

NEWS



One interview with Brian Schwartz
"50 Entrepreneurs" author talks about following passion
Page 2

Banks see chance to add branches
Chase, Great Western, Cache plan to expand in shaky economy
Page 3

New car is sporty, fast and a hybrid
Lightning Hybrids to debut at Denver auto show in April
Page 3

THE EDGE



Family brews up growing business
Fort Collins Brewery hops along with plans to stay in the family
Page 7

LISTS

Region's largest

Family-owned businesses
Page 8

Electrical contractors
Page 18

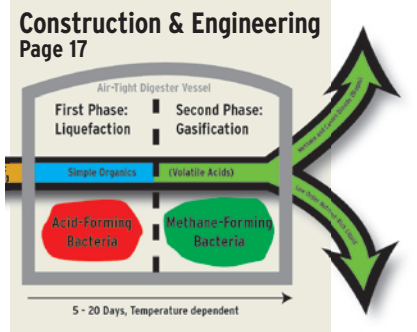
HVAC companies
Page 19

Plumbing companies
Page 20



Northern Colorado BUSINESS REPORT

\$1
Feb. 13-26, 2009
Vol. 14, No. 11
www.ncbr.com



Owners optimistic about New Frontier

Colorado Financial Holdings injecting at least \$30 million into Greeley bank

By Kristen Tatti
ktatti@ncbr.com

Colorado Financial Holdings is optimistic about the future of New Frontier Bank despite facing increased regulatory scrutiny, a tough economy and the ongoing bankruptcy of one of its largest clients.

CFH, a Boulder-based investment group headed by Mark Wong and Gary Jacobs, plans to invest at least \$30 million into New Frontier, gaining a majority of the voting shares. The investors are inheriting one of Northern Colorado's largest financial institutions, with more than \$2 million in assets, a loan portfolio of \$1.59 billion and a tan-

gle of issues including a regulatory crackdown.

New Frontier entered into a cease-and-desist agreement with the Federal Deposit Insurance Corp. in early December. The enforcement action was made public on Jan. 30, the same day New Frontier and CFH entered into a definitive agreement. The FDIC order requires the

bank to implement corrective action on a variety of "unsafe or unsound banking practices and violations of law and/or regulations." The list of issues includes not maintaining adequate levels of capital or reserves for loan losses; having an excess number of "adversely classified assets," operating with management

See NEW FRONTIER, 28

Higher ed faces millions in cuts

Early signs show mass layoffs to be avoided this year

By Steve Porter
sporter@ncbr.com

GREELEY — Higher education institutions in Northern Colorado are figuring out how they will cope with budget cuts this year and the coming school year as the economic downturn continues. The schools are looking at ways to cut millions from their operating budgets as state aid slips and other once-stable funding sources are threatened.

All four institutions — Colorado State University, the University of Northern Colorado, Front Range Community College and Aims Community College — are taking a hit, with Aims perhaps facing the most unknown impact on its ongoing financial condition.

Aims is one of only two colleges in the state that depends most heavily on property taxes and oil and gas revenues for its income. Since its founding in 1967, Aims has received most of its revenue — about 58 percent in the current year — from property taxes collected from the Aims Junior College District, the majority of which lies within Weld County.

Over the last two years, real estate values in Colorado have dropped and the next Weld County assessment later this year, based on home values



Courtesy Aims Community College

FUNDING WORRIES — Aims Community College in Greeley will cut about \$1.4 million from its budget this year as it copes with reduced state funding. For Aims — which gets about 58 percent of its budget from local property taxes — the real unknown is for 2010 and 2011 as tax revenues decline with house values and possibly reduced oil and gas production.

in June 2008, is not looking promising.

"What we're predicting is the overall value of housing as an aggregate will drop 15 to 20 percent," said Christopher Woodruff, Weld County assessor.

Woodruff said that will translate into lower property tax collections in 2010 but the current year should not be seriously impacted. "For the 2009 budget year, everything is pretty much stabilized," he said.

But revenue from oil and gas operations in the district, which account for about 40 percent of all Weld County tax collections, remain a question mark. "The big thing for

us is oil and gas," Woodruff said. "For '09 we're still projecting an increase in the value of oil and gas but we'll know that by June 1."

Woodruff noted that the state had strong oil and gas production in 2008 as the price of gasoline topped \$4 a gallon last summer. But the sharp decline in gas prices during the remainder of the year still remains to be fully evaluated.

Last month, the Colorado Oil and Gas Commission reported the approval of 8,027 oil and gas drilling permits in 2008, a 26 percent increase over 2007 and a new record. Weld County had the second-highest

See AIMS, 23

ZED hits growth surge

Energy District backers seek 50-MW capacity

By Tom Hacker
thacker@ncbr.com

FORT COLLINS — With political stars seeming to align in their favor, backers of a project to create a so-called zero-energy district in central Fort Collins are hoping to accelerate their efforts to drive the project to a capacity of 50 megawatts.

That's enough power to supply the needs of more than 30,000 average households, and a tenfold increase over the 5-megawatt figure that project organizers had set as a near-term goal for their efforts.

