-535-9014	21% 2% -17%	\$1,033,000 \$1,251,000 \$1,012,000 \$856,000	6 5	Custom molders of elastomeric products for use in wear or abrasion applications. Also produces piping, spray nozzles, screen balls and non- sparking mallets.	americule@hotmail.com www.americule.com	James H. McLaughlin, President Dec. 31 1993
23	AVALIS WAYFINDING SOLUTIONS INC. 301-C Smokey St. Fort Collins, C0 80525 970-223-9211/970-223-9230	16% 0% -12%	\$1,100,000 \$1,244,000 \$1,100,000 \$950,000	10 15	Interior sign systems of distinction. Services include ADA compliance audits, signage, wayfinding analysis, design, project management.	louanne@avalisway.com www.avalisway.com	L. Wilton Lyles, President Dec. 31 1989
24	LAWRENCE ARCHITECTURE INC. 1151 Eagle Drive, Unit 311 Loveland, CO 80537 970-222-8448/N/A	15% 17% 36%	\$150,000 \$110,000 \$128,000 \$130,500	1	Architecture, home design, space planning, commercial building design.	lawarch@mcleodusa.net www.lawarch.com	Rick L. Lawrence, AIA, President Dec. 31 1979
25	COTNEY PEAK BODY & BATH P.O. Box 1458 Fort Collins, C0 80522 970-493-0254 or 800-258-7627/ 970-419-8585	13% 6% 19%	\$95,000 \$80,000 \$90,000 \$84,000	22	Bath and body products, targeting small "mom and pop" stores, catalogs and small department stores & direct mail to end users. As well as, live shows Nationwide.	sales@cotneypeak.com www.cotneypeak.com	Gretchen Brokamp, Director operations 12/31 1990

Mercury Fastest Growing Companies Under \$2 Million Ranked by 3-year revenue growth

RANK	COMPANY Address Phone/Fax	3-YEAR REVENUE GROWTH 2-YEAR REVENUE GROWTH 1-YEAR REVENUE GROWTH	REVENUES 2009 REVENUES 2008 REVENUES 2007 REVENUES 2006	EMPLOYEES 2010 EMPLOYEES 2009	PRODUCTS/SERVICES	E-MAIL WEB SITE	PERSON IN CHARGE FISCAL YEAR END YEAR FOUNDED
26	AGTOWN TECHNOLOGIES 800 Eighth Ave., Suite 321 Greeley, C0 80631 970-353-6227/970-392-2646	11% 1% -23%	\$389,000 \$505,000 \$385,000 \$350,000	5 5	Fully managed business partner, providing services in software and website development, e-commerce, Internet and traditional marketing for the ag industry.	contact@agtown.com www.agtown.com	Clair Orr, Founder Matthew Furister, CEO Dec. 31 1999
27	COMPLIANCE PARTNERS INC. 4038 Timberline Road, Suite 100 Fort Collins, C0 80525 970-206-4443/720-489-3902	6% -20% 14%	\$680,000 \$597,000 \$848,000 \$641,000	5 7	Air quality, emission inventory, greenhouse gas emissions, waste audits, dispersion modeling.	gmcfaddin@compliance-partners. www.compliance-partners.com	Gary McFaddin, President Dec. 31 1997
28	JVA INC. 25 Old Town Square, Suite 200 Fort Collins, C0 80524 970-225-9099/970-225-6923	3% -10% -21%	\$590,000 \$750,000 \$655,000 \$575,000	4 5	Full-service structural and civil consulting engineering firm.	mmcdonald@jvajva.com www.jvajva.com	Michael McDonald, Regional manager Dec. 31 1956
29	BAS BLEU THEATRE CO. 401 Pine St. Fort Collins, CO 80524 970-498-8949/970-498-9272	1% -28% 7%	\$540,792 \$503,379 \$755,795 \$534,194	5 5	Year-round Theatre company, Entertainment venue and conference/ meeting space. Discounts for nonprofits and multiple events scheduled in one booking.	basbleu@basbleu.org www.basbleu.org	Matt Strauch, General manage Aug. 31 1992
30	ABRAHAMSON ENGINEERING INC. 3101 Kintzley Court, Unit D Laporte, C0 80535 970-221-2569/970-221-2671	1% -11% -27%	\$467,000 \$639,000 \$523,000 \$462,700	6 6	Mechanical & consulting engineering, HVAC & plumbing design for schools, offices, universities, churches.	rogera@abrahamsoneng.com abrahamsoneng.com	Roger D. Abrahamson, President Dec. 31 1981
31	OPENSTAGE THEATRE & CO. INC. P.O. Box 617 Fort Collins, CO 80522 970-484-5237/970-482-0859	1% 21% 0%	\$305,883 \$305,883 \$251,768 \$303,989	22	Live theater produced in Fort Collins.	denisef@openstage.com www.openstage.com	Denise B. Freestone, Artistic director N/A 1973
32	THE CRAIG C. CAMPBELL AGENCY INC. 262 E. Mountain Ave., No.100 Fort Collins, C0 80524 970-484-1400/970-484-9018	-5% -1% 1%	\$508,000 \$503,000 \$511,370 \$531,988	6 6	Property and casualty, life, commercial, variable products. Farmers Insurance products.	ccampbell1@farmersagent.com www.farmersagent.com/ccampbell1	Craig C. Campbell, President Dec. 31 1969
33	TECHSMART SOLUTIONS INC. 328 Airpark Drive, No. 200 Fort Collins, CO 80524 970-498-0808/970-472-0247	-6% -14% -21%	\$1,225,000 \$1,550,000 \$1,420,000 \$1,300,000	7 8	IT consulting, services and products for small business and individual users.	ahensen@onlinepchelp.com www.onlinepchelp.com	Andrew Hensen, President Dec. 31 1998
34	PEAK ENGINEERING & AUTOMATION CO. 599 W. 71st St. Loveland, CO 80538 970-622-9601/970-622-9602	-7% -13% -17%	\$847,562 \$1,016,574 \$976,400 \$910,000	8 10	Custom automation/engineering house, full machine shop; job shop machining including powder coating.	Kurt@skybeam.com www.peakengineering.biz	Allen Schultz, President Kurt Pflock, Vice president Dec. 31 1994
35	WINDLION INC. DBA EXPRESS EMPLOYMENT PROFESSIONALS 2711 W. 10th St. Greeley, CO 80634 970-353-8430/970-353-9485	-7% -21% -15%	\$1,670,000 \$1,960,000 \$2,117,500 \$1,800,497	2 4	Temporary help, professional recruiting, HR audits & consulting.	kathy.egan@expresspros.com www.expresspros.com	Kathy L. Egan, Owner Dec. 31 1976
36	RICHMOND ASSOCIATES ARCHITECTS 4801 Brenton Drive Fort Collins, C0 80524 970-224-3140/970-224-3140	-8% -3% 20%	\$180,000 \$150,000 \$185,000 \$195,000	3 3	Architectural services, estate residential builder. Specializing in residential, condo, patio, multi-family, medical offices, vet clinics, churches.	info@richmondassociates.com www.richmondassociates.com	Donald L. Richmond Dec. 31 1986
37	WESTERN HERITAGE CO. 532 W. 67th St. Loveland, C0 80538 970-663-1450/800-303-5703/ 970-461-0529	-12% -18% -16%	\$1,070,000 \$1,270,000 \$1,300,000 \$1,217,000	15 12	Identity marketing in bronze, silver, pewter casting of custom logo items; specialty advertising items, embroidery and custom awards.	ranger@westernheritage.com www.westernheritage.com	Mike Lynch, President Dec. 31 1976
38	INDIGO GALLERY - THE FINE ART CO. 119 W. Oak St. Fort Collins, CO 80524 970-490-1001/970-407-8264	-16% -25% -12%	\$338,000 \$385,000 \$452,726 \$403,700	6 6	Fine art, limited editions, posters, custom framing, mirrors and art consulting.	wendy@indigogallery.com www.indigogallery.com	Wendy Foster, Owner Dec. 31 1992
39	COLORADO WATERJET CO. 5186 Longs Peak Road, Unit F Berthoud, CO 80513 970-532-5404/970-532-5405	-17% -30% -21%	\$504,000 \$642,000 \$722,000 \$605,000	4 4	Machine job shop: abrasive waterjet shape-cutting services.	sales@coloradowaterjet.com www.coloradowaterjet.com	Dan Nibbelink, President Dec. 31 1997
40	RC TELECOM INC. 6250 W. 10th St., Suite 1 Greeley, C0 80634 970-356-4572/970-352-5004	-17% -28% -8%	\$338,900 \$369,452 \$469,374 \$410,000	4 5	Avaya, Comdial, Iwatsu, NEC, 3com and structured cabling.	paulaj@rctelecom.com www.rctelecom.com	Steve Johnson Paula Johnson, Owners Dec. 31 1991
41	ARMSTEAD CONSTRUCTION INC. 5100 S. College Ave. Fort Collins, C0 80525 970-472-1113/970-472-8313	-18% 37% 70%	\$1,980,000 \$1,165,000 \$1,450,000 \$2,400,000	33	Residential and remodeling contractor.	jeff@armsteadconstruction.com www.armsteadconstruction.com	Jeffrey J. Schneider, Presiden Dec. 31 1990
42	OGLESBY SHERMAN DESIGN LLC 123 N. College Ave., No. 390 Fort Collins, C0 80524 970-416-8829/970-416-8876	-20% -39% -33%	\$490,000 \$727,628 \$800,329 \$613,000	4 4	Commercial interior design with an emphasis on hospitality and corporate.	coachko@msn.com www.oglesbysherman.com	Dawn Oglesby, Owner, President Renee Sherman, Partner N/A 2005
43	MOBILITY AND MORE 1447 N. Denver Ave. Loveland, CO 80538 970-461-8400/970-461-8118	-23% -6% -15%	\$1,005,000 \$1,180,000 \$1,070,000 \$1,300,000	7 7	Home medical equipment, powerchairs, walkers, hospital beds, scooters, lift chairs, diabetic shoes, bariatric equipment, vehicle- accessibility accessories sales and	kblack@mymobility.biz www.mymobility.biz	Tom Black, CEO Kyleen R. Black, President N/A 2003
44	FORT COLLINS MUSEUM OF CONTEMPORARY ART 201 S. College Ave. Fort Collins, CO 80524	-23% -38% -25%	\$271,119 \$363,000 \$438,600 \$351,985	333	Art exhibitions and educational programs.	info@fcmoca.org www.fcmoca.org	Marianne Lorenz, Executive director Dec. 31 1985
45	970-482-2787/970-482-0804 HAMPTON INN 5500 Stone Creek Circle Loveland, C0 80538 970-593-1400/970-593-1415	-23% -30% -11%	\$1,604,547 \$1,800,158 \$2,288,658 \$2,091,991	17 18	Complimentary hot buffet breakfast, in-room refrigerator, coffeemaker, microwave, iron/board, indoor heated pool w/outdoor sun deck, whirlpool,	hamloveland@sbcos.com www.hampton-inn.com/hi/loveland	Christina Lee, General manager Dec. 31 1996
46	WELD COUNTY BI-PRODUCTS INC. 1138 N. 11th Ave. Greeley, CO 80631-9501 970-332-1788/970-356-3890	-25% -32% -18%	\$1.010,719 \$1,233,989 \$1,484,819 \$1,342,233	10 10	fitness room. Frozen meat for pet food, hides and calf skins.	lulrich862@aol.com N/A	Lonna Ulrich, Secretary/ Treasurer Elmer Ulrich, President Dec. 31
47	GREELEY COMPUTER SERVICES 3810 W. 10th St., Suite A2 Greeley, C0 80634 970-304-1315/970-351-8080	-33% -9% -17%	\$40,000 \$480,000 \$440,000 \$600,000	4 5	Repair and manufacture of personal and small business computers and laptop computers, networking, virus/ spyware repair and control.	tom@greeleycomputer.com www.greeleycomputer.com	1965 Tom Selders Dec. 31 1993
48	MAVERICK MOLD & MACHINE INC. 3762 Imperial St. Frederick, CO 80516 303-833-5877/N/A	-34% -21% -18%	\$428,000 \$520,000 \$539,000 \$650,000	4 4	Injection molds.	maverickmold@aol.com N/A	Brian Bradley, President Dec. 31 2001
49	COLOR KEY DISPLAYS INC. 4499 Cushing Drive Loveland, CO 80538 970-613-2020/970-613-2022	-37% -34% -25%	\$320,000 \$425,000 \$482,000 \$508,000	1 3	Sales and consulting services for clients who use trade shows as a marketing tool.	lori@colorkeydisplays.com www.colorkeydisplays.com	Lori Beaty, Owner Dec. 31 1997
50	WERNSMAN ENGINEERING INC. 1011 42nd St. Evans, CO 80620 970-353-4463/970-353-9257	-41% -32% -30%	\$190,000 \$270,000 \$280,000 \$320,000	1	Engineering services.	wei86@comcast.net N/A	Steve Wernsman, President Dec. 31 1986

Region surveyed is Larimer and Weld counties and Brighton. N/A - Not Available Based upon responses to Business Report survey researched by Noelle Maestas To be considered for future lists, e-mail research@ncbr.com

Mercury Fastest Growing Companies Over \$2 Million Ranked by 3-year revenue growth

RANK	COMPANY ADDRESS PHONE/FAX	3-YEAR REVENUE GROWTH 2-YEAR REVENUE GROWTH 1-YEAR REVENUE GROWTH	REVENUES 2009 REVENUES 2008 REVENUES 2007 REVENUES 2006	EMPLOYEES 2010 EMPLOYEES 2009	PRODUCTS/SERVICES	E-MAIL WEB SITE	PERSON IN CHARGE FISCAL YEAR END YEAR FOUNDED
1	OTTER PRODUCTS LLC 1 Old Town Square, Suite 303 Fort Collins, CO 80524 970-493-8446/970-493-1755	744% 728% 377%	\$48,605,992 \$10,185,670 \$5,870,678 \$5,758,403	145 72	Innovators of protective solutions for mobile hand-held technology.	info@otterbox.com www.otterbox.com	Curt Richardson, CEO Dec. 31 1996
2	INVIRAGEN, INC. 2619 Midpoint Drive, Suite A Fort Collins, CO 80525 970-672-4918/970-372-0693	523% 153% 15%	\$2,383,679 \$2,075,000 \$944,000 \$382,828	27 12	Focused on vaccines for emerging infectious diseases worldwide. Developing vaccines for dengue fever, hand, foot and mouth disease, Japanese encephalitis, West Nile, HPV, chikungunya, influenza and plaque.	info@inviragen.com www.inviragen.com	Dan T. Stinchcomb, CEO Dec. 31 2005
3	RIVERSIDE TECHNOLOGY INC. 2950 E. Harmony Road, Suite 390 Fort Collins, CO 80528 970-484-7573/970-484-7593	262% 169% 31%	\$25,000,000 \$19,028,322 \$9,300,000 \$6,900,000	112 80	Consulting and integrated solutions for science, engineering and information technology.	brian.ashe@riverside.com www.riverside.com	Larry E. Brazil, Ph.D., PE, President Dec. 31 1985
4	MIRAMONT FAMILY MEDICINE - FORT COLLINS 4674 Snow Mesa Drive, Suite 140 Fort Collins, C0 80528 970-482-0213/970-482-9646	236% 68% 34%	\$2,687,731 \$2,000,001 \$1,600,000 \$800,000	45 36	Patient-centered medical home, with walk-in clinic, laser aesthetics, X-ray, laboratory, extended hours, pharmacy.	info@miramont.us www.miramont.us	John Lumir Bender, Director Teresa Bender, Practice administrator Dec. 31 1940
5	INTEGWARE INC. 1612 Specht Point Drive, Suite 101 Fort Collins, CO 80525 970-282-0400/970-282-0500	221% 169% 48%	\$14,000,000 ① \$9,446,608 \$5,198,860 \$4,360,544	120 106	PLM implementation services and ENOVIA Life Science Accelerators.	chris.kay@integware.com www.integware.com	Chris Kay, CEO, President Dec. 31 1992
U	HOME INSTEAD SENIOR CARE 375 E. Horsetooth Road, Bldg. 6, Suite 201 Fort Collins, CO 80525 970-494-0289/970-416-5365	195% 101% 2%	\$2,653,815 \$2,613,555 \$1,319,381 \$901,000	220 210	America's trusted non-medical source of companionship and home care for seniors.	mike.maguire@homeinstead.com www.homeinstead.com	Mike P. Maguire Carol Maguire, Owners Dec. 31 2001
7	RT3 ENTERPRISES LLC 661 Innovation Circle, Unit A Windsor, C0 80550 970-686-7000/970-674-9215	180% 48% 4%	\$3,687,000 \$3,534,000 \$2,496,000 \$1,317,000	12 18	Commercial flooring: carpet, resilient floors, tile, stone / slabs, wood.	tommy.sporleder@rt3ent.com www.rt3ent.com	Tommy Sporleder, Manager member Dec. 31 2004
8	M & E PAINTING 540 W. 66th St. B1 Loveland, C0 80538 970-207-1005 Ext. 800/970-613-0772	161% 69% 25%	\$2,001,000 \$1,598,000 \$1,187,000 \$766,000	30 23	Residential and commercial painting services	matt@mandepainting.com www.mandepainting.com	Matt Shoup, President Dec. 31 2004
9	J-9 CROP INSURANCE AGENCY LLC 217 First St. Ault, CO 80610 970-834-1160/970-834-0348	132% 51% 0%	\$6,500,000 \$6,500,000 \$4,300,000 \$2,800,000	5 4	Crop insurance.	janine@j9crop.com http://www.j9crop.com/	Janine Freeman Mike Freeman, Owners Dec. 31 1997
10	RESURRECTION CHRISTIAN SCHOOL 6508 E. Crossroads Blvd. Loveland, C0 80538 970-612-0674/970-612-0975	110% 37% 13%	\$3,500,000 \$3,100,000 \$2,550,000 \$1,667,935	64 60	K-12 education.	ahowlett@rez.org www.rcschool.org	Allen Howlett, Superintendent Dec. 31 1998
11	BRINKMAN PARTNERS 3003 E. Harmony Road, Suite 300 Fort Collins, CO 80528 970-267-0954/970-206-1011	105% 10% -47%	\$34,149,945 \$64,166,742 \$31,146,539 \$16,619,073	51 42	Integrated real estate services, construction, development, real estate brokerage, vacation properties, asset management.	pete.meyer@brinkmanpartners.com www.brinkmanpartners.com	Paul E. Brinkman Kevin Brinkman, Principals Dec. 31 2003
	COLORADO CUSTOMWARE INC. 1109 Oak Park Drive, Suite 100 Fort Collins, CO 80525 970-212-4001/970-223-4204	96% 87% 45%	\$10,844,579 \$7,458,357 \$5,795,964 \$5,539,854	103 82	Assessment and tax collection software for state and local government.	info@cci.ws www.coloradocustomware.com	Lori Schlotter, CEO, Owner, President Dec. 31 1989
12	DATASPLICE ENTERPRISE INTEGRATION SUITE 414 E. Oak St. Fort Collins, CO 80524 970-484-0841/970-484-0965	87% 62% -2%	\$2,400,000 \$2,460,000 \$1,480,000 \$1,282,000	17 15	DataSplice provides mobile hand held computing solutions to allow remote users to interface with enterprise CMMS systems.	datasplice@datasplice.com www.datasplice.com	Scott Kunze, CEO Dec. 31 2001
14	PREMIER EMPLOYMENT SCREENING SERVICES 113 S. College Ave. Fort Collins, CO 80524 970-491-9655/970-491-9619	87% 6% 5%	\$3,181,944 \$3,025,288 \$2,992,613 \$1,700,305	40 32	Background-screening products, employee/position assessment, drug testing and more.	kzwetzig@premieress.com www.premieress.com	Katie Zwetzig, COO Chris Baker Dec. 31 1995
15	GROFF AG P.O. Box 990 Wellington, CO 80549 877-568-9816/970-568-3684	83% 60% 15%	\$2,200,000 \$1,905,600 \$1,373,400 \$1,200,000	7 7	Minimum-till and no-till planter attachments.	winickfarms@cowisp.net www.groffag.com	Allan E. Winick, President N/A 1992
16	S.A. TECHNOLOGY 3985 S. Lincoln St., Suite 100 Loveland, C0 80537 970-663-1431/970-663-5898	82% 2% -0%	\$16,615,903 \$16,645,953 \$16,364,000 \$9,122,000	165 130	Complete design, engineering, fabrication and testing of remotely operated and robotic equipment and containment systems. Carbon fiber manufacturing including hand-layup and winding, and autoclave and oven curing. Custom machining and wateriet cutting.	info@satechnology.com www.sarobotics.com	Michael Cappello, CEO Dec. 31 1992
17	NORTH RANGE BEHAVIORAL HEALTH 1300 N. 17th Ave. Greeley, CO 80631 970-347-2120/970-347-9800	81% 54% 9%	\$18,200,000 \$16,650,000 \$11,800,000 \$10,059,526	247 309	Comprehensive community mental health and substance abuse disorder treatment center for Weld County.	N/A www.northrange.org	Wayne A. Maxwell, Executive director June 30 1972
18	CGRS 1301 Academy Court Fort Collins, CO 80524 970-493-7780/970-493-7986	80% 50% 13%	\$9,000,000 \$8,000,000 \$6,000,000 \$5,000,000	40 50	Petroleum fueling system services, petroleum fueling compliance, environmental remediation.	info@cgrs.com www.cgrs.com	Eric Hick, CEO, President Dec. 31 1987
19	BURROWS ENTERPRISES INC. 2024 E. Eighth St. Greeley, CO 80631 970-353-3769/970-353-0839	72% 20% -7%	\$3,700,000 \$3,960,000 \$3,080,000 \$2,151,000	17 19	Roto-Grind tub grinder, Roto-Grind grain grinders, custom fabrication and machining, livestock feeding equipment.	royal@rotogrind.com www.rotogrind.com	Royal Burrows, President Dec. 31 1977
20	AGLAND INC. 260 Factory Road Eaton, C0 80615 970-454-4000/970-454-2144	57% 25% 10%	\$214,017,401 \$194,787,064 \$170,633,595 \$136,086,769	185 185	Fertilizer, chemicals, seed, petroleum, car-care centers, lubricants, convenience stores, country store, retread tire facility, inputs, feed and feed manufacturing.	N/A www.aglandinc.com	Mitch Anderson, CEO, General manager June 30 1905
21	POUDRE VALLEY HEALTH SYSTEM 2315 E. Harmony Road, Suite 200 Fort Collins, CO 80528 970-237-7000/970-237-7090	56% 23% 11%	\$568,785,000 ② \$512,797,000 \$460,697,000 \$365,000,000	4,435 4,269	Health care, including Poudre Valley Hospital, Mountain Crest Behavioral Health Center and Medical Center of the Rockies, plus numerous clinics and outpatient facilities.	pvhs@pvhs.org www.pvhs.org	Rulon F. Stacey, President/CEO Dec. 31 1925
22	FCI CONSTRUCTORS INC. 4001 N. Valley Drive Longmont, C0 80504 970-535-4725/970-535-4867	54% 13% -14%	\$328,000,000 \$380,000,000 \$291,000,000 \$213,000,000	94 94	Construction manager/general contractor.	sarmstrong@fciol.com www.fciol.com	Ed Forsman, President March 31 1978
23	BAESSLER HOMES 3505 Holman Court Greeley, C0 80631 970-356-6251/970-352-5404	51% 63% 0%	\$6,500,000 \$6,500,000 \$4,000,000 \$4,300,000	7 7	Design and building of custom homes.	Jamie@BaesslerHomes.com www.BaesslerHomes.com	Moritz (Ted) E. Baessler, President Jamie E. Baessler, Vice president July 31 1968
24	EXPONENTIAL ENGINEERING CO. 328 Airpark Drive Fort Collins, CO 80524 970-207-9648/970-207-9657	50% 24% 0%	\$3,110,000 \$3,100,000 \$2,500,000 \$2,080,000	24 25	Professional electric power engineering, including wind farm systems and interconnections and large scale designs.	support@exponentialengineering.com www.exponentialengineering.com	Thomas A. Ghidossi, President Dec. 31 1993
25	NEW BELGIUM BREWING CO. 500 Linden St. Fort Collins, C0 80524 970-221-0524/970-221-0535 reyed is Larimer and Weld counties and Brighton.	49% 40% 34%	\$125,000,000 \$93,000,000 \$89,000,000 \$84,000,000 ③	225 220	Belgian-style craft beers, including seven year-round and four special- release brews.	nbb@newbelgium.com www.newbelgium.com Based upon responses to Business Repor	Kim Jordan, CEO Jeff Lebesch, Co-founders Dec. 31 1991

NA - Not Available NR - Not Previously Ranked Citadel Advisory Group, No. 1 in 2009, declined to participate. ① Estimate not audited.

2 Net revenue estimate

③ Business Report estimate

Mercury Fastest Growing Companies Over \$2 Million Ranked by 3-year revenue growth