And the FortZED team that includes delegates from local government and private industry is hoping for an infusion of federal money to move the expansion forward. With strong support from Fourth District Rep. Betsy Markey, the prospects appear brighter than the project

See FORTZED, 14

One interview with entrepreneur Brian Schwartz

Fort Collins author launches new career by following passion

By Kristen Tatti
ktatti@ncbr.com

What began as a desire to leave the corporate world to launch his own IT business a year ago quickly morphed into a completely different career path for newly minted author and Fort Collins resident Brian Schwartz.

Schwartz' "50 Interviews: Entrepreneurs" will be officially released on Feb. 19 at a party from 6:30 to 8:30 p.m. at Reader's Cove, 1001 E. Harmony Road, Fort Collins. The book is a collection of interviews — 52 actually — conducted with entrepreneurs from various industries and backgrounds. Schwartz asked each person, including himself, essentially the same questions about starting and growing his or her businesses.

His fact-finding mission has evolved into a self-publishing movement. Schwartz is enlisting others in the search for enlightenment to produce an entire series of books with interview subjects ranging from cancer survivors to racecar drivers to yogis.

Schwartz agreed to reverse roles and go from interviewer to interviewee in a discussion with the *Business Report*:

NCBR: What was the catalyst for this project?

Schwartz: It was my wife's idea. I told her that I was sick of making other people rich. I'd been in sales for 10 years. What happens in sales is that as you start making more money and bring more revenue for the company, they start to cut your commissions. There is a ceiling in sales.

I thought I could do what I was doing for these other companies on my own using mercenaries to come in and do IT support because there are a lot of free agents. Then I get to set the price and no one dictates to me what I earn.

I told my wife I was getting ready to quit and go off on my own, and she was very nervous. She told me that before she would give me her blessing, she wanted me to go out and talk to entrepreneurs — people doing it. She said, 'Why don't you talk to 50 and then come back and we'll talk about this again.' She didn't think I would ever make it to 50.

NCBR: So she was setting a bar?

Schwartz: Yeah, she didn't expect me to stick with it that long. It really became the passion for me when I realized that what I was so attracted to was the fulfillment factor that entrepreneurs have. That fulfillment, I was always trying to find it in my work ever since college, and it always eluded me. I was starting to give up. I saw this fulfillment in the people I interviewed, and I was really drawn to that. So, it really fueled me to get



SCHWARTZ

Book release party

"50 Interviews: Entrepreneurs" by Brian Schwartz.
Feb. 19, 6:30 to 8:30 p.m., Reader's Cove, 1001 E. Harmony Road, Fort Collins.
Web: www.50interviews.com

to the next interview, and talk to people. It's what I looked forward to every week.

I integrated it with my sales job a little bit, but at a certain point it just wasn't going to work. There wasn't enough time. I left that job, and found another job that is far fewer hours. It allows me to pursue this more. It's a huge pay cut, but it's more important that I have an opportunity to follow this through.

NCBR: When did you decide these interviews should be compiled into a book?

Schwartz: It was at about the fourth or fifth interview. Everyone was asking me what I was doing with the interviews. I said, 'Nothing, I just want to see if I'm cut out for this.' Everyone kept saying that I was collecting some great information and that they were great questions — 'There are a lot of people who probably want to know these answers; have you considered putting these in a book?'

Writing is a big part of what I like to do. When I read a book, I usually have a book next to it full of my notes. It's the way I digest information. I guess it never dawned

on me that it was something I could do for a business. The reason I enjoy sales is the interaction with the other people and the interviewing process of the sales call. That's really what a sales call is — it's an interview.

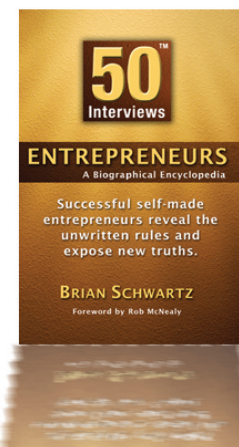
NCBR: How did you choose the people to interview?

Schwartz: I started with the people I knew. My massage therapist, my dentist, my chiropractor. After the interview was complete, I'd ask them if there was anyone else they thought I should interview. I always got two or three names. In no time at all, I had 150 people to interview.

NCBR: What did you learn from the interviews?

Schwartz: It was after the 30th or 40th interview that it became really clear to me. The two attributes that make for a fulfilled, successful entrepreneur are (first) a really strong passion. It's a passion that consumes you. If someone offered you a \$1 million to stop doing what you're doing now and you could never go back to doing it, would you be able to? If you're like 'absolutely' then you're in the wrong place.

See **SCHWARTZ**, 29



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



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

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



KENNEDY AND COE, LLC
CERTIFIED PUBLIC ACCOUNTANTS AND CONSULTANTS

Not your average accountants.SM

THE EYE

Ex-NoCo eco-devos score big pipe deal

One of our spies last month drew the Eye to the online edition of Site Selection magazine, the trade bible for economic developers all over the world.

The headline: "\$1 billion in the Texas pipeline." A couple of familiar faces were pictured in the article about how the Corpus Christi Regional Economic Development Corp. landed the biggest Chinese manufacturing investment in U.S. history.