RANK	COMPANY ADDRESS PHONE/FAX	3-YEAR REVENUE GROWTH 2-YEAR REVENUE GROWTH 1-YEAR REVENUE GROWTH	REVENUES 2009 REVENUES 2008 REVENUES 2007 REVENUES 2006	EMPLOYEES 2010 EMPLOYEES 2009	PRODUCTS/SERVICES	E-MAIL WEB SITE	PERSON IN CHARGE FISCAL YEAR END YEAR FOUNDED
26	MERIT ELECTRIC INC. 2643 Midpoint Drive, Suite F Fort Collins, C0 80525 970-266-8100/970-266-1640	44% 5% -18%	\$11,076,000 \$13,478,256 \$10,500,000 \$7,700,000	63 67	Electrical construction and services.	merit@meritelec.com www.meritelec.com	Royce Glader, CEO N/A 1984
27	HENSEL PHELPS CONSTRUCTION CO. 420 Sixth Ave. Greeley, C0 80632 970-352-6565/970-352-9311	42% 20% -9%	\$3,024,757,000 \$3,337,000,000 \$2,519,286,000 \$2,130,902,000	2,253 2,964	General contracting and construction.	mreitz@henselphelps.com www.henselphelps.com	Jerry L. Morgensen, Chairman and CEO Jeffrey K. Wenaas, President COO May 31 1937
28	POUDRE VALLEY RURAL ELECTRIC ASSOCIATION INC. 7649 REA Parkway Fort Collins, C0 80528 970-226-1234/970-226-2123	40% 24% 6%	\$90,582,090 \$85,300,000 \$73,266,951 \$64,865,651	91 96	Electric utility. 501(c)12	pvrea@pvrea.com www.pvrea.com	Robert "Brad" Gaskill, CEO Dec. 31 1939
29	GALLEGOS SANITATION INC. 1941 Heath Parkway, Suite 2 Fort Collins, C0 80521 970-484-5556/970-484-0662	39% 13% -1%	\$13,333,130 \$13,466,740 \$11,841,000 \$9,607,000	130 160	Recycling & waste collection for home, business, or construction projects, including special events and portable restroom rentals.	CustService@gallegossanitation.com www.GallegosSanitation.com	Gerald E. Gallegos, President Dec. 31 1959
80	FARMERS BANK 119 First St. Ault, CO 80610 970-834-2121/970-834-1351	37% 2% -11%	\$15,350,000 \$17,205,075 \$15,115,738 \$11,189,453	30 30	Full-service bank.	info@farmersbank-weld.com www.farmersbank-weld.com	Fred J. Bauer, President Dec. 31 2001
31	ANDERSON CONSULTING ENGINEERS INC. 375 E. Horsetooth Road, Bldg. 5 Fort Collins, C0 80525-3155 970-226-0120/970-226-0121	37% 9% 13%	\$3,556,460 \$3,156,000 \$3,260,000 \$2,603,000	23 22	Water resources, civil, environmental and river restoration.	baanderson@acewater.com www.acewater.com	Bradley A. Anderson, Presider Dec. 31 1998
82	ESC ENGINEERING 3540 JFK Parkway Fort Collins, C0 80525 970-224-9100/970-224-9137	30% 18% 2%	\$12,050,000 \$11,840,000 \$10,220,000 \$9,292,000	78 77	Electrical engineering, controls & automation, GIS mapping, electrical utility design, planning and rates, and electrical facility design.	esc@thinkESC.com www.thinkESC.com	Kevin P. Hartig, President Dec. 31 1978
33	VISTA SOLUTIONS CORP. 2619 Midpoint Drive, Suite F Fort Collins, CO 80525 970-212-2940/970-212-2950	30% -16% 3%	\$6,199,511 \$6,046,888 \$7,341,086 \$4,786,317	15 15	Full-service IT partner, offering business-class technology; unique and customized hardware, software, and services.	info@vistasolutions.net www.vistasolutions.net	Linda Vomaske, Owner Dec. 31 1992
34	UNITED POWER INC. 500 Cooperative Way Brighton, C0 80601 303-659-0551/303-659-2172	29% 14% 2%	\$126,713,000 \$124,111,024 \$111,598,735 \$97,996,773	165 160	Electric utility.	hstorz@unitedpower.com www.unitedpower.com	Robert Broderick, CEO Dec. 31 1938
35	HIGH PLAINS MECHANICAL SERVICE INC. 2020 Airway Ave. Fort Collins, C0 80524 970-221-5645/970-221-5645	27% 1% 7%	\$3,650,000 \$3,400,000 \$3,600,000 \$2,879,000	20 20	HVAC.	info@hpmservice.com www.hpmservice.com	Paul Finger Joyce Finger, Owners Dec. 31 1983
86	ELEMENTS ① 3600 Mitchell Drive, Suite 50-A Fort Collins, C0 80525-5920 970-206-0236/970-206-0276	24% -35% -38%	\$2,165,000 \$3,500,000 \$3,342,000 \$1,750,000	3 63	Office furniture, demountable wall and floor covering sales. Also, design, installation, inventory storage, reconfiguration, repair, refinish, and moving of office furniture.	kstoesz@workplaceelements.com www.workplaceelements.com	Pearl Stolarczyk, Office manager Sept. 30 2003
37	GOOD DAY PHARMACY - COMPANY WIDE 653 Denver Ave. Loveland, C0 80537 970-461-1975/970-461-4042	22% 16% 5%	\$22,000,000 \$21,000,000 \$19,000,000 \$18,000,000	94 93	Medical equipment sales & rentals, medical supplies, Rx compounding, specialty pharmacy for assisted living & long-term care.	goodday@gooddaypharmacy.com www.gooddaypharmacy.com	Vicki Einhellig, R.Ph., Presiden COO Dec 31 1985
38	ACCESS COMPUTER PRODUCTS INC. 451 W. 69th St. Loveland, C0 80538 970-612-2060/970-612-1135	22% 19% 18%	\$20,000,000 \$17,002,000 \$16,769,000 \$16,400,000	105 95	Recycles used ink and printer cartridges, computers, laptops, monitors, Palm Pilots, cell phones, iPods, and other electronic items.	access@accessftc.com www.accessrecycling.com; www.cartridgesforkids.com; www.accesscellphones.com	Joe Goodell, President Dec. 31 1987
39	SIMPSON CO. 321 Basher Drive Berthoud, C0 80513 970-282-0022/970-282-0020	21% -8% -21%	\$16,500,000 \$21,000,000 \$18,000,000 \$13,600,000	52 65	Design, manufacture, install and service commercial HVAC systems.	kentc@simpsonair.com www.simpsonair.com	Tom Wasmer, Manager Kent S. Campbell, Manager/ Member Dec. 31 1947
10	OBERMEYER HYDRO INC. 303 W. Larimer County Road 74 Wellington, C0 80549 970-568-9844/970-568-9845	20% -32% -42%	\$6,497,789 \$11,298,000 \$9,596,554 \$5,397,482	42 57	Large scale water-control gates for water storage, flood control, river diversion, environmental flow release, irrigation and hydro-power.	hydro@obermeyerhydro.com www.obermeyerhydro.com	Henry Obermeyer, President Dec. 31 1987
41	THE NEENAN CO. 2620 E. Prospect Road, Suite 100 Fort Collins, CO 80525 970-493-8747/970-493-5869	19% -22% -34%	\$119,000,000 \$179,445,000 \$152,000,000 \$100,000,000	202 201	Integrated design-build firm specializing in education, health care, government and commercial buildings.	info@neenan.com www.neenan.com	David G. Neenan, Founder Randy Myers, CEO, President Dec. 31 1966
42	AYRES ASSOCIATES 3665 JFK Parkway, Bldg. 2, Suite 200 Fort Collins, C0 80525 970-223-5556/970-223-5578	18% -14% -14%	\$7,700,000 \$9,000,000 \$9,000,000 \$6,500,000	44 39	Water resources and municipal engineering services.	quastt@ayresassociates.com www.ayresassociates.com	Jim Schall, Vice president Dec. 31 1967
43	MCCAULEY CONSTRUCTORS INC. 650 Innovation Circle Windsor, CO 80550 970-686-6300/970-686-6320	18%6 107% 7%6	\$12,733,212 \$11,890,000 \$6,150,000 \$10,800,000	16 13	Commercial & light industrial construction management; general contractor with projects ranging from interior finishes and remodels to large scale site development, building construction and industrial process facilities.	corporate@mccauleyconstructors.com www.mccauleyconstructors.com	Leon J. McCauley, President Dec. 31 2005
44	NORTHERN COLORADO PAPER 295 71st Ave. Greeley, CO 80634 970-353-8787/970-353-4518	18% 5% -2%	\$43,845,000 \$44,808,000 \$41,665,716 \$37,286,515	120 111	Distribution for paper products, janitorial supplies, disposable food service products and packaging materials.	contact@ncpaper.com www.ncpaper.com	Tim Warde, President Dec. 31 1978
45	GRAY OIL CO. 804 Denver Ave. Fort Lupton, CO 80621 800-464-4729/303-857-1641	16% 15% -0%	\$111,117,003 \$111,339,555 \$96,387,872 \$95,797,778	60 65	Fuel, lubes and chemicals.	tina@grayoil.net www.grayoil.net	Tina Jurhee Powell, Owner, President June 30 1937
46	VISIBLE PRODUCTIONS 213 Linden St., Suite 200 Fort Collins, C0 80524-2459 970-407-7240/970-407-7248	16% -1% 4%	\$2,662,900 \$2,562,850 \$2,700,000 \$2,300,000	25 23	Software: 3-D modeling, 3-D model libraries, 3-D visualization services and biomedical illustration.	vip@visibleproductions.com www.visibleproductions.com	Paul M. Baker, CEO Dec. 31 1996
47	EMPLOYMENT SOLUTIONS PERSONNEL SERVICES INC. 4206 S. College Ave., No. 107 Fort Collins, C0 80525 970-407-9675/970-407-1214	15% -26% -31%	\$6,250,000 \$9,010,000 \$8,395,000 \$5,427,177	8 10	Staffing services.	Rick@EmploymentSolutions.com www.EmploymentSolutions.com	Rick Wagner, Owner, Presider Dec. 31 1994
18	FRII 3350 Eastbrook Drive Fort Collins, CO 80525 970-212-0700/877-629-6627	14% 0% -2%	\$5,700,000 \$5,800,000 \$5,700,000 \$5,000,000	35 42	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, collocation, Internet security, T1 - OCI2 and beyond.	business®frii.com www.frii.com	William (Bill) N. Ward, CEO Dec. 31 1995
19	PIONEER PRESS OF GREELEY INC. 2965 27th Ave. Greeley, CO 80631 970-330-4800/970-339-5107	12% 11% -7%	\$3,800,000 \$4,100,000 \$3,425,000 \$3,400,000	25 25	Commercial printing, desktop publishing, electronic digital services and specialty label printing.	mbradley@pioneerpresscolorado.com www.pioneerpresscolorado.com	J. Paul SoRelle, President 12/31 1976
50	K L & A INC. 421 E. Fourth St. Loveland, C0 80537 970-667-2426/970-667-2493	12% -59% -61%	\$9,100,000 \$23,300,000 \$22,250,000 \$8,150,000	34 44	Structural engineering, structural steel design/build, steel construction management and steel detailing.	drutledge@klaa.com www.klaa.com	M. Douglas Rutledge, COO Dec. 31 1994

N/A - Not Available NR - Not Proviously Ranked Citadel Advisory Group, No. 1 in 2009, declined to participate. ① formerly Rocky Mountain Desk Co.





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Energy Solutions provides turn-key lighting service

Energy-efficient lighting systems grow in popularity

By Steve Porter

sporter@ncbr.com

FORT COLLINS — It's no secret anymore: Efficient lighting saves energy and money.

Over the last decade, it's become almost a no-brainer that new buildings — especially commercial or governmental — will have energy-efficient lights installed as a matter of course.

And that's definitely a good thing for Mike Doran and Energy Solutions Unlimited LLC. With the increasing popularity of LEED — the green building rating program of the U.S. Green Building Council — the installation of energy-efficient lighting has become a starting point.

"For LEED certification, it's a requirement," said Doran, principal of the Fort Collins company. "The fastest payback and lowest cash outlay is through lighting. It's the least expensive way to upgrade a commercial building."

Energy-efficient lighting does cost more upfront, but Doran notes that payback on an investment in cost- and energy-saving lighting can come as quickly as three months.

Doran has a background in lighting

that goes back 25 years. But just being involved with lighting took a turn toward entrepreneurship in 2000, he said.

"In the year 2000, utility companies began offering these incentives and it made it a much more attractive proposition to start a business," he said. In 2002, Doran created Energy Solutions, located at 2601 S. Lemay Ave.

It's a business that's thrived, achieving 160 percent revenue growth over the last three years and bringing in \$545,000 last year. That achievement earned Energy Solutions Unlimited one of the top spots on this year's Mercury 100 list of Northern Colorado's fastest-growing companies as surveyed by the Northern Colorado Business Report.

Doran said his business has been steadily increasing, and a tougher economy has made its contribution.

"I think there's definitely more of an awareness about energy efficiency," he said. "The economy is making people look at how they can be more efficient. Those are the things that are having people look at my business."

Doran said Energy Solutions works exclusively with those involved in commercial projects. "The crux of our business is either to retrofit existing light fixtures with new fixtures that are 40 percent or more efficient or install new fixtures," he said.

One thing that makes his business appealing is the fact that it does it all for the client. "We do everything," he said.



Krista Watzel, Northern Colorado Business Report

COMPLETE SOLUTION – Mike Doran, principal of Energy Solutions Unlimited, offers clients everything from initial energy audits to rebate processing.

No. 3, Revenues \$2 million and under

"We work very closely with the utility companies to process the rebates for the customers. We're kind of a turn-key operation as far as that goes. We can take the customer from start to finish."

Doran said that includes an initial audit of what's needed for a project, a quote on what it will cost, sourcing the labor to install the equipment, applying for the rebates, managing the project and final processing of the rebates.

Doran said 2010 looks like another good year for Energy Solutions. "It started a little slow, but the second quarter is definitely picking up and the rest of the year looks promising." he said.

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Scheduling Consultants take out guesswork

Fort Collins firm helps clients save time and money

By Steve Porter sporter@ncbr.com

FORT COLLINS — A large construction site can resemble an anthill of activity at first glance, with workers, vehicles and heavy equipment scrambling

around each other all day long. But in Northern Colorado there's a business filling the unique niche of bringing order to that seemingly chaotic activity, getting the job done on time and on budget. Scheduling Consultants Ltd., located at 4025 Automation Way, has been helping commercial and residential construction companies schedule and monitor their work projects since 1988.

The business was founded by Craig Olsen; he was visiting a construction project in Park City, Utah;, and unavailable for comment for this story. But his business partner and the firm's chief operating officer, Carmelita Thorndike, was happy to tell the story of the creation of the company.

Thorndike said in the late 1980s Olsen had been traveling extensively more than 320 days a year — doing productivity studies through time-lapse photography for another company. And while that was enjoyable, Olsen was just starting a new family and wanted to spend less time on the road.

"He decided he needed to be home more," she said. "He had a background in construction since graduating high school and while looking for a job decided he wanted to work for himself. So he invested \$15,000 and started the company."

Thorndike said Olsen built the company on his own knowledge of construction and how companies operate once they begin a project.

"He had been involved in scheduling as a construction superintendent, so it was kind of an interest he kept at," she said. "It's a need (construction) companies have. It's unbelievable how unproductive people can be, and not intentionally.'

Thorndike said Scheduling Consultants' nine employees have the mix of a construction background and knowledge of the use of software programs that make good scheduling and project monitoring possible.

"There's people who know how to use (the software) and there's people who know how to build but don't know the software," she said. "We come from a background of builders, but they also have that software know-how."

Thorndike said the company's senior schedulers take the lead on projects, working closely with construction company officials at the beginning on an overall plan. Then assistant schedulers take over monitoring the project to its completion.

Thorndike said construction companies have a strong interest in making sure their projects are completed on time and on budget.

"There's got to be a level of planning and scheduling in order to be successful," she said. "Projects are measured in time and money. Everybody's worried about the money, but if you can have both, you're going to be successful." Thorndike said

G.E. Johnson was the company's first client and has maintained a close relationship with Scheduling Consultants over the years. Other local clients have included R.C. Heath Construction, Drahota Construction, J.E. Dunn Construction and Alliance Construction. She said the company also works with companies located all over the West.

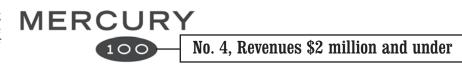
"In just about every state from Colorado west we have a project going," she said. "Right now we've got about \$3.4 billion in construction that we're monitoring for companies."

That heavy work schedule has resulted in Scheduling Consultants recording 159 percent growth over the last three years and taking in 2009 revenues of \$1,199,500, making it one of the fastestgrowing companies in Northern Colorado.



Krista Watzel, Northern Colorado Business Report

CONSTRUCTION COORDINATORS - The Scheduling Consultants team, from left, Josh Schaefer, Anita Vacek, Carmelita Thorndike, Kaylee O'Dwye and Adam Dragul (founder Craig Olsen not pictured) help construction companies schedule and monitor work projects.



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Inviragen's global partners bring vaccine closer

Partnership could get dengue vaccine to market by 2015

By Kristen Tatti ktatti@ncbr.com

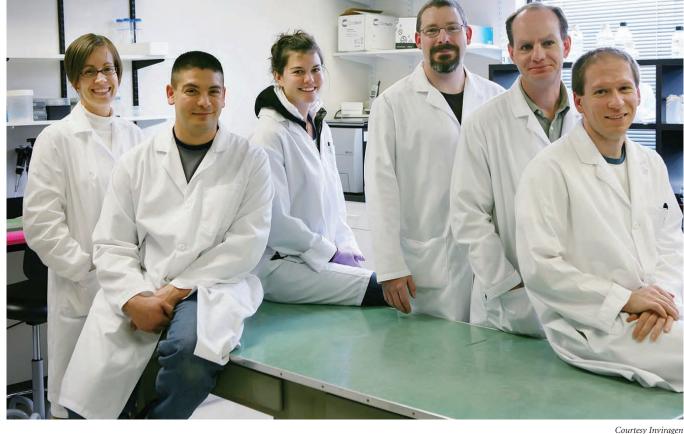
After years of focusing on treating diseases in the far reaches of the globe, Inviragen found a merger partner there, too. The partnership with SingVax of Singapore allowed the company to land its first major round of venture financing.

Inviragen founded by was Jorge Osorio and Dan Stinchcomb in 2004 to bring vaccines from the research stage to the market. It has been working through the long STINCHCOMB process of approval



for a vaccine against the dengue virus, called DENVax. The four strains of dengue viruses threaten more than 3.6 billion people in the world's subtropical and tropical regions.

Inviragen has formed numerous relationships and partnerships around the world through its work. Stinchcomb said that the company had considered Singapore for a potential office in 2007, and even investigated the potential of See INVIRAGEN, 13B



DENGUE FIGHTERS - Jill Livengood, John Arguello, Kaitlyn Mulhern, Shawn Silengo, Tim Powell and Laszlo Varga make up Inviragen's science staff in Fort Collins

MERCURY 00

No. 2, Revenues over \$2 million





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partnering with SingVax back then.

"It just wasn't a good fit at that time," Stinchcomb said, explaining that the other company's focus was on products that didn't necessarily complement Inviragen's portfolio.

Fast-forward three years, through a couple of rounds of pre-clinical trials and several grant awards. Inviragen made major strides toward getting its dengue vaccine to the clinical trial stage. Despite the company's three-year 523 percent revenue growth, which landed it at No. 2 on this year's Mercury 100 list, the team knew it would need quite a bit more to get to the commercial stage.

Until last October, revenue was driven by grant awards from organizations such as the National Institutes of Health and the Pediatric Dengue Vaccine Initiative. In 2009, Inviragen earned revenue of \$2.38 million.

"(The grants were) the key to business model, really," Stinchcomb said.

The grants not only bring nonresource capital to the table — a good draw for potential investors — they also bring a level of validation. Inviragen started seriously considering a round of venture funding in late 2006, but even with a mountain of accolades and grant partners it took three years and a merger to complete.

Critical point

SingVax and Inviragen were both coming to a critical point for funding. Since 2007, SingVax had hired a new CEO and was moving forward with different vaccines. Specifically, SingVax's new focus on its Hand, Foot and Mouth Disease vaccine complemented Inviragen's product lineup.

The companies, aided by venture capitalist Fred Schwarzer, started down the road to merger in early 2009. It took most of the year to combine budgets and business plans, complete due diligence and round up investors.

The combined companies retained the Inviragen name and Fort Collins headquarters, and landed a total of \$15 million from Schwarzer's Charter Life Sciences, Venture Investors, Bio*One Capital and Phillip Private Equity. The company also retained its overall business plan of moving from the bench through clinical testing, but Stinchcomb explained it will likely partner with a larger firm to move into commercialization.

The partnership is likely to occur as early as 2012 to get the vaccine to market by 2015.

Inviragen started clinical trials on DENVax this month through a partnership with the St. Louis University and the NIH. Clinical trials will also be launched in Columbia, which has the second highest concentration of dengue virus in the world and happens to be the birthplace of co-founder Osorio. The company will also complete the manufacturing work for its Hand, Foot and Mouth Disease vaccine, taking it a step closer to human clinical trials. Inviragen will also move a number of other vaccines into the preclinical stages.

"We have plenty in the pipeline now," Stinchcomb said, adding that the company will also be on the lookout for the next emerging disease to tackle.











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Riverside Technology helps clients make fluid decisions

Consulting firm naturally takes well to water

By Noah Guillaume

nguillaume@ncbr.com

When it comes to water management, a deluge of data is better than a trickle. But the ability to make accurate decisions from that data can be compromised when the amount of information pouring in becomes a virtual flood. Riverside Technology inc. provides its clients a life raft to navigate the overflow.

What started as an environmental engineering firm in 1985 providing environmental consulting services for environmental permitting has morphed and expanded into a science, engineering and IT consulting firm providing decision-support systems to clients in the private sector as well as local, state and federal government agencies.

"We're providing decision makers with the information to make informed decisions," said Riverside President and CEO Larry Brazil.

Celebrating its 25th anniversary this month, Riverside has worked on over 1,000 projects in 30 countries. Those projects include river basin modeling, reservoir operation studies, hydropower dam modeling and flood forecasting, to name a few.



THE WATER IS WIDE - Nils Babel, GIS group manager for Riverside Technology, inc., works on a flood risk mapping project in Ethiopia last year.

MERCURY No. 3, Revenues over \$2 million 100

"We're involved in a lot of different projects," Brazil said.

Data analysis has always been Riverside's strength, according to Brazil, but the firm has moved up the information chain to include data collection. "Better to get involved higher up the chain, involved with the systems that produce the data," he explained.

That involvement, as a partner of the

National Oceanic Atmospheric Administration, includes leading a National Environmental Satellite, Data and Information Service project, designed for NOAA's next generation environmental satellite systems slated to launch in 2014.

Things have become busier for Riverside with the increased focus on climate change. To support its growing federal government client base, in 2007 Riverside opened a second office in Silver Spring, Md. The expansion brings Riverside's total staff to about 110, split almost evenly between the new office and the Fort Collins headquarters.

Brazil notes, however, that the work Riverside does is not just government contracts, data crunching and satellites. The firms also works on projects in developing countries where there is too much water or not enough: flood mitigation, irrigation planning and dams to produce electricity.

"We have an appreciation for projects that are going to help people," said Brian Ashe, Riverside's manager of business development.

In 2009, the NOAA/NESDIS Integrated Program Office nominated Riverside for the U.S. Small Business Administration's Small Business of the Year Award. One of two companies nominated in Region VIII by federal contracting officers, Riverside received the SBA 2009 Administrator's Award for Excellence in recognition of the firm's outstanding contribution and service to the nation.

Riverside has quietly worked its way up the Mercury 100 list to be this year's thirdfastest growing company with revenues over \$2 million. Brazil gives credit for the company's success - and its 262 percent growth since 2006 — to its employees.

We have great people with innovative ideas," he said. "They care about their work and keep us at the leading edge."



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Integware plants, cultivates growth, success

By Kristen Tatti

ktatti@ncbr.com

Even with more than 200 percent revenue growth in three years and plans for a new 50,000-square-foot facility, Integware President and CEO Chris Kay feels his company is still just planting the seeds for the future.

The software and consulting firm, No. 5 on the Mercury 100 list of companies with revenues over \$2 million, went through a major reinvention in 2004. That's when Kay purchased the company, which up until then had provided general systems integration services. Integware counted some very large companies among its clients, including Apple, General Electric and Ford, but the field was replete with competition from the industry's giants.

Kay stripped the company down to its bare bones and narrowed its focus to the medical device industry, where Food and Drug Administration regulation requires intensive product lifecycle management systems. In 2008, Integware added custom software development to its consulting and implementation services. Through a partnership with Parisbased Dassault Systèmes — one of the "big four" of PLM solutions — Integware started linking all systems associated to product development through one software solution.

Today, the company's clients encompass about half a dozen enterprise-level medical device firms. While he declined to name names, Kay described his customer list as including two of the top five major medical device companies. It might not sound like an astounding number, but consider that the deployment time on one large project can be up to three years. One deployment includes three different businesses and 16,000 users at 42 sites around the globe.

"That kind of process just takes time," he said, adding that Integware has also completed a number of smaller implementations. About 25 percent of total company revenue comes from selling the software, but Kay anticipates that will change this year as the larger deployments are finalized.

In 2009, Integware's revenue reached \$14 million, up from \$9.45 million in 2008 and \$4.36 million in 2006. It is also planning to build a new facility. The company's employees are now spread out in several offices at the One Prospect office park as well as across Prospect Road in the former Neenan building. Integware has property under contract in the Harmony Technology Park to build a 50,000-square-foot facility that will put all of its 120 local employees under one roof.

Different success in different sectors

Integware hasn't seen screaming successes in all of its endeavors. The company used to market to the packaged consumer goods industry subject to some of the same FDA requirements as the medical device sector. "The value proposition for medical device companies is higher," Kay said. "We just don't have enough time (to focus on both)."

He added that the consumer goods market is harder hit by recessionary periods, whereas medical device firms are generally not impacted at all. The company is now testing the waters of another recession-proof industry that has a lot to lose if its systems aren't finetuned — pharmaceuticals.

Integware just started working with a small pharmaceutical firm based in Finland. The shift requires Integware to think in terms of recipes and formulas instead of parts, but Kay said he feels the processes will translate well. As in the medical device sector, the pharmaceutical industry must be able to meticulously track and trace each step of development, production, manufacturing and even product complaints.

Integware is starting small as a learning experience, but if all goes well it will be a huge boon for the company; the pharmaceutical market is five times bigger than medical devices.

In addition to a new industry market, Integware is opening up new geographical markets. The company will conduct detailed training with Dassault Systèmes, which has sales representatives worldwide, and hopes to expand sales through its

100

MERCURY



Courtesy Integware

BIG PLANS – Integware President and CEO Chris Kay feels his company is in the "planting and cultivation" stages.

international partnership. Integware is now actively selling a scaled-down solution for small to mid-sized companies that could use an out-of-the-box PLM package.

There is obviously a lot going on for Integware now, but the company is always planning for the future.

"You have to plan early and be prepared for very long sales cycles," Kay said.

Even with some major projects coming online, Kay feels Integware is still in the "planting and cultivation" stages, with perhaps its steepest growth trajectory on the horizon. He added that the company is committed to its culture, which he credits for the success so far.

No. 5, Revenues over \$2 million



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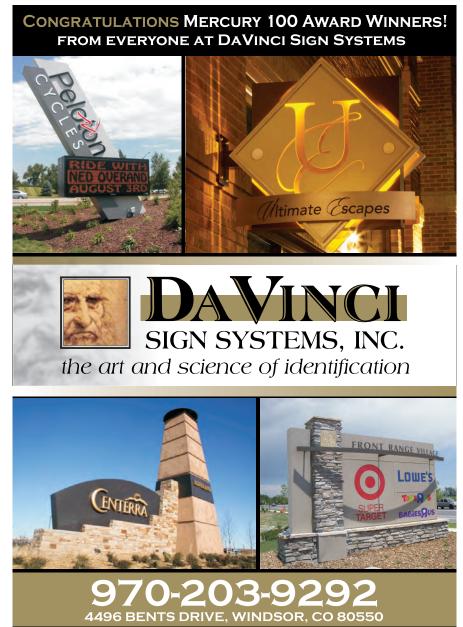
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People key to companies' growth despite recession

When we started putting together this year's Mercury 100 list of Northern Colorado's fastest-growing companies, there was some concern that we might have to rename it the Mercury 10, or maybe call it Northern Colorado's slowest-shrinking companies. But then we crunched the numbers, and despite the dismal economy for the past three years, our top winners in both the under- and over-\$2-million revenue categories posted triple-digit increases between 2006 and 2009.

But what allows companies large and small, newly formed and longtime going concerns, to continue to thrive during such challenging economic times? Ask our top companies and the answer is obvious: It's the people.

Clay Pot Creative, our top small company, was created to provide better customer service to clients. To avoid layoffs during the worse of the downturn, founder Julia Leach turned her staff's impressive talents to pro bono work, to give back to the people and businesses in the community.

CEO Curt Richardson of Otter Products — our No. 1 large company — put it best two weeks ago when he accepted our Bravo! Entrepreneur Award for Fort Collins: "Otter is as much about people development as it is product development."

Richardson's Bravo! profile can be found online under Special Publications at www.ncbr.com. This section includes profiles of some of the other top companies in each category. On a more personal note, one of the first stories that appeared in the *Northern Colorado Business Report* 15 years ago was about David E. Schump moving Baker Instrument Co. into a brand-new building in southeast Fort Collins. Schump, who grew up in Greeley and lived in Windsor, built the company into an international corporation that appeared on more than one Mercury list over the years. He sold it in 2007 to enjoy retirement with his wife Elizabeth, and we mourn their passing earlier this month as a loss to the entire business community.

Sincerely,



Jeff Nuttall Publisher Northern Colorado Business Report



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ON COVER – Photos are from the 2009 Mercury 100 event held at Centerra, Rangeview IV. All photos are *Business Report* file photos.

Clay Pot helps small businesses get creative

By Kate Hawthorne *khawthorne@ncbr.com*

Clay Pot Creative was born of frustration.

In 2000, Julia Leach was working as a project manager for a Web development firm as a project manager, but became discouraged when so many custom solutions she proposed for smaller clients got shot down.

"I saw the need to work with small businesses, but the company would only offer cookie-cutter solutions," she recalled. "Small businesses could either pick package A, B, or C or spend tens of thousands of dollars for custom design, which they couldn't afford. I got fed up, and decided to strike out on my own."

The wisdom of that decision is obvious, 10 years later, when 280 percent revenue growth since 2007 has catapulted Clay Pot to the top spot on the Mercury 100 list among companies with revenues of \$2 million and under.

For Leach, it wasn't just about making money.

"I felt the bigger agencies were taking advantage of small businesses, and not offering any kind of education on what is a good Web strategy," she said.

Leach, whose varied background also includes programming and design, started out as a one-person shop. She focused on local businesses that were "big enough to need a marketing team not big enough to be able to afford one inhouse." For her team, she called on a network of freelancers, and grew her client list almost strictly through referrals.

"Some of our current clients have been with us from Day 1," she said. "Some have outgrown us, and needed more capabilities than we can provide, but we're proud that we helped them reach their goals."

After two years, she knew she needed help running the business, so her husband, Andrew, joined her as co-principal in Clay Pot. His background in statistics brings a practical perspective to website functionality as well as the ability to monitor and quantify the effectiveness of clients' marketing efforts. A year later they added a full-time art director, who used to be one of their subcontractors.

The couple moved the business out of



Krista Watzel, Northern Colorado Business Report

COUPLE OF CREATIVES – Andy and Julia Leach, co-principals of Clay Pot Creative in Fort Collins, founded the marketing firm to offer clients something beyond "cookie-cutter" solutions.

"Some of our current clients have been with us from Day 1."

Julia Leach, co-principal Clay Pot Creative

their house into a bigger office on Drake Road in Fort Collins three years ago, not



No. 1, Revenues \$2 million and under

only to add more services and a more professional location, but also to help them separate work from family life. The firm now employs seven professionals and serves about 50 clients across the country each year, with about 10 to 20 projects in the works at any one time.

The Great Recession has hit many of Clay Pot's clients and competitors hard, precisely because they are small to medium-sized businesses.

"The recession changed the rules," Leach said. "It redefined how they did business and how they presented themselves. Expectations have changed, and the standard plan won't cut it anymore. It's forced us to be even more creative." She said some clients reacted by cut-

ting their marketing budget in half, and others asked, "What if I double my budget while everyone else is cutting theirs?"

Things seem to be picking up since the first of the year, according to Leach, and while the Clay Pot team has had no layoffs during the downturn, there have been gaps in the production schedule. Leach said to keep busy, they have concentrated on pro bono work, to give back to the community as well as to show "we could keep strong and grow in a recession."

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Mercury Fastest Growing Companies Under \$2 Million Ranked by 3-year revenue growth