First was **Roland Mower**, who guided the Fort Collins Economic Development Corp. just prior to its merger with Loveland's eco-devo agency, a union that resulted in the Northern Colorado Economic Development Corp.

The other was **J.J. Johnston**, the man who succeeded Mower in the top job at NCEDC.

Turns out both are now colleagues at the Corpus Christi business-boosting group, sharing a view across the harbor

See **THE EYE**, 25



MOWER



JOHNSTON

INSIDE

Banking	5
Briefcase	16
Calendar	13
Classifieds	30
Commentary	26
Daily Review	14
Leads	30
Economic Indicators	31
On The Job	15
Real Estate	21

Banks see opportunity to add branches

Chase, Great Western Cache, plan expansions amidst shaky economy

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

Even as the economic turmoil has many banks in a holding pattern, some are looking at the downturn as an opportunity for expansion.

JPMorgan Chase Bank already found opportunity in crisis, scooping up failed Washington Mutual Bank in September. The transaction added about 2,000 branches to Chase's existing network of more than 3,000, with the name change to be completed during the third quarter. In Northern Colorado, WaMu had only two

branches in Fort Collins, one of which will close.

In addition to the acquisition, Chase is still pursuing organic growth measures. Just months after closing the WaMu deal, Chase opened a branch on Main Street in Windsor, notoriously a heavily banked area. The town of just over 18,000 now has 12 bank branches. Chase's four branches in Fort Collins, three in Loveland and one each in Greeley and Firestone put Windsor at the central point in its coverage.

Steve Shaffer, Chase senior vice president and head of the Colorado retail market, explained that the company looks at its current geographic coverage, household concentration and future household growth when considering a new location. He admits that it is best to be an early addition to a market but feels that Windsor is a great market for the bank to be in.

The bank has settled on two more branches

in Northern Colorado and has several deals in the early stages. A new Loveland location at 65th Street and Garfield Avenue near the Super Wal-Mart is under way. Shaffer said the bank also plans to open a Fort Collins branch at Corbett Drive and Harmony Road — another area that has been hugely popular with banks in recent years.

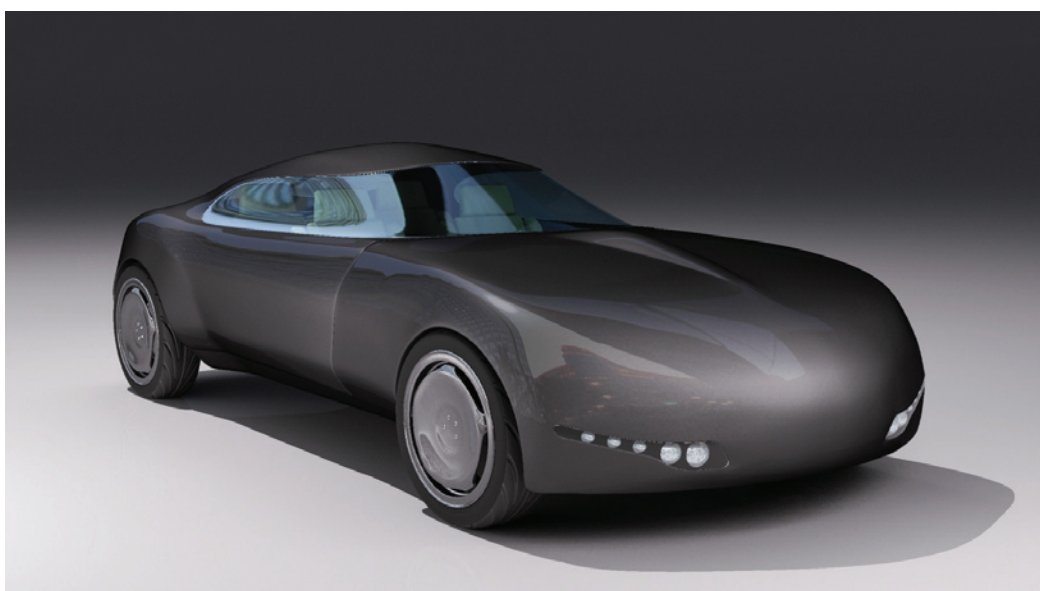
Harmony Road branches sprout

There are currently 11 bank branches along the Harmony Road Corridor, and Chase isn't the only one looking to set roots there this year.

Greeley-based Cache Bank & Trust broke ground on a new branch in Fort Collins at the start of the year. President Byron Bateman hopes to have the office, near the intersection of Ziegler and Harmony roads, open by mid-July

See **BANKS**, 29

F O C U S



Courtesy Lightning Hybrids

EFFICIENT STYLE — Lightning Hybrids vehicles will use lightweight carbon fiber molded into an extremely aerodynamic design to increase efficiency by reducing weight and drag.

This car's fast, sporty, and, oh yeah, a hybrid

Lightning Hybrids to debut at Denver auto show in April

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

When decades of auto enthusiasm and engineering talent converge, the result is Lightning Hybrids, a Loveland-based firm out to revolutionize the clean auto industry.

The company is developing a line of three- and four-wheel vehicles that will combine hydraulic motor technology with advanced body design to create an automobile capable of getting 100 miles per gallon of biodiesel, going from zero to 60 in 5.9 seconds and with looks that will appeal to any auto aficionado.

"I think for all of us, it's more of a passion," said Dan Johnson, co-founder and CEO of

Lightning Hybrids. "We really grew up in the car world."

Johnson knows the ins-and-outs of starting a business. In 1992, he launched Loveland's S.A. Robotics, which designs and manufactures specialty robotics.

"I never had an inkling of going off and doing something else," he said.

But in April, a majority of the company was sold to an investment-banking group. His father, Sam Johnson, pushed him to consider following a new passion. Sam Johnson, who serves as chief industrial engineer for Lightning Hybrids, admits that while he doesn't share his son's passion for automobiles he has the most professional experience working with them. The aerospace engineer spent several years at General Motors in the 1950s.

Co-founder Tim Reeser does share an automotive passion and is no stranger to startups either. Reeser, a mechanical engineer, founded Engineering Computer Consultants in Fort

See **LIGHTNING**, 25

Patient safety at both PVH, NCMC near top nationally

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

Poudre Valley Hospital in Fort Collins and North Colorado Medical Center in Greeley are among the safest hospitals in the state and the nation, according to a study by HealthGrades, a Golden-based hospital and physician rating company.

The performance of PVH and NCMC during the time period studied — 2005-2007 — placed them in the top 5 percent of hospitals in America and earned them the distinction of HealthGrades' Distinguished Hospitals for Clinical Excellence.

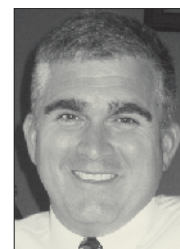
The study, based on outcomes of Medicare patients for 26 of the most common diagnoses and procedures, showed patients treated at PVH, NCMC and 268 other hospitals across the nation were on average 27 percent less likely to die than patients treated at all other hospitals.

The study also found that patients who have surgery at the high-performing hospitals have an average 8 percent lower risk of complications during their stay.

"This study echoes others that have found distinct quality gaps between top-performing hospitals and others," said Rick May, M.D., HealthGrades' senior physician consultant and an author of the study. "Distinguished Hospitals for Clinical Excellence comprise a group of hospitals that excel across the board, not just in one or two specialties, and they should be commended for their relentless commitment to exceptional patient care."

Rick Sutton, NCMC president, said the HealthGrades designation underscores NCMC's commitment to patient care and the dedication of its physicians, nurses and health-care professionals. "What I think it says is we have a great staff," he said.

See **HOSPITALS**, 29



SUTTON

Congratulations University of Northern Colorado on your new Centerra location



Ron Kuehl
VP of Real Estate

Chad McWhinney
CEO & Co-Founder

Kay Norton
President of UNC

Dean Barber
VP of Development

Rangeview Three at Centerra
Loveland, Colorado



LIFELONG LEARNING CENTER AT CENTERRA

McWhinney and the University of Northern Colorado celebrate the receipt of the Silver LEED Certification for Rangeview Three at Centerra.

McWhinney worked with the University of Northern Colorado, a leading educational institution, to accommodate their immediate and future needs by creating a hub for lifelong learning. High quality programs combined with the region's highly educated workforce made Centerra the top choice.



For Leasing Information:
Contact Ron Kuehl at 970.613.4562 or ronk@mcwhinney.com

Is this your Backup and Disaster Recovery Plan?

- Only 6% of companies suffering from a catastrophic data loss survive
- 43% never reopen
- 51% close within 2 years

Our Business Continuity Solution:

- Protects your files off-site
- Protects your servers on-site
- Protects your entire business



Connecting Point
The Technology Professionals

email: esales@cpgreeley.com
970-356-7224 • www.cpgreeley.com

CELEBRATING 23 YEARS OF EXCELLENCE

Bravo! awards celebrates self-made man, woman

By NCBR staff

GREELEY — For more than a decade, in recognition of the role of entrepreneurs in the regional economy, the *Northern Colorado Business Report* has been proud to present the Bravo! Entrepreneur Awards.

"In addition to honoring the best and the brightest in our business community, the Bravo! awards emphasize the importance of entrepreneurs to the health of our business community and overall economy," explained Jeff Nuttall, publisher of *NCBR*. "Without those willing to take risks and invest in making their vision a reality, Northern Colorado would not enjoy the vibrant business climate that it does, even in these uncertain economic times."

The concept of the entrepreneur as the creator of his — or her — own destiny is expressed boldly in the Bravo! award itself. Since the first awards ceremony in 1998, Bravo! winners have received a miniature of the monumental bronze "Self-Made Man" by world-renowned Loveland sculptor Bobbie Carlyle. Versions of the sculpture have been installed in corporate offices, business parks and universities throughout North and Central America.

The artwork depicts a man carving himself out of stone, carving his character, carving his future — a fitting visual metaphor for the struggles of the entrepreneur bringing an idea to life.