RANK	COMPANY ADDRESS PHONE/FAX	3-YEAR REVENUE GROWTH 2-YEAR REVENUE GROWTH 1-YEAR REVENUE GROWTH	REVENUES 2009 REVENUES 2008 REVENUES 2007 REVENUES 2006	EMPLOYEES 2010 EMPLOYEES 2009	PRODUCTS/SERVICES	E-MAIL WEB SITE	PERSON IN CHARGE FISCAL YEAR END YEAR FOUNDED
1	CLAY POT CREATIVE 323 W. Drake Road, Suite 120 Fort Collins, C0 80526 970-495-6855/970-495-6896	280% 50% 1%	\$360,000 \$356,854 \$239,229 \$94,800	7 6	Graphic design, Web development, marketing, and branding.	info@claypotcreative.com www.claypotcreative.com	Julia Leach Andrew Leach, Owner, Principals December 2000
2	JCL ARCHITECTURE INC. 401 S. Mason St. Fort Collins, C0 80524 970-224-5710/970-224-5715	277% 20% 4%	\$565,554 \$546,000 \$470,000 \$150,000	8 8	Sustainable commercial and residential architecture, historical preservation, interior design, and master planning.	justin@theartofconstruction.com www.theartofconstruction.com	Justin Larson, AIA, CEO N/A 2004
3	ENERGY SOLUTIONS UNLIMITED LLC 2601 S. Lemay Ave. Fort Collins, C0 80525 970-282-0755/970-631-8651	160% 124% 8%	\$545,000 \$504,000 \$243,000 \$210,000	4 3	Energy efficient lighting.	mdoran@energysolutionsunlimited.com www.energysolutionsunlimited.com	Mike Doran, Principal Dec. 31 2002
4	SCHEDULING CONSULTANTS LTD. 4025 Automation Way, F-3 Fort Collins, C0 80525 970-224-2503/970-226-5182	159% 70% 9%	\$1,199,500 \$1,100,000 \$706,786 \$464,000	9 8	Development and monitoring of detailed construction schedules.	carmelita@schedulingconsultants.com www.schedulingconsultants.com	Carmelita Thorndike, Chief operating officer, vice president Dec. 31 1988
5	J. P. MORAN DESIGN INC. 1112 Oakridge Drive, Suite 104 Fort Collins, CO 80525 970-481-8489/970-207-9889	115% 30% -1%	\$219,138 \$221,431 \$169,000 \$102,000	1	Graphic design and consulting services for print, Web and trade show.	info@jpmorandesign.com www.jpmorandesign.com	J. Patrick Moran, President Dec. 31 2000
6	ENERGYLOGIC INC. 309 Mountain Ave. / P.O. Box N Berthoud, CO 80513 970-532-3220/970-532-5074	114% 58% 19%	\$1,900,000 \$1,600,000 \$1,200,000 \$886,234	80 29	Energy efficiency consulting and testing for homebuilders and homeowners. Also working in LEED-NC and EB, and performing commercial energy audits and recommissioning.	info@nrglogic.com www.nrglogic.com	Steve Byers, Principal Dec. 31 2006
7	EARTH CHEM INC. P.O. Box 272627 Fort Collins, C0 80527 970-223-4998/970-223-9775	89% 46% 19%	\$1,377,000 \$1,160,500 \$940,300 \$729,550	5 5	Soil-stabilization polymers.	info@earthchem.com www.earthchem.com	Kevin Loucks, President Dec. 31 1995
8	TOOLBOX CREATIVE 325 Cherry St., Suite 104 Fort Collins, C0 80521 970-493-5755/970-419-0070	75% 20% 24%	\$674,618 \$544,000 \$560,000 \$385,000	10 8	Advertising and design; specializing in marketing communications.	hello@toolboxcreative.com www.toolboxcreative.com	Dawn Putney Tom Gallo Campbell, Co- owners Dec. 31 2002
9	KRUGER & CLARY CPAS, PC 515 S. Howes St. Fort Collins, C0 80521 970-482-6947/970-472-4061	73% 50% 6%	\$563,000 \$530,000 \$374,701 \$325,000	8 8	Tax preparation and planning, accounting services, QuickBooks consulting. Small business consulting.	info@krugercpas.com www.krugercpas.com	Melissa Clary, President Dale Kruger, Vice president Dec. 31 1993
10	A-TRAIN MARKETING COMMUNICATIONS INC. 215 W. Oak St., Suite 800A Fort Collins, C0 80521 970-419-3218/970-482-3442	49% 36% 14%	\$612,000 \$538,400 \$450,000 \$410,000	6 6	Branding, research, strategic planning, public relations, print materials, websites, event planning and nonprofit marketing.	info@atrainmarketing.com www.atrainmarketing.com	Gretchen Gaede, President, CEO Dec. 31 1998
11	A-Z SAFETY SUPPLY 1554 Riverside Ave. Fort Collins, C0 80524 800-457-3687/970-482-9931	47% 47% 62%	\$586.088 \$361,525 \$397,363 \$397,756	4 4	Safety product sales including safety glasses, earplugs, respirators, gloves, fall protection equipment, gas detectors, sorbents, First Aid and fire extinguishers.	joe@azsafetysupply.com www.azsafetysupply.com	Joe Ricciardi, President Dec. 31 2000
12	C&T CUSTOM FABRICATION INC. 5186 Longs Peak Road Berthoud, CO 80513 970-532-2444/970-461-0284	47% -9% -29%	\$1,369,000 \$1,914,779 \$1,506,826 \$930,729	13 11	Metal fabrication, including precision welding, water-jet cutting, CNC machining, CNC punching and bending, C&T provides services to many leading edge industries.	cam@ctcustomfab.com ctcustomfab.com	Brian Jones Cameron Matthie Terry Dettmann Dec. 31 1997
13	COLORADO BUSINESS EXCHANGE 19 Old Town Square Fort Collins, C0 80524 970-224-3339/970-797-1933	46% -11% -55%	\$73,000 \$161,000 \$82,000 \$50,000	23	Business brokerage, valuation, and exit planning services: "Where Businesses are Bought and Sold."	jim@cobizex.com www.cobizex.com	Jim DeShayes, Owner Dec. 31 2005
14	POUDRE PROPERTY SERVICES 706 S. College Ave., Suite 202 Fort Collins, CO 80524 970-224-9204/970-224-0242	43% 32% 14%	\$1,250,000 \$1,100,000 \$950,000 \$875,000	15 15	Full-service property management.	jwbickerton@poudreproperty.com www.poudreproperty.com	John W. Bickerton, Vice president Sandra Bickerton, General manager Dec. 31 1996
15	LAWN DOCTOR P.O. Box 1784 Fort Collins, CO 80522 970-221-0441/970-221-0805	33% 15% 2%	\$1,125,000 \$1,100,000 \$975,000 \$843,000	19 15	Lawn and tree care.	group193@lawndoctor.com www.lawndoctor.com	Mike Verde, President Dec. 31 1983
16	ROCKY MOUNTAIN ENVIRONMENTAL CONSTRUCTION INC. 1060 E. County Road 6C Berthoud, CO 80513 970-532-1717/970-532-3634	30% 50% 8%	\$1,946,000 \$1,800,000 \$1,300,000 \$1,500,000	26 26	Landscape design and construction, irrigation installation, water features and associated hardscapes.	RMECINC@att.net N/A	Shawn Flynn, President/Owne July 31 1989
17	ALBERT PIT BARBECUE 3201 E. Mulberry St., Unit F Fort Collins, CO 80524 970-213-7427/N/A	30% -21% -17%	\$151,000 \$181,000 \$192,000 \$116,590	4 4	Catering company specializing in hickory-smoked barbecue- hand- pulled pork, sliced beef brisket, outstanding ribs, homemade sauce.	korey@albertpitbbq.com www.albertpitbbq.com	Korey Albert, Proprietor Dec. 31 2002
18	COMPUTER SUPERHEROES INC. 5325 Gary Drive Berthoud, CO 80513 720-205-5250/970-532-3189	27% 6% -7%	\$318,000 \$343,000 \$300,000 \$250,000	33	Quality, affordable Managed IT Services and Support for individuals and small business.	info@computersuperheroes.com www.computersuperheroes.com	Jeff Lorenzen, President Dec. 31 2001
19	BIO-MEDICAL JANITORIAL INC. P.O. Box 272982 Fort Collins, CO 80527 970-266-1065/970-266-8442	27% 14% 2%	\$825,000 \$810,000 \$722,000 \$650,000	41 46	Specialized janitorial service for the medical community.	mromero@biomedjf.com BioMedicalJanitorial.com	Marquita Romero Ben Romero, Owners Dec. 31 1998
20	SQUAREI TECHNOLOGIES 1315 Oakridge Drive, Suite 100 Fort Collins, C0 80525 970-377-0077/(970) 377-8488	25% 31% 6%	\$708,000 \$668,870 \$540,000 \$565,000	8 7	Content management systems, project management solutions, business process automation and database driven applications.	info@squarei.com www.sqaurei.com	Kent Bejcek, President/CEO Dec. 31 1996
21	ALL OCCASIONS CATERING 446 S. Link Lane Fort Collins, C0 80524 970-224-5643/970-224-5632	25% -10% -29%	\$690,000 \$969,000 \$769,871 \$552,699	777	On and off premise catering	aoc@all-occasions-catering.com www.all-occasions-catering.com	Paul Pellegrino, Owner Dec. 31 1996
22	AMERICULE INC. 14266 Mead St. Longmont, C0 80504 970-535-9007/970-535-9014	21% 2% -17%	\$1,033,000 \$1,251,000 \$1,012,000 \$856,000	6 5	Custom molders of elastomeric products for use in wear or abrasion applications. Also produces piping, spray nozzles, screen balls and non- sparking mallets.	americule@hotmail.com www.americule.com	James H. McLaughlin, President Dec. 31 1993
23	AVALIS WAYFINDING SOLUTIONS INC. 301-C Smokey St. Fort Collins, C0 80525 970-223-9211/970-223-9230	16% 0% -12%	\$1,100,000 \$1,244,000 \$1,100,000 \$950,000	10 15	Interior sign systems of distinction. Services include ADA compliance audits, signage, wayfinding analysis, design, project management.	louanne@avalisway.com www.avalisway.com	L. Wilton Lyles, President Dec. 31 1989
24	LAWRENCE ARCHITECTURE INC. 1151 Eagle Drive, Unit 311 Loveland, CO 80537 970-222-8448/N/A	15% 17% 36%	\$150,000 \$110,000 \$128,000 \$130,500	1	Architecture, home design, space planning, commercial building design.	lawarch@mcleodusa.net www.lawarch.com	Rick L. Lawrence, AIA, President Dec. 31 1979
25	COTNEY PEAK BODY & BATH P.O. Box 1458 Fort Collins, CO 80522 970-493-0254 or 800-258-7627/ 970-419-8585	13% 6% 19%	\$95,000 \$80,000 \$90,000 \$84,000	22	Bath and body products, targeting small "mom and pop" stores, catalogs and small department stores & direct mail to end users. As well as, live shows Nationwide.	sales@cotneypeak.com www.cotneypeak.com	Gretchen Brokamp, Director o operations 12/31 1990

Mercury Fastest Growing Companies Under \$2 Million Ranked by 3-year revenue growth

RANK	COMPANY ADDRESS PHONE/FAX	3-YEAR REVENUE GROWTH 2-YEAR REVENUE GROWTH 1-YEAR REVENUE GROWTH	REVENUES 2009 REVENUES 2008 REVENUES 2007 REVENUES 2006	EMPLOYEES 2010 EMPLOYEES 2009	PRODUCTS/SERVICES	E-MAIL WEB SITE	PERSON IN CHARGE FISCAL YEAR END YEAR FOUNDED
26	AGTOWN TECHNOLOGIES 800 Eighth Ave., Suite 321 Greeley, C0 80631 970-353-6227/970-392-2646	11% 1% -23%	\$389,000 \$505,000 \$385,000 \$350,000	5 5	Fully managed business partner, providing services in software and website development, e-commerce, Internet and traditional marketing for the ag industry.	contact@agtown.com www.agtown.com	Clair Orr, Founder Matthew Furister, CEO Dec. 31 1999
27	COMPLIANCE PARTNERS INC. 4038 Timberline Road, Suite 100 Fort Collins, C0 80525 970-206-4443/720-489-3902	6% -20% 14%	\$680,000 \$597,000 \$848,000 \$641,000	5 7	Air quality, emission inventory, greenhouse gas emissions, waste audits, dispersion modeling.	gmcfaddin@compliance-partners. www.compliance-partners.com	Gary McFaddin, President Dec. 31 1997
28	JVA INC. 25 Old Town Square, Suite 200 Fort Collins, C0 80524 970-225-9099/970-225-6923	3% -10% -21%	\$590,000 \$750,000 \$655,000 \$575,000	4 5	Full-service structural and civil consulting engineering firm.	mmcdonald@jvajva.com www.jvajva.com	Michael McDonald, Regional manager Dec. 31 1956
29	BAS BLEU THEATRE CO. 401 Pine St. Fort Collins, CO 80524 970-498-8949/970-498-9272	1% -28% 7%	\$540,792 \$503,379 \$755,795 \$534,194	5 5	Year-round Theatre company, Entertainment venue and conference/ meeting space. Discounts for nonprofits and multiple events scheduled in one booking.	basbleu@basbleu.org www.basbleu.org	Matt Strauch, General manage Aug. 31 1992
30	ABRAHAMSON ENGINEERING INC. 3101 Kintzley Court, Unit D Laporte, C0 80535 970-221-2569/970-221-2671	1% -11% -27%	\$467,000 \$639,000 \$523,000 \$462,700	6 6	Mechanical & consulting engineering, HVAC & plumbing design for schools, offices, universities, churches.	rogera@abrahamsoneng.com abrahamsoneng.com	Roger D. Abrahamson, President Dec. 31 1981
31	OPENSTAGE THEATRE & CO. INC. P.O. Box 617 Fort Collins, CO 80522 970-484-5237/970-482-0859	1% 21% 0%	\$305,883 \$305,883 \$251,768 \$303,989	2	Live theater produced in Fort Collins.	denisef@openstage.com www.openstage.com	Denise B. Freestone, Artistic director N/A 1973
32	THE CRAIG C. CAMPBELL AGENCY INC. 262 E. Mountain Ave., No.100 Fort Collins, C0 80524 970-484-1400/970-484-9018	-5% -1% 1%	\$508,000 \$503,000 \$511,370 \$531,988	6 6	Property and casualty, life, commercial, variable products. Farmers Insurance products.	ccampbell1@farmersagent.com www.farmersagent.com/ccampbell1	Craig C. Campbell, President Dec. 31 1969
33	TECHSMART SOLUTIONS INC. 328 Airpark Drive, No. 200 Fort Collins, C0 80524 970-498-0808/970-472-0247	-6% -14% -21%	\$1,225,000 \$1,550,000 \$1,420,000 \$1,300,000	7 8	IT consulting, services and products for small business and individual users.	ahensen@onlinepchelp.com www.onlinepchelp.com	Andrew Hensen, President Dec. 31 1998
34	PEAK ENGINEERING & AUTOMATION CO. 599 W. 71st St. Loveland, CO 80538 970-622-9601/970-622-9602	-7% -13% -17%	\$847,562 \$1.016,574 \$976,400 \$910,000	8 10	Custom automation/engineering house, full machine shop; job shop machining including powder coating.	Kurt@skybeam.com www.peakengineering.biz	Allen Schultz, President Kurt Pflock, Vice president Dec. 31 1994
35	WINDLION INC. DBA EXPRESS EMPLOYMENT PROFESSIONALS 2711 W. 10th St. Greeley, C0 80634 970-353-8430(970-353-9485	-7% -21% -15%	\$1,670,000 \$1,960,000 \$2,117,500 \$1,800,497	2 4	Temporary help, professional recruiting, HR audits & consulting.	kathy.egan@expresspros.com www.expresspros.com	Kathy L. Egan, Owner Dec. 31 1976
36	RICHMOND ASSOCIATES ARCHITECTS 4801 Brenton Drive Fort Collins, C0 80524 970-224-3140/970-224-3140	-8% -3% 20%	\$180,000 \$150,000 \$185,000 \$195,000	3 3	Architectural services, estate residential builder. Specializing in residential, condo, patio, multi-family, medical offices, vet clinics, churches.	info@richmondassociates.com www.richmondassociates.com	Donald L. Richmond Dec. 31 1986
37	WESTERN HERITAGE CO. 532 W. 67th St. Loveland, CO 80538 970-663-1450/800-303-5703/ 970-461-0529	-12% -18% -16%	\$1,070,000 \$1,270,000 \$1,300,000 \$1,217,000	15 12	Identity marketing in bronze, silver, pewter casting of custom logo items; specialty advertising items, embroidery and custom awards.	ranger@westernheritage.com www.westernheritage.com	Mike Lynch, President Dec. 31 1976
38	INDIGO GALLERY - THE FINE ART CO. 119 W. Oak St. Fort Collins, CO 80524 970-490-1001/970-407-8264	-16% -25% -12%	\$338,000 \$385,000 \$452,726 \$403,700	6 6	Fine art, limited editions, posters, custom framing, mirrors and art consulting.	wendy@indigogallery.com www.indigogallery.com	Wendy Foster, Owner Dec. 31 1992
39	COLORADO WATERJET CO. 5186 Longs Peak Road, Unit F Berthoud, CO 80513 970-532-5404/970-532-5405	-17% -30% -21%	\$504,000 \$642,000 \$722,000 \$605,000	4 4	Machine job shop: abrasive waterjet shape-cutting services.	sales@coloradowaterjet.com www.coloradowaterjet.com	Dan Nibbelink, President Dec. 31 1997
40	RC TELECOM INC. 6250 W. 10th St., Suite 1 Greeley, C0 80634 970-356-4572/970-352-5004	-17% -28% -8%	\$338,900 \$369,452 \$469,374 \$410,000	4 5	Avaya, Comdial, Iwatsu, NEC, 3com and structured cabling.	paulaj@rctelecom.com www.rctelecom.com	Steve Johnson Paula Johnson, Owners Dec. 31 1991
41	ARMSTEAD CONSTRUCTION INC. 5100 S. College Ave. Fort Collins, C0 80525 970-472-1113/970-472-8313	-18% 37% 70%	\$1,980,000 \$1,165,000 \$1,450,000 \$2,400,000	33	Residential and remodeling contractor.	jeff®armsteadconstruction.com www.armsteadconstruction.com	Jeffrey J. Schneider, Presider Dec. 31 1990
42	OGLESBY SHERMAN DESIGN LLC 123 N. College Ave., No. 390 Fort Collins, C0 80524 970-416-8829/970-416-8876	-20% -39% -33%	\$490,000 \$727,628 \$800,329 \$613,000	4 4	Commercial interior design with an emphasis on hospitality and corporate.	coachko@msn.com www.oglesbysherman.com	Dawn Oglesby, Owner, President Renee Sherman, Partner N/A 2005
43	MOBILITY AND MORE 1447 N. Denver Ave. Loveland, CO 80538 970-461-8400/970-461-8118	-23% -6% -15%	\$1,005,000 \$1,180,000 \$1,070,000 \$1,300,000	7 7	Home medical equipment, powerchairs, walkers, hospital beds, scooters, lift chairs, diabetic shoes, bariatric equipment, vehicle- accessibility accessories sales and	kblack@mymobility.biz www.mymobility.biz	Tom Black, CEO Kyleen R. Black, President N/A 2003
44	FORT COLLINS MUSEUM OF CONTEMPORARY ART 201 S. College Ave. Fort Collins, C0 80524 970-482-2787/970-482-0804	-23% -38% -25%	\$271,119 \$363,000 \$438,600 \$351,985	33	Art exhibitions and educational programs.	info@fcmoca.org www.fcmoca.org	Marianne Lorenz, Executive director Dec. 31 1985
45	970-482-2181/970-482-0804 HAMPTON INN 5500 Stone Creek Circle Loveland, CO 80538 970-593-1400/970-593-1415	-23% -30% -11%	\$1,604,547 \$1,800,158 \$2,288,658 \$2,091,991	17 18	Complimentary hot buffet breakfast, in-room refrigerator, coffeemaker, microwave, iron/board, indoor heated pool w/outdoor sun deck, whirlpool,	hamloveland@sbcos.com www.hampton-inn.com/hi/loveland	Christina Lee, General manager Dec. 31 1996
46	WELD COUNTY BI-PRODUCTS INC. 1138 N. 11th Ave. Greeley, C0 80631-9501 970-352-1788/970-356-3890	-25% -32% -18%	\$1,010,719 \$1,233,989 \$1,484,819 \$1,342,233	10 10	fitness room. Frozen meat for pet food, hides and calf skins.	lulrich862@aol.com N/A	Lonna Ulrich, Secretary/ Treasurer Elmer Ulrich, President Dec. 31 1965
47	GREELEY COMPUTER SERVICES 3810 W. 10th St., Suite A2 Greeley, Co 80634 970-304-1315/970-351-8080	-33% -9% -17%	\$400,000 \$480,000 \$440,000 \$600,000	4 5	Repair and manufacture of personal and small business computers and laptop computers, networking, virus/ spyware repair and control.	tom@greeleycomputer.com www.greeleycomputer.com	Tom Selders Dec. 31 1993
48	MAVERICK MOLD & MACHINE INC. 3762 Imperial St. Frederick, CO 80516 303-833-5877/N/A	-34% -21% -18%	\$428,000 \$520,000 \$539,000 \$650,000	4 4	Injection molds.	maverickmold@aol.com N/A	Brian Bradley, President Dec. 31 2001
49	COLOR KEY DISPLAYS INC. 4499 Cushing Drive Loveland, CO 80538 970-613-2020/970-613-2022	-37% -34% -25%	\$320,000 \$425,000 \$482,000 \$508,000	1 3	Sales and consulting services for clients who use trade shows as a marketing tool.	lori@colorkeydisplays.com www.colorkeydisplays.com	Lori Beaty, Owner Dec. 31 1997
50	WERNSMAN ENGINEERING INC. 1011 42nd St. Evans, C0 80620 970-353-4463/970-353-9257	-41% -32% -30%	\$190,000 \$270,000 \$280,000 \$320,000	1	Engineering services.	wei86@comcast.net N/A	Steve Wernsman, President Dec. 31 1986