Seven local entrepreneurs will receive their own "Self Made Man" — or "Self-Made Woman," created especially for *NCBR* by Carlyle to honor the female entrepreneur — on Wednesday, March 11 at Greeley's Union Colony Civic Center during the 11th annual Bravo! event. Winners have been selected by a panel of regional business leaders, including past Bravo! award recipients, in four geographical categories — one each from Fort Collins, Loveland, Greeley and Outlying Communities — as well as an Emerging Entrepreneur. As always, a Regional Spirit Award and a Lifetime Achievement Award will also be presented in recognition of those who have contributed so much to Northern Colorado's business community.

Online registration is now available for the event, which begins at 5:30 p.m. in



UCCC's first floor lounge with a champagne reception for the finalists.

After the awards presentation in the Monfort Performance Hall, attendees are invited to meet the winners and enjoy the opportunity to network with some of the region's most innovative business leaders in UCCC's elegant Two Rivers Lounge while sampling hearty hors d'oeuvres and beverages.

"The fresh approach to this event will help us focus on the kinds of new ideas the Bravo! entrepreneurs bring to lead us beyond the current crisis to an economy full of renewed vigor," Nuttall added.

Individual tickets for Bravo! Entrepreneur are \$45. Reserved seating at tables for eight is available for \$350; private reserve sponsor tables of eight with corporate identification are available for \$450. Anyone who registered for Bravo! last fall is still registered, so if you have yet to make reservations do so as soon as possible by visiting www.ncbr.com, and clicking on the Events tab on the lefthand side of the homepage.

For more information about Bravo! Entrepreneur and sponsorship opportunities, contact De Dahlgren, *NCBR* marketing director, at 970-221-5400, ext. 202. UCCC is located at 701 10th Ave. in Greeley, across from Lincoln Park.

Platinum sponsor for this year's Bravo! Entrepreneur Awards is EKS&H. Greeley Stampede is providing honoree escorts.

C O R R E C T I O N S

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

TO SUBSCRIBE OR ADVERTISE, CALL 800-440-3506

Volume 14, Number 11 Copyright 2009.

The Northern Colorado Business Report Inc.

Reproduction or use of editorial or graphic content without written permission is prohibited.

The Northern Colorado Business Report (ISSN 1094-8198) is published biweekly, with an extra issue in December, by The Northern Colorado Business Report Inc., a Colorado corporation, 141 S. College Ave., Fort Collins, CO 80524. Periodical postage paid at Fort Collins and additional offices. Subscriptions are \$49.97. International subscriptions are \$175.00.

POSTMASTER: Send change-of-address notices to:

The Northern Colorado Business Report,

Post Office Box 1399, Fort Collins, CO 80522.

970-221-5400 • 800-440-3506 • Fax: 970-221-5432

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

No free lunches, smaller parachutes under TARP

Treasury sets limits on bailout funding, executive pay caps

It looks like the nation's banks, at least those participating in future assistance programs under TARP and the like, will learn the meaning of another acronym — TINSTAFL.

There is no such thing as a free lunch, especially when the strings are attached to the U.S. government.

Many local bankers decided to "wait and see" before participating in the U.S. Treasury bailout since the full consequences of the federal government becoming a preferred shareholder had not emerged. Those details are now becoming clear, starting with the new restrictions on executive compensation.

On Feb. 4, Treasury released new limitations on executive pay for participating banks. The guidelines "seek to strike the correct balance between the need for strict monitoring and accountability on executive pay and the need for financial institutions to fully function and attract the talent pool that will maximize the chances of financial recovery and taxpayers being paid back on their investments," the statement read.



BANKING
Kristen Tatti

The guidelines are broken into two sets: one for banks that participate in general programs like the Capital Purchase Program using a standard contract (most of the community banks) and another for banks that need "exceptional assistance," like AIG, Bank of America and Citi. Both cap executive compensation at \$500,000. Any compensation beyond that amount can only be awarded in restricted stock options.

The difference? Banks participating in general programs can get out from under the cap through "full public disclosure and a shareholder vote."

The new guidelines are neither retroactive to investments already made nor will they apply to previously announced programs such as the Capital Purchase Program, according to the statement from the Treasury. Therefore, they won't impact most of the locally based banks.

Following the money

As of the first full week of February, only two Colorado-based institutions have actually received funding through the Capital Purchase Program. CoBiz Financial Inc. and Bankers' Bank of the West Bancorp Inc., both based in Denver, received \$64.45 million and \$12.6 million respectively.

Had the new rules applied, CoBiz would have needed to make a few adjustments. As a publicly traded company, CoBiz is required to report various elements of executive compensation. According to its proxy for 2007, CEO Steve Bangert commanded a \$500,000 salary, a \$50,000 bonus and \$42,000 worth of "other compensation," which includes 401(k) plan and life

insurance contributions, parking and travel expenses for his spouse. The 2008 figures will not be available until March.

Other Colorado bank executives came near the threshold in terms of their 2007 compensation. Guaranty Bancorp and United Western Bancorp — also publicly traded — indicated last fall that they planned to apply for (but maybe not accept) TARP funds. Neither had received the financing as of the end of January.

Guaranty President and CEO Daniel Quinn earned a salary of \$450,000, did not collect a bonus and received other compensation of \$31,700 in 2007. United Western's Scot Wetzel earned a 2007 salary of \$375,000, did not receive a bonus and collected \$45,510 worth of other compensation.

New Mexico-based First State Bancorp, which operates First Community Bank in Colorado, applied late last year for funds through the Capital Purchase Program. Pat Dee, COO of the bank's holding company, said that the bank has not heard much regarding its application since mid-December. He calls the delay a "blessing in disguise" as the bank is working on other avenues to shore up capital that would dilute its shares to a lesser degree. Dee added that the pay cap has nothing to do with the bank's decision to seek capital elsewhere.

The compensation cap does not apply only to the chief executive. The language from the U.S. Treasury Department is "senior executive."

New rules for perks

And basic compensation is not the only piece of the new rules:

■ The bonus "clawback" provision, requiring executives deemed to have engaged in deceptive practices return bonuses, has been extended. Previously, the item only extended to the top five executives at a company, but now stretches to the next 20 executives.

■ The Golden Parachute ban was increased. For companies needing "exceptional assistance," the complete ban on overly generous severance payments will extend to the top 10 executives (from the top five), and prohibits the next 25 executives from receiving a payment greater than one year's worth of compensation. For banks accepting general assistance, the rule was strengthened so that the top five executives can receive severance payments worth no more than a year's salary instead of three years' worth.

■ The board of directors must adopt a policy for approving luxury expenditures. This provision is the same for both categories, encompassing expenditures on aviation services; office and facility renovations; entertainment and holiday parties; and conferences and events. The companies "should" also post the policy on their Web sites.

The Treasury Department's official release seems somewhat vaguely worded. The changes are called restrictions, guidelines, measures and standards, leaving one to wonder about interpretation. And the fact that the tweaks are not retroactive is buried beneath all the other elements.

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



The Difference

Local Knowledge Combined with National Resources

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

Sperry Van Ness.
The Group Commercial, LLC

Sperry Van Ness/The Group Commercial, LLC

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

970.207.0700 | www.svn.com

Doctors on the open range hard to come by

Programs, loans help rural communities find health care

BRUSH — Marc Ringel, M.D., grew up in Chicago but eventually found his way to this rural northeastern Colorado town of about 5,000 where he practices family medicine.

Ringel first came to Yuma, Colo., in the late 1970s to begin his medical career and later helped develop the Rural Training Track program under Banner Health's North Colorado Family Medicine residency program. For him, the wide-open spaces of northeastern Colorado are a familiar and beloved landscape.

"I love rural practice," Ringel said. "I know my patients well and I love country people. It's the relationship with good, solid people that makes this job most worth doing."

Phoenix-based Banner Health, which owns and operates hospitals and clinics in Northern Colorado including North Colorado Medical Center in Greeley, McKee Medical Center in Loveland,



HEALTH CARE
Steve Porter

Sterling Regional Medical Center and East Morgan County Hospital in Brush, started the North Colorado Family Medicine residency program in 1974.

One major focus of the Greeley-based program has been to train and provide family health-care professionals in underserved rural areas of Northern Colorado. That led to the creation of the Wray Rural Training Track based in Wray in 1992.

Dr. David Smith, the program's director, said the North Colorado Family Medicine residency prepares family care practitioners to practice anywhere.

Filling rural niche

"The program here in Greeley has a very unique niche in preparing people to practice in basically any community they choose," he said. "The vast majority — over 60 percent of our grads — have chosen to practice in very rural locations, places like Holyoke and Haxtun and Wray."

And that's a good thing, because supplying quality health-care professionals in the far-flung reaches of northeastern Colorado is not an easy task. In some counties in the northeast corner of the state, the numbers of health professionals serving huge areas are thin and not growing.

For example, 550-square-mile Sedgwick County has only three active licensed physicians and only one dentist providing services to about 2,700 people. Those numbers did not change between 2004 and 2007, the latest years of data accumulated by Colorado Health Institute.

The situation is better as you get closer to the Front Range, but even towns like Wellington just north of Fort Collins struggle to hold onto their caregivers. The town recently lost its only family practice physician when Cheyenne Regional Medical Center decided to close Wellington Medical Center in a cost-saving move.

Fort Collins doctor John Bender and Miramont Family Medicine came to the rescue and opened a clinic in town earlier this month where Miramont physicians and Red Feather Lakes family physician Janice Weixelman will work in rotation until a new doctor can be hired.

But the problem of serving rural Colorado communities with locally based health care will continue to be a thorny one as fewer doctors choose to become family practice physicians, opting instead for a more lucrative and less time-consuming specialty practice in a more urban setting.

Then there's the lifestyle adjustment. Just about every doctor got his or her education and residency training in a city environment and probably came to enjoy the perks of city life, with its social, recreational and cultural amenities.

East-plains fishbowl

Living one's life in the fishbowl of a small town can be daunting and too much for many would-be rural physicians. Even Ringel notes it can sometimes be difficult, even after years of practice.

"The hardest thing about rural practice, especially for an ex-urbanite like me, is the

lack of anonymity," he said. "In any small town where I've practiced, it's been nearly impossible to stop being Dr. Ringel and to be just plain Marc, to drop by the grocery store to pick up a carton of milk, for example, without having to chat with someone about their cholesterol."