Region surveyed is Larimer and Weld counties and Brighton. N/A - Not Available Based upon responses to Business Report survey researched by Noelle Maestas To be considered for future lists, e-mail research@ncbr.com

Mercury Fastest Growing Companies Over \$2 Million Ranked by 3-year revenue growth

RANK	COMPANY ADDRESS PHONE/FAX	3-YEAR REVENUE GROWTH 2-YEAR REVENUE GROWTH 1-YEAR REVENUE GROWTH	REVENUES 2009 REVENUES 2008 REVENUES 2007 REVENUES 2006	EMPLOYEES 2010 EMPLOYEES 2009	PRODUCTS/SERVICES	E-MAIL WEB SITE	PERSON IN CHARGE FISCAL YEAR END YEAR FOUNDED
1	OTTER PRODUCTS LLC 1 Old Town Square, Suite 303 Fort Collins, C0 80524 970-493-8446/970-493-1755	744% 728% 377%	\$48,605,992 \$10,185,670 \$5,870,678 \$5,758,403	145 72	Innovators of protective solutions for mobile hand-held technology.	info@otterbox.com www.otterbox.com	Curt Richardson, CEO Dec. 31 1996
2	INVIRAGEN, INC. 2619 Midpoint Drive, Suite A Fort Collins, CO 80525 970-672-4918/970-372-0693	523% 153% 15%	\$2,383,679 \$2,075,000 \$944,000 \$382,828	27 12	Focused on vaccines for emerging infectious diseases worldwide. Developing vaccines for dengue fever, hand, foot and mouth disease, Japanese encephalitis, West Nile, HPV, chikungunya, influenza and plaque.	info@inviragen.com www.inviragen.com	Dan T. Stinchcomb, CEO Dec. 31 2005
3	RIVERSIDE TECHNOLOGY INC. 2950 E. Harmony Road, Suite 390 Fort Collins, C0 80528 970-484-7573/970-484-7593	262% 169% 31%	\$25,000,000 \$19,028,322 \$9,300,000 \$6,900,000	112 80	Consulting and integrated solutions for science, engineering and information technology.	brian.ashe@riverside.com www.riverside.com	Larry E. Brazil, Ph.D., PE, President Dec. 31 1985
4	MIRAMONT FAMILY MEDICINE - FORT COLLINS 4674 Snow Mesa Drive, Suite 140 Fort Collins, C0 80528 970-482-0213/970-482-9646	236% 68% 34%	\$2,687,731 \$2,000,001 \$1,600,000 \$800,000	45 36	Patient-centered medical home, with walk-in clinic, laser aesthetics, X-ray, laboratory, extended hours, pharmacy.	info@miramont.us www.miramont.us	John Lumir Bender, Director Teresa Bender, Practice administrator Dec. 31 1940
5	INTEGWARE INC. 1612 Specht Point Drive, Suite 101 Fort Collins, CO 80525 970-282-0400/970-282-0500	221% 169% 48%	\$14,000,000 ① \$9,446,608 \$5,198,860 \$4,360,544	120 106	PLM implementation services and ENOVIA Life Science Accelerators.	chris.kay@integware.com www.integware.com	Chris Kay, CEO, President Dec. 31 1992
6	HOME INSTEAD SENIOR CARE 375 E. Horsetooth Road, Bldg. 6, Suite 201 Fort Collins, CO 80525 970-494-0289/970-416-5365	195% 101% 2%	\$2,653,815 \$2,613,555 \$1,319,381 \$901,000	220 210	America's trusted non-medical source of companionship and home care for seniors.	mike.maguire@homeinstead.com www.homeinstead.com	Mike P. Maguire Carol Maguire, Owners Dec. 31 2001
7	RT3 ENTERPRISES LLC 661 Innovation Circle, Unit A Windsor, C0 80550 970-686-7000/970-674-9215	180% 48% 4%	\$3,687,000 \$3,534,000 \$2,496,000 \$1,317,000	12 18	Commercial flooring: carpet, resilient floors, tile, stone / slabs, wood.	tommy.sporleder@rt3ent.com www.rt3ent.com	Tommy Sporleder, Manager member Dec. 31 2004
8	M & E PAINTING 540 W. 66th St. B1 Loveland, CO 80538 970-207-1005 Ext. 800/970-613-0772	161% 69% 25%	\$2,001,000 \$1,598,000 \$1,187,000 \$766,000	30 23	Residential and commercial painting services	matt@mandepainting.com www.mandepainting.com	Matt Shoup, President Dec. 31 2004
9	J-9 CROP INSURANCE AGENCY LLC 217 First St. Ault, C0 80610 970-834-1160/970-834-0348	132% 51% 0%	\$6,500,000 \$6,500,000 \$4,300,000 \$2,800,000	5 4	Crop insurance.	janine@j9crop.com http://www.j9crop.com/	Janine Freeman Mike Freeman, Owners Dec. 31 1997
10	RESURRECTION CHRISTIAN SCHOOL 6508 E. Crossroads Blvd. Loveland, C0 80538 970-612-0674/970-612-0975	110% 37% 13%	\$3,500,000 \$3,100,000 \$2,550,000 \$1,667,935	64 60	K-12 education.	ahowlett@rez.org www.rcschool.org	Allen Howlett, Superintendent Dec. 31 1998
11	BRINKMAN PARTNERS 3003 E. Harmony Road, Suite 300 Fort Collins, C0 80528 970-267-0954/970-206-1011	105% 10% -47%	\$34,149,945 \$64,166,742 \$31,146,539 \$16,619,073	51 42	Integrated real estate services, construction, development, real estate brokerage, vacation properties, asset management.	pete.meyer@brinkmanpartners.com www.brinkmanpartners.com	Paul E. Brinkman Kevin Brinkman, Principals Dec. 31 2003
12	COLORADO CUSTOMWARE INC. 1109 Oak Park Drive, Suite 100 Fort Collins, C0 80525 970-212-4001/970-223-4204 DATASELICE ENTERDEDISE	96% 87% 45%	\$10,844,579 \$7,458,357 \$5,795,964 \$5,539,854	103 82	Assessment and tax collection software for state and local government.	info@cci.ws www.coloradocustomware.com	Lori Schlotter, CEO, Owner, President Dec. 31 1989
13	DATASPLICE ENTERPRISE INTEGRATION SUITE 414 E. Oak St. Fort Collins, CO 80524 970-484-0841/970-484-0965	87% 62% -2%	\$2,400,000 \$2,460,000 \$1,480,000 \$1,282,000	17 15	DataSplice provides mobile hand held computing solutions to allow remote users to interface with enterprise CMMS systems.	datasplice@datasplice.com www.datasplice.com	Scott Kunze, CEO Dec. 31 2001
14	PREMIER EMPLOYMENT SCREENING SERVICES 113 S. College Ave. Fort Collins, C0 80524 970-491-9655/970-491-9619	87% 6% 5%	\$3,181,944 \$3,025,288 \$2,992,613 \$1,700,305	40 32	Background-screening products, employee/position assessment, drug testing and more.	kzwetzig@premieress.com www.premieress.com	Katie Zwetzig, COO Chris Baker Dec. 31 1995
15	GROFF AG P.O. Box 990 Wellington, CO 80549 877-568-9816/970-568-3684	83% 60% 15%	\$2,200,000 \$1,905,600 \$1,373,400 \$1,200,000	7 7	Minimum-till and no-till planter attachments.	winickfarms@cowisp.net www.groffag.com	Allan E. Winick, President N/A 1992
16	S.A. TECHNOLOGY 3985 S. Lincoln St., Suite 100 Loveland, CO 80537 970-663-1431/970-663-5898	82% 2% -0%	\$16,615,903 \$16,645,953 \$16,364,000 \$9,122,000	165 130	Complete design, engineering, fabrication and testing of remotely operated and robotic equipment and containment systems. Carbon fiber manufacturing including hand-layup and winding, and autoclave and oven curing. Custom machining and wateriet cutting.	info@satechnology.com www.sarobotics.com	Michael Cappello, CEO Dec. 31 1992
17	NORTH RANGE BEHAVIORAL HEALTH 1300 N. 17th Ave. Greeley, CO 80631 970-347-2120/970-347-9800	81% 54% 9%	\$18,200,000 \$16,650,000 \$11,800,000 \$10,059,526	247 309	Comprehensive community mental health and substance abuse disorder treatment center for Weld County.	N/A www.northrange.org	Wayne A. Maxwell, Executive director June 30 1972
18	CGRS 1301 Academy Court Fort Collins, CO 80524 970-493-7780/970-493-7986	80% 50% 13%	\$9,000,000 \$8,000,000 \$6,000,000 \$5,000,000	40 50	Petroleum fueling system services, petroleum fueling compliance, environmental remediation.	info@cgrs.com www.cgrs.com	Eric Hick, CEO, President Dec. 31 1987
19	BURROWS ENTERPRISES INC. 2024 E. Eighth St. Greeley, C0 80631 970-353-3769/970-353-0839	72% 20% -7%	\$3,700,000 \$3,960,000 \$3,080,000 \$2,151,000	17 19	Roto-Grind tub grinder, Roto-Grind grain grinders, custom fabrication and machining, livestock feeding equipment.	royal@rotogrind.com www.rotogrind.com	Royal Burrows, President Dec. 31 1977
20	AGLAND INC. 260 Factory Road Eaton, CO 80615 970-454-4000/970-454-2144	57% 25% 10%	\$214,017,401 \$194,787,064 \$170,633,595 \$136,086,769	185 185	Fertilizer, chemicals, seed, petroleum, car-care centers, lubricants, convenience stores, country store, retread tire facility, inputs, feed and feed manufacturing.	N/A www.aglandinc.com	Mitch Anderson, CEO, General manager June 30 1905
21	POUDRE VALLEY HEALTH SYSTEM 2315 E. Harmony Road, Suite 200 Fort Collins, C0 80528 970-237-7000/970-237-7090	56% 23% 11%	\$568,785,000 ② \$512,797,000 \$460,697,000 \$365,000,000	4,435 4,269	Health care, including Poudre Valley Hospital, Mountain Crest Behavioral Health Center and Medical Center of the Rockies, plus numerous clinics and outpatient facilities.	pvhs@pvhs.org www.pvhs.org	Rulon F. Stacey, President/CEO Dec. 31 1925
22	FCI CONSTRUCTORS INC. 4001 N. Valley Drive Longmont, CO 80504 970-535-4725/970-535-4867	54% 13% -14%	\$328,000,000 \$380,000,000 \$291,000,000 \$213,000,000	94 94	Construction manager/general contractor.	sarmstrong@fciol.com www.fciol.com	Ed Forsman, President March 31 1978
23	BAESSLER HOMES 3505 Holman Court Greeley, C0 80631 970-356-6251/970-352-5404	51% 63% 0%	\$6,500,000 \$6,500,000 \$4,000,000 \$4,300,000	7 7	Design and building of custom homes.	Jamie@BaesslerHomes.com www.BaesslerHomes.com	Moritz (Ted) E. Baessler, President Jamie E. Baessler, Vice president July 31 1968
24	EXPONENTIAL ENGINEERING CO. 328 Airpark Drive Fort Collins, CO 80524 970-207-9648/970-207-9657	50% 24% 0%	\$3,110,000 \$3,100,000 \$2,500,000 \$2,080,000	24 25	Professional electric power engineering, including wind farm systems and interconnections and large scale designs.	support@exponentialengineering.com www.exponentialengineering.com	Thomas A. Ghidossi, President Dec. 31 1993
I/Á - Not A	NEW BELGIUM BREWING CO. 500 Linden St. Fort Collins, C0 80524 970-221-0524/970-221-0535 everd is Larimer and Weld counties and Brighton wilable evinushu Panked	49% 40% 34%	\$125,000,000 \$93,000,000 \$89,000,000 \$84,000,000 (3)	225 220	Belgian-style craft beers, including seven year-round and four special- release brews.	nbb@newbelgium.com www.newbelgium.com Based upon responses to Business Repo To be considered for	Kim Jordan, CEO Jeff Lebesch, Co-founders Dec. 31 1991 rt survey researched by Noelle Maesta: future lists, e-mail research@ncbr.com

NA - Not Available NR - Not Previously Ranked Citadel Advisory Group, No. 1 in 2009, declined to participate. ① Estimate not audited.