Colorado recently began intensifying its efforts to recruit rural doctors through the Physician Loan Repayment program launched by the Colorado Health Foundation. In 2008, its first year, a total of \$2 million was awarded to 18 physicians who agreed to commit to three years of practice in an underserved rural or urban setting.

Under the program, physicians are eligible for up to \$50,000 each year of the three years they commit to an underserved community for a total of \$150,000 to help repay their student loans.

Debra Thomas, a spokeswoman for the Colorado Health Foundation, said one of the program's goals is to get doctors acquainted with rural practice and maybe decide it's their calling.

"For a resident who may be on the fence about practicing in a rural community, this may be what it takes to get them out there," she said. "Most of them will leave but some will stay, and that's important."

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

SBA Financing Available

- ✓ Up to 90% financing on owner occupied commercial real estate
- ✓ Low fixed for the life of the loan interest rates
- ✓ Long-term financing for working capital, equipment, and inventory
- ✓ Financing available for specialty businesses (Hospitality, Restaurant, Gas Station/C-Store)



3700 S. College Ave., Unit 102,
Fort Collins, CO 80525
970-204-1010
fortcollinscommercebank.com



1432 E. Mulberry Unit B,
Fort Collins, CO 80524
970-224-7200
larimerbank.com



102 E 29th St
Loveland CO 80538
970-679-7150
lovelandbankofcommerce.com



**Business
Report
Daily**



**Get it Daily -
FREE**

**Northern Colorado
BUSINESS
REPORT**

www.NCbr.com

Powered By
DataBank



COLUMNS



Green Business
Workshops, expos, conferences provide opportunity to learn
Page 10



Practicing Innovation
New side of C-Level: cooperate, coordinate and collaborate
Page 12

ETC.

Calendar
Events, seminars and dates to look forward to
Page 13

Daily in Review
A look back at top news stories
Page 14

On The Job
People in the news, on the move
Page 15

Briefcase
Regional business developments
Page 16

LISTS
Family-owned businesses
Page 8

Family brews up growing business

Fort Collins Brewery hops along with plans to stay in the family

By Luanne Kadlub
news@ncbr.com

Tom and Jan Peters are not new to running a family business. In fact, they have some 30 years of experience in six companies ranging from importing European cabinetry to building custom homes in Northern Colorado.

Now they're brewing beer.

"The types of businesses we pick, we can actually produce something that you can see someone enjoy," said Jan Peters, who along with her husband took over Fort Collins Brewery in 2004. Since then, many enthusiasts throughout the region and state have quaffed many a crafted brew with such catchy names as Major Tom's Pomegranate Wheat, Rocky Mountain IPA, Kidd Black Lager, Z Lager, Retro Red and Chocolate Stout.

For the Peterses, the appeal of Fort Collins
See **BREWERY, 23**



Krista Watzel, Northern Colorado Business Report

SUDS IN THE FAMILY — Jan Peters, top center, front, left to right, Gordon Eatherton, Tina Peters and Tom Peters are the family members responsible for Fort Collins Brewery's success. Here they are brewing a batch of Double Chocolate Stout.

ASK THE EXPERTS

What is a... **depression**
/diprëshən/



By NCBR Staff

According to the National Bureau of Economic Research, the U.S. economy has been in a recession since December 2007.

The NBER — a nonprofit, nonpartisan organization — has been tracking economic peaks and valleys since 1920. It defines a recession as a "significant decline in economic activity spread across the economy, lasting more than a few months." The NBER's Business Cycle Dating Committee looks at indicators such as production, employment and real income and declares the beginning of a recession after economic activity passes its peak. The recession ends when the decline in activity reaches its trough and starts upward again.

For all of its decades tracking the economy, the NBER has avoided what is becoming a hot topic — when does a recession become a depression? The organization explicitly points out that it does not define depressions, only recessions (or contractions).

The *Business Report* posed the following question to some of the region's local experts:

Q: What is the difference between a recession and a depression?

Ronnie Phillips, professor of economics at Colorado State University

In terms of economic output — Gross Domestic Product — a depression is a more severe recession. Severe depressions have usually been associated with financial crises. Our present economy is neither the 1930s nor the 1890s, though it does qualify as the most severe downturn since 1974-75, which was stagflation (high unemployment, high inflation). The 1930s and the 1890s were related to trying to stay on the gold standard, which meant trying to subvert domestic economic policies to the dictates of the international economy. Also, before we had the Federal Reserve, the U.S. Treasury was used as a lender of last resort.

Though we are in uncharted territory, using the Federal Reserve and the Treasury is the right thing to do. We're just unsure how to do it. In

See **EXPERTS, 27**

Gratitude, thoughtfulness & love...

Every season has a reason to celebrate. Express yourself with a beautiful creation from Palmer Flowers!



Don't forget Valentines Day Saturday, February 14th!

PALMER

FLOWERS & DECORATING GALLERY

970.226.0200

www.palmerflowers.com

3710 Mitchell Drive / Fort Collins

Our Number One Job is to Make You Look Spectacular!

DataBank
The Vault's Always Open

Region surveyed is Brighton, Larimer and Weld counties.
N/A - Not Available
Ehrlich Dealerships, Advance Tank & Construction, Ferrero I-25 Chrysler Jeep Dodge, King Buick Pontiac GMC, Growling Bear Co., and Gallegos Sanitation, Inc. likely should have made this list but did not respond to multiple survey requests before deadline.

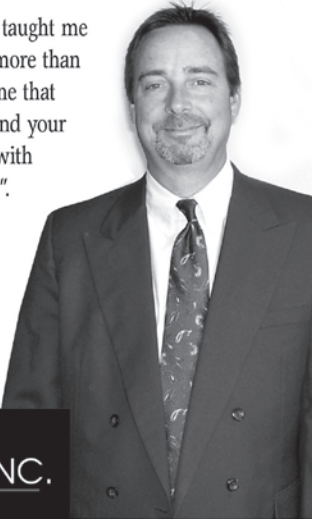
In Touch With Your Business... In Touch With You.

Helping You Do What You Do Best - Even Better!

**We're a community bank with community people
and over 50 years of experience in Northern Colorado.**

As a young business person my most influential mentor taught me what to look for in a bank. "Find a banker that can do more than just say yes or no to a loan request" he told me. "Find one that comes out to your place of enterprise, to better understand your business. One that shares his or her intellectual capital with you freely, one that can be a contributor to your success". At Western States Bank I found those type of bankers.

Jonathan Harshaw
President, Shaw Sign and Awning
901 S.W. Frontage Road Fort Collins, CO 80524
970-493-6244 www.shawsign.com





SHAW SIGN & AWNING, INC.



WESTERN STATES

BANK

A BRANCH OF VALLEY BANK AND TRUST CO., SCOTTSBLUFF, NE, FDIC

1298 N College Ave. Fort Collins 970-224-1300	1520 E Mulberry St. Fort Collins 970-530-1500	808 W Eisenhower Loveland 970-593-1600
---	---	--

www.westernstatesbank.com



TIME OUT



DOWNTOWN DIGS – 1. Michael Guerriero, left, sales associate for The Light Center; and Spencer Schram, staff engineer with CTL | Thompson Inc. learn about the potential future of North College Avenue at the Feb. 4 Envision Young Professionals event held at Bas Bleu Theatre in Fort Collins. 2. Lee Merritt, left, with Dohn Construction Inc.; Patrick Elder, president of Sage Building Solutions; and Chris Elder, right, project manager at U.S. Hotel Appraisals; get in some networking at the Envision event. 3. Wells Fargo’s Joe Kruse, left, vice president and private banker, and Warren Baker, vice president and senior investment manager, greet attendees to Wells Fargo’s Private Bank Focus on Jan. 28 in Loveland. 4. Mark Brase, Front Range president for Points West Bank, chats with Gail Neben, community relations representative for Pathways Hospice, at the Jan. 13 Windsor Chamber of Commerce Business After Hours event hosted by Points West.

photos by Business Report staff, Fort Collins Area Chamber of Commerce

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

Get more Value
for your Training
Investment!



To meet your needs in these
challenging times, we’ve
reduced tuition for selected
workshops from **\$419 to \$299!**

Leadership Development
Teamwork
Work Life Balance

in Loveland at Centerra

Register Today!

(970) 491-5288 or (877) 491-4336
learn.colostate.edu/noco





"It's not complicated.

I need to know that my money is
safe, secure and **close by**.

I get it all with Mile High Banks."


MILE HIGH BANKS
An Elevated Level of Banking
www.milehighbanks.com
Loveland • 970.669.6424



How to become your company's 'green hero'

Workshops, expos, conferences provide opportunity to learn

One of the first things to be trimmed from the company budget in tough times is typically funds for continuing education and professional development, especially if they involve travel.

However, certain educational opportunities can have big paybacks by improving competitiveness and the bottom line. You can probably make the case for attending some of these great events to get new ideas for incorporating more sustainable business practices into every-day operations.



GREEN BUSINESS

Lara Williams

Take a look at these conferences and decide which ones might help you become a green hero in your firm. Not all of the events are local, but a number of them are not more than a quick trip down the road.

For a true local powerhouse conference, check out the fourth annual **Sustainable Opportunities Summit**. "Global Sustainability, The New Bottom Line" kicks off in Denver at the Colorado Convention Center March 17-19.

The event is hosted by CORE, the region's largest business association dedicated to the promotion of more environmentally and socially responsible business practices. The University of Colorado at Boulder Leeds School of Business and the city of Denver will assist CORE in hosting 1,000 business people, politicians and academics from around the world.

Senior executives and government officials will be speaking about "how smart companies are finding solutions and creating new financial and economic opportunity," according to CORE. Speakers and panel members hail from over 70 companies and institutions, including FedEx, Safeway, Sharp Electronics, Ball Corp., the UK Department of the Environment and Gov. Bill Ritter's Energy Office.

For more information or to register, go to www.sosummit.org.



Business Report file photo

ECO-FRIENDLY EDUCATION – Attendees of last year's *Northern Colorado Business Report* Green Summit at the Hilton Fort Collins had the opportunity to learn about the latest products and trends in all manner of green business. This year's summit, sponsored by the cities of Fort Collins and Greeley, is set for April 9 in the new Drake Centre on Drake Road in Fort Collins.

April showers bring