2 Net revenue estimate

③ Business Report estimate

Mercury Fastest Growing Companies Over \$2 Million Ranked by 3-year revenue growth

RANK	COMPANY Address Phone/Fax	3-YEAR REVENUE GROWTH 2-YEAR REVENUE GROWTH 1-YEAR REVENUE GROWTH	REVENUES 2009 REVENUES 2008 REVENUES 2007 REVENUES 2006	EMPLOYEES 2010 EMPLOYEES 2009	PRODUCTS/SERVICES	E-MAIL WEB SITE	PERSON IN CHARGE FISCAL YEAR END YEAR FOUNDED
26	MERIT ELECTRIC INC. 2643 Midpoint Drive, Suite F Fort Collins, CO 80525 970-266-8100/970-266-1640	44% 5% -18%	\$11,076,000 \$13,478,256 \$10,500,000 \$7,700,000	63 67	Electrical construction and services.	merit@meritelec.com www.meritelec.com	Royce Glader, CEO N/A 1984
27	HENSEL PHELPS CONSTRUCTION CO. 420 Sixth Ave. Greeley, C0 80632 970-352-6565/970-352-9311	42% 20% -9%	\$3,024,757,000 \$3,337,000,000 \$2,519,286,000 \$2,130,902,000	2,253 2,964	General contracting and construction.	mreitz@henselphelps.com www.henselphelps.com	Jerry L. Morgensen, Chairman and CEO Jeffrey K. Wenaas, President & COO May 31 1937
28	POUDRE VALLEY RURAL ELECTRIC ASSOCIATION INC. 7649 REA Parkway Fort Collins, C0 80528 970-226-1234/970-226-2123	40% 24% 6%	\$90,582,090 \$85,300,000 \$73,266,951 \$64,865,651	91 96	Electric utility. 501(c)12	pvrea@pvrea.com www.pvrea.com	Robert "Brad" Gaskill, CEO Dec. 31 1939
29	GALLEGOS SANITATION INC. 1941 Heath Parkway, Suite 2 Fort Collins, C0 80521 970-484-5556/970-484-0662	39% 13% -1%	\$13,333,130 \$13,466,740 \$11,841,000 \$9,607,000	130 160	Recycling & waste collection for home, business, or construction projects, including special events and portable restroom rentals.	CustService@gallegossanitation.com www.GallegosSanitation.com	Gerald E. Gallegos, President Dec. 31 1959
30	FARMERS BANK 119 First St. Ault, C0 80610 970-834-2121/970-834-1351	37% 2% -11%	\$15,350,000 \$17,205,075 \$15,115,738 \$11,189,453	30 30	Full-service bank.	info@farmersbank-weld.com www.farmersbank-weld.com	Fred J. Bauer, President Dec. 31 2001
31	ANDERSON CONSULTING ENGINEERS INC. 375 E. Horsetooth Road, Bldg. 5 Fort Collins, C0 80525-3155 970-226-0120/970-226-0121	37% 9% 13%	\$3,556,460 \$3,156,000 \$3,260,000 \$2,603,000	23 22	Water resources, civil, environmental and river restoration.	baanderson@acewater.com www.acewater.com	Bradley A. Anderson, President Dec. 31 1998
32	ESC ENGINEERING 3540. JFK Parkway Fort Collins, C0 80525 970-224-9100/970-224-9137	30% 18% 2%	\$12,050,000 \$11,840,000 \$10,220,000 \$9,292,000	78 77	Electrical engineering, controls & automation, GIS mapping, electrical utility design, planning and rates, and electrical facility design.	esc@thinkESC.com www.thinkESC.com	Kevin P. Hartig, President Dec. 31 1978
33	VISTA SOLUTIONS CORP. 2619 Midpoint Drive, Suite F Fort Collins, C0 80525 970-212-2940/970-212-2950	30% -16% 3%	\$6,199,511 \$6,046,888 \$7,341,086 \$4,786,317	15 15	Full-service IT partner, offering business-class technology; unique and customized hardware, software, and services.	info@vistasolutions.net www.vistasolutions.net	Linda Vomaske, Owner Dec. 31 1992
34	UNITED POWER INC. 500 Cooperative Way Brighton, CO 80601 303-659-0551/303-659-2172	29% 14% 2%	\$126,713,000 \$124,111,024 \$111,598,735 \$97,996,773	165 160	Electric utility.	hstorz@unitedpower.com www.unitedpower.com	Robert Broderick, CEO Dec. 31 1938
35	HIGH PLAINS MECHANICAL SERVICE INC. 2020 Airway Ave. Fort Collins, C0 80524 970-221-5645/970-221-5645	27% 1% 7%	\$3,650,000 \$3,400,000 \$3,600,000 \$2,879,000	20 20	HVAC.	info@hpmservice.com www.hpmservice.com	Paul Finger Joyce Finger, Owners Dec. 31 1983
36	ELEMENTS ① 3600 Mitchell Drive, Suite 50-A Fort Collins, C0 80525-5920 970-206-0236/970-206-0276	24% -35% -38%	\$2,165,000 \$3,500,000 \$3,342,000 \$1,750,000	3 63	Office furniture, demountable wall and floor covering sales. Also, design, installation, inventory storage, reconfiguration, repair, refinish, and moving of office furniture.	kstoesz@workplaceelements.com www.workplaceelements.com	Pearl Stolarczyk, Office manager Sept. 30 2003
37	GOOD DAY PHARMACY - COMPANY WIDE 653 Denver Ave. Loveland, C0 80537 970-461-1975/970-461-4042	22% 16% 5%	\$22,000,000 \$21,000,000 \$19,000,000 \$18,000,000	94 93	Medical equipment sales & rentals, medical supplies, Rx compounding, specialty pharmacy for assisted living & long-term care.	goodday@gooddaypharmacy.com www.gooddaypharmacy.com	Vicki Einhellig, R.Ph., President, COO Dec 31 1985
38	ACCESS COMPUTER PRODUCTS INC. 451 W. 69th St. Loveland, C0 80538 970-612-2060/970-612-1135	22% 19% 18%	\$20,000,000 \$17,002,000 \$16,769,000 \$16,400,000	105 95	Recycles used ink and printer cartridges, computers, laptops, monitors, Palm Pilots, cell phones, iPods, and other electronic items.	access@accessftc.com www.accessrecycling.com; www.cartridgesforkids.com; www.accesscellphones.com	Joe Goodell, President Dec. 31 1987
39	SIMPSON CO. 321 Basher Drive Berthoud, CO 80513 970-282-0022/970-282-0020	21% -8% -21%	\$16,500,000 \$21,000,000 \$18,000,000 \$13,600,000	52 65	Design, manufacture, install and service commercial HVAC systems.	kentc@simpsonair.com www.simpsonair.com	Tom Wasmer, Manager Kent S. Campbell, Manager/ Member Dec. 31 1947
40	OBERMEYER HYDRO INC. 303 W. Larimer County Road 74 Wellington, C0 80549 970-568-9844/970-568-9845	20% -32% -42%	\$6,497,789 \$11,298,000 \$9,596,554 \$5,397,482	42 57	Large scale water-control gates for water storage, flood control, river diversion, environmental flow release, irrigation and hydro-power.	hydro@obermeyerhydro.com www.obermeyerhydro.com	Henry Obermeyer, President Dec. 31 1987
41	THE NEENAN CO. 2620 E. Prospect Road, Suite 100 Fort Collins, C0 80525 970-493-8747/970-493-5869	19% -22% -34%	\$119,000,000 \$179,445,000 \$152,000,000 \$100,000,000	202 201	Integrated design-build firm specializing in education, health care, government and commercial buildings.	info@neenan.com www.neenan.com	David G. Neenan, Founder Randy Myers, CEO, President Dec. 31 1966
42	AYRES ASSOCIATES 3665 JFK Parkway, Bldg. 2, Suite 200 Fort Collins, C0 80525 970-223-5556/970-223-5578	18% -14% -14%	\$7,700,000 \$9,000,000 \$9,000,000 \$6,500,000	44 39	Water resources and municipal engineering services.	quastt@ayresassociates.com www.ayresassociates.com	Jim Schall, Vice president Dec. 31 1967
43	MCCAULEY CONSTRUCTORS INC. 650 Innovation Circle Windsor, C0 80550 970-686-6300/970-686-6320	18% 107% 7%	\$12,733,212 \$11,890,000 \$6,150,000 \$10,800,000	16 13	Commercial & light industrial construction management; general contractor with projects ranging from interior finishes and remodels to large scale site development, building construction and industrial process facilities.	corporate@mccauleyconstructors.com www.mccauleyconstructors.com	Leon J. McCauley, President Dec. 31 2005
44	NORTHERN COLORADO PAPER 295 71st Ave. Greeley, CO 80634 970-353-8787/970-353-4518	18% 5% -2%	\$43,845,000 \$44,808,000 \$41,665,716 \$37,286,515	120 111	Distribution for paper products, janitorial supplies, disposable food service products and packaging materials.	contact@ncpaper.com www.ncpaper.com	Tim Warde, President Dec. 31 1978
45	GRAY OIL CO. 804 Denver Ave. Fort Lupton, C0 80621 800-464-4729/303-857-1641	16% 15% -0%	\$111,117,003 \$111,339,555 \$96,387,872 \$95,797,778	60 65	Fuel, lubes and chemicals.	tina@grayoil.net www.grayoil.net	Tina Jurhee Powell, Owner, President June 30 1937
46	VISIBLE PRODUCTIONS 213 Linden St., Suite 200 Fort Collins, C0 80524-2459 970-407-7240/970-407-7248	16% -1% 4%	\$2,662,900 \$2,562,850 \$2,700,000 \$2,300,000	25 23	Software: 3-D modeling, 3-D model libraries, 3-D visualization services and biomedical illustration.	vip@visibleproductions.com www.visibleproductions.com	Paul M. Baker, CEO Dec. 31 1996
47	EMPLOYMENT SOLUTIONS PERSONNEL SERVICES INC. 4206 S. College Ave., No. 107 Fort Collins, C0 80525 970-407-9675/970-407-1214	15% -26% -31%	\$6,250,000 \$9,010,000 \$8,395,000 \$5,427,177	8 10	Staffing services.	Rick@EmploymentSolutions.com www.EmploymentSolutions.com	Rick Wagner, Owner, President Dec. 31 1994
48	FRII 3350 Eastbrook Drive Fort Collins, CO 80525 970-212-0700/877-629-6627	14% 0% -2%	\$5,700,000 \$5,800,000 \$5,700,000 \$5,000,000	35 42	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, collocation, Internet security, T1 - 0C12 and beyond.	business@frii.com www.frii.com	William (Bill) N. Ward, CEO Dec. 31 1995
49	PIONEER PRESS OF GREELEY INC. 2965 27th Ave. Greeley, CO 80631 970-330-4800/970-339-5107	12% 11% -7%	\$3,800,000 \$4,100,000 \$3,425,000 \$3,400,000	25 25	Commercial printing, desktop publishing, electronic digital services and specialty label printing.	mbradley@pioneerpresscolorado.com www.pioneerpresscolorado.com	J. Paul SoRelle, President 12/31 1976
50	K L & A INC. 421 E. Fourth St. Loveland, CO 80537 970-667-2426/970-667-2493 veyed is Larimer and Weld counties and Brightor	12% -59% -61%	\$9,100,000 \$23,300,000 \$22,250,000 \$8,150,000	34 44	Structural engineering, structural steel design/build, steel construction management and steel detailing.	drutledge@klaa.com www.klaa.com Based upon responses to Business Repoi	M. Douglas Rutledge, COO Dec. 31 1994

N/A - Not Available NR - Not Proviously Ranked Citadel Advisory Group, No. 1 in 2009, declined to participate. ① formerly Rocky Mountain Desk Co.





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Energy Solutions provides turn-key lighting service

Energy-efficient lighting systems grow in popularity

By Steve Porter

sporter@ncbr.com

FORT COLLINS — It's no secret anymore: Efficient lighting saves energy and money.

Over the last decade, it's become almost a no-brainer that new buildings — especially commercial or governmental — will have energy-efficient lights installed as a matter of course.

And that's definitely a good thing for Mike Doran and Energy Solutions Unlimited LLC. With the increasing popularity of LEED — the green building rating program of the U.S. Green Building Council — the installation of energy-efficient lighting has become a starting point.

"For LEED certification, it's a requirement," said Doran, principal of the Fort Collins company. "The fastest payback and lowest cash outlay is through lighting. It's the least expensive way to upgrade a commercial building."

Energy-efficient lighting does cost more upfront, but Doran notes that payback on an investment in cost- and energy-saving lighting can come as quickly as three months.

Doran has a background in lighting

that goes back 25 years. But just being involved with lighting took a turn toward entrepreneurship in 2000, he said.

"In the year 2000, utility companies began offering these incentives and it made it a much more attractive proposition to start a business," he said. In 2002, Doran created Energy Solutions, located at 2601 S. Lemay Ave.

It's a business that's thrived, achieving 160 percent revenue growth over the last three years and bringing in \$545,000 last year. That achievement earned Energy Solutions Unlimited one of the top spots on this year's Mercury 100 list of Northern Colorado's fastest-growing companies as surveyed by the Northern Colorado Business Report.

Doran said his business has been steadily increasing, and a tougher economy has made its contribution.

"I think there's definitely more of an awareness about energy efficiency," he said. "The economy is making people look at how they can be more efficient. Those are the things that are having people look at my business."

Doran said Energy Solutions works exclusively with those involved in commercial projects. "The crux of our business is either to retrofit existing light fixtures with new fixtures that are 40 percent or more efficient or install new fixtures," he said.

One thing that makes his business appealing is the fact that it does it all for the client. "We do everything," he said.



Krista Watzel, Northern Colorado Business Report

COMPLETE SOLUTION – Mike Doran, principal of Energy Solutions Unlimited, offers clients everything from initial energy audits to rebate processing.

No. 3, Revenues \$2 million and under

"We work very closely with the utility companies to process the rebates for the customers. We're kind of a turn-key operation as far as that goes. We can take the customer from start to finish."

Doran said that includes an initial audit of what's needed for a project, a quote on what it will cost, sourcing the labor to install the equipment, applying for the rebates, managing the project and final processing of the rebates.

Doran said 2010 looks like another good year for Energy Solutions. "It started a little slow, but the second quarter is definitely picking up and the rest of the year looks promising." he said.

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Scheduling Consultants take out guesswork

Fort Collins firm helps clients save time and money

By Steve Porter sporter@ncbr.com

FORT COLLINS — A large construction site can resemble an anthill of activity at first glance, with workers, vehicles and heavy equipment scrambling

around each other all day long. But in Northern Colorado there's a business filling the unique niche of bringing order to that seemingly chaotic activity, getting the job done on time and on budget. Scheduling Consultants Ltd., located at 4025 Automation Way, has been helping commercial and residential construction companies schedule and monitor their work projects since 1988.

The business was founded by Craig Olsen; he was visiting a construction project in Park City, Utah;, and unavailable for comment for this story. But his business partner and the firm's chief operating officer, Carmelita Thorndike, was happy to tell the story of the creation of the company.

Thorndike said in the late 1980s Olsen had been traveling extensively more than 320 days a year — doing productivity studies through time-lapse photography for another company. And while that was enjoyable, Olsen was just starting a new family and wanted to spend less time on the road.

"He decided he needed to be home more," she said. "He had a background in construction since graduating high school and while looking for a job decided he wanted to work for himself. So he invested \$15,000 and started the company."

Thorndike said Olsen built the company on his own knowledge of construction and how companies operate once they begin a project.

"He had been involved in scheduling as a construction superintendent, so it was kind of an interest he kept at," she said. "It's a need (construction) companies have. It's unbelievable how unproductive people can be, and not intentionally.'

Thorndike said Scheduling Consultants' nine employees have the mix of a construction background and knowledge of the use of software programs that make good scheduling and project monitoring possible.

"There's people who know how to use (the software) and there's people who know how to build but don't know the software," she said. "We come from a background of builders, but they also have that software know-how."

Thorndike said the company's senior schedulers take the lead on projects, working closely with construction company officials at the beginning on an overall plan. Then assistant schedulers take over monitoring the project to its completion.

Thorndike said construction companies have a strong interest in making sure their projects are completed on time and on budget.

"There's got to be a level of planning and scheduling in order to be successful," she said. "Projects are measured in time and money. Everybody's worried about the money, but if you can have both, you're going to be successful." Thorndike said

G.E. Johnson was the company's first client and has maintained a close relationship with Scheduling Consultants over the years. Other local clients have included R.C. Heath Construction, Drahota Construction, J.E. Dunn Construction and Alliance Construction. She said the company also works with companies located all over the West.

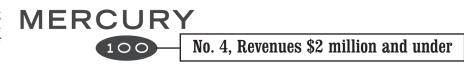
"In just about every state from Colorado west we have a project going," she said. "Right now we've got about \$3.4 billion in construction that we're monitoring for companies."

That heavy work schedule has resulted in Scheduling Consultants recording 159 percent growth over the last three years and taking in 2009 revenues of \$1,199,500, making it one of the fastestgrowing companies in Northern Colorado.



Krista Watzel, Northern Colorado Business Report

CONSTRUCTION COORDINATORS - The Scheduling Consultants team, from left, Josh Schaefer, Anita Vacek, Carmelita Thorndike, Kaylee O'Dwye and Adam Dragul (founder Craig Olsen not pictured) help construction companies schedule and monitor work projects.



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Inviragen's global partners bring vaccine closer

Partnership could get dengue vaccine to market by 2015

By Kristen Tatti ktatti@ncbr.com

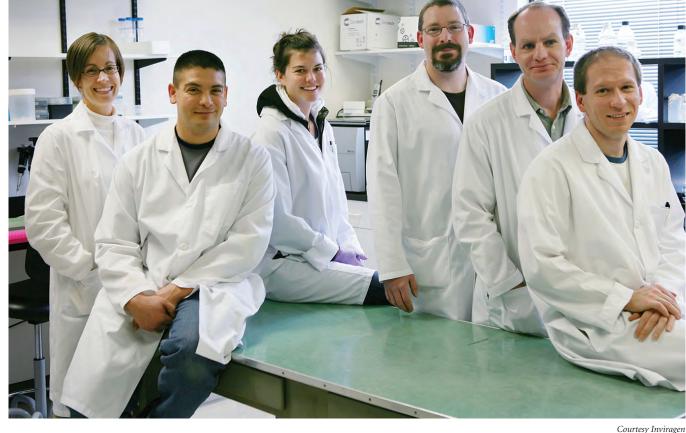
After years of focusing on treating diseases in the far reaches of the globe, Inviragen found a merger partner there, too. The partnership with SingVax of Singapore allowed the company to land its first major round of venture financing.

Inviragen founded by was Jorge Osorio and Dan Stinchcomb in 2004 to bring vaccines from the research stage to the market. It has been working through the long STINCHCOMB process of approval



for a vaccine against the dengue virus, called DENVax. The four strains of dengue viruses threaten more than 3.6 billion people in the world's subtropical and tropical regions.

Inviragen has formed numerous relationships and partnerships around the world through its work. Stinchcomb said that the company had considered Singapore for a potential office in 2007, and even investigated the potential of See INVIRAGEN, 13B



DENGUE FIGHTERS - Jill Livengood, John Arguello, Kaitlyn Mulhern, Shawn Silengo, Tim Powell and Laszlo Varga make up Inviragen's science staff in Fort Collins

MERCURY 100

No. 2, Revenues over \$2 million





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partnering with SingVax back then.

"It just wasn't a good fit at that time," Stinchcomb said, explaining that the other company's focus was on products that didn't necessarily complement Inviragen's portfolio.

Fast-forward three years, through a couple of rounds of pre-clinical trials and several grant awards. Inviragen made major strides toward getting its dengue vaccine to the clinical trial stage. Despite the company's three-year 523 percent revenue growth, which landed it at No. 2 on this year's Mercury 100 list, the team knew it would need quite a bit more to get to the commercial stage.

Until last October, revenue was driven by grant awards from organizations such as the National Institutes of Health and the Pediatric Dengue Vaccine Initiative. In 2009, Inviragen earned revenue of \$2.38 million.

"(The grants were) the key to business model, really," Stinchcomb said.

The grants not only bring nonresource capital to the table — a good draw for potential investors — they also bring a level of validation. Inviragen started seriously considering a round of venture funding in late 2006, but even with a mountain of accolades and grant partners it took three years and a merger to complete.

Critical point

SingVax and Inviragen were both coming to a critical point for funding. Since 2007, SingVax had hired a new CEO and was moving forward with different vaccines. Specifically, SingVax's new focus on its Hand, Foot and Mouth Disease vaccine complemented Inviragen's product lineup.

The companies, aided by venture capitalist Fred Schwarzer, started down the road to merger in early 2009. It took most of the year to combine budgets and business plans, complete due diligence and round up investors.

The combined companies retained the Inviragen name and Fort Collins headquarters, and landed a total of \$15 million from Schwarzer's Charter Life Sciences, Venture Investors, Bio*One Capital and Phillip Private Equity. The company also retained its overall business plan of moving from the bench through clinical testing, but Stinchcomb explained it will likely partner with a larger firm to move into commercialization.

The partnership is likely to occur as early as 2012 to get the vaccine to market by 2015.

Inviragen started clinical trials on DENVax this month through a partnership with the St. Louis University and the NIH. Clinical trials will also be launched in Columbia, which has the second highest concentration of dengue virus in the world and happens to be the birthplace of co-founder Osorio. The company will also complete the manufacturing work for its Hand, Foot and Mouth Disease vaccine, taking it a step closer to human clinical trials. Inviragen will also move a number of other vaccines into the preclinical stages.

"We have plenty in the pipeline now," Stinchcomb said, adding that the company will also be on the lookout for the next emerging disease to tackle.











2010 Mercury 100

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Riverside Technology helps clients make fluid decisions

Consulting firm naturally takes well to water

By Noah Guillaume

nguillaume@ncbr.com

When it comes to water management, a deluge of data is better than a trickle. But the ability to make accurate decisions from that data can be compromised when the amount of information pouring in becomes a virtual flood. Riverside Technology inc. provides its clients a life raft to navigate the overflow.

What started as an environmental engineering firm in 1985 providing environmental consulting services for environmental permitting has morphed and expanded into a science, engineering and IT consulting firm providing decision-support systems to clients in the private sector as well as local, state and federal government agencies.

"We're providing decision makers with the information to make informed decisions," said Riverside President and CEO Larry Brazil.

Celebrating its 25th anniversary this month, Riverside has worked on over 1,000 projects in 30 countries. Those projects include river basin modeling, reservoir operation studies, hydropower dam modeling and flood forecasting, to name a few.



THE WATER IS WIDE - Nils Babel, GIS group manager for Riverside Technology, inc., works on a flood risk mapping project in Ethiopia last year.

MERCURY No. 3, Revenues over \$2 million 100

"We're involved in a lot of different projects," Brazil said.

Data analysis has always been Riverside's strength, according to Brazil, but the firm has moved up the information chain to include data collection. "Better to get involved higher up the chain, involved with the systems that produce the data," he explained.

That involvement, as a partner of the

National Oceanic Atmospheric Administration, includes leading a National Environmental Satellite, Data and Information Service project, designed for NOAA's next generation environmental satellite systems slated to launch in 2014.

Things have become busier for Riverside with the increased focus on climate change. To support its growing federal government client base, in 2007 Riverside opened a second office in Silver Spring, Md. The expansion brings Riverside's total staff to about 110, split almost evenly between the new office and the Fort Collins headquarters.

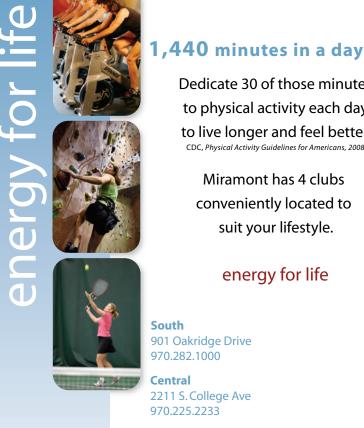
Brazil notes, however, that the work Riverside does is not just government contracts, data crunching and satellites. The firms also works on projects in developing countries where there is too much water or not enough: flood mitigation, irrigation planning and dams to produce electricity.

"We have an appreciation for projects that are going to help people," said Brian Ashe, Riverside's manager of business development.

In 2009, the NOAA/NESDIS Integrated Program Office nominated Riverside for the U.S. Small Business Administration's Small Business of the Year Award. One of two companies nominated in Region VIII by federal contracting officers, Riverside received the SBA 2009 Administrator's Award for Excellence in recognition of the firm's outstanding contribution and service to the nation.

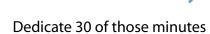
Riverside has quietly worked its way up the Mercury 100 list to be this year's thirdfastest growing company with revenues over \$2 million. Brazil gives credit for the company's success - and its 262 percent growth since 2006 — to its employees.

We have great people with innovative ideas," he said. "They care about their work and keep us at the leading edge."



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Monument

Integware plants, cultivates growth, success

By Kristen Tatti

ktatti@ncbr.com

Even with more than 200 percent revenue growth in three years and plans for a new 50,000-square-foot facility, Integware President and CEO Chris Kay feels his company is still just planting the seeds for the future.

The software and consulting firm, No. 5 on the Mercury 100 list of companies with revenues over \$2 million, went through a major reinvention in 2004. That's when Kay purchased the company, which up until then had provided general systems integration services. Integware counted some very large companies among its clients, including Apple, General Electric and Ford, but the field was replete with competition from the industry's giants.

Kay stripped the company down to its bare bones and narrowed its focus to the medical device industry, where Food and Drug Administration regulation requires intensive product lifecycle management systems. In 2008, Integware added custom software development to its consulting and implementation services. Through a partnership with Parisbased Dassault Systèmes — one of the "big four" of PLM solutions — Integware started linking all systems associated to product development through one software solution.

Today, the company's clients encompass about half a dozen enterprise-level medical device firms. While he declined to name names, Kay described his customer list as including two of the top five major medical device companies. It might not sound like an astounding number, but consider that the deployment time on one large project can be up to three years. One deployment includes three different businesses and 16,000 users at 42 sites around the globe.

"That kind of process just takes time," he said, adding that Integware has also completed a number of smaller implementations. About 25 percent of total company revenue comes from selling the software, but Kay anticipates that will change this year as the larger deployments are finalized.

In 2009, Integware's revenue reached \$14 million, up from \$9.45 million in 2008 and \$4.36 million in 2006. It is also planning to build a new facility. The company's employees are now spread out in several offices at the One Prospect office park as well as across Prospect Road in the former Neenan building. Integware has property under contract in the Harmony Technology Park to build a 50,000-square-foot facility that will put all of its 120 local employees under one roof.

Different success in different sectors

Integware hasn't seen screaming successes in all of its endeavors. The company used to market to the packaged consumer goods industry subject to some of the same FDA requirements as the medical device sector. "The value proposition for medical device companies is higher," Kay said. "We just don't have enough time (to focus on both)."

He added that the consumer goods market is harder hit by recessionary periods, whereas medical device firms are generally not impacted at all. The company is now testing the waters of another recession-proof industry that has a lot to lose if its systems aren't finetuned — pharmaceuticals.

Integware just started working with a small pharmaceutical firm based in Finland. The shift requires Integware to think in terms of recipes and formulas instead of parts, but Kay said he feels the processes will translate well. As in the medical device sector, the pharmaceutical industry must be able to meticulously track and trace each step of development, production, manufacturing and even product complaints.

Integware is starting small as a learning experience, but if all goes well it will be a huge boon for the company; the pharmaceutical market is five times bigger than medical devices.

In addition to a new industry market, Integware is opening up new geographical markets. The company will conduct detailed training with Dassault Systèmes, which has sales representatives worldwide, and hopes to expand sales through its

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Courtesy Integware

BIG PLANS – Integware President and CEO Chris Kay feels his company is in the "planting and cultivation" stages.

international partnership. Integware is now actively selling a scaled-down solution for small to mid-sized companies that could use an out-of-the-box PLM package.

There is obviously a lot going on for Integware now, but the company is always planning for the future.

"You have to plan early and be prepared for very long sales cycles," Kay said.

Even with some major projects coming online, Kay feels Integware is still in the "planting and cultivation" stages, with perhaps its steepest growth trajectory on the horizon. He added that the company is committed to its culture, which he credits for the success so far.

No. 5, Revenues over \$2 million



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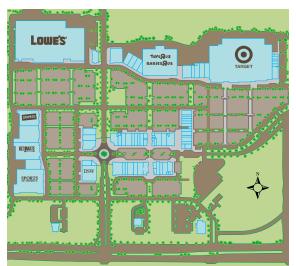
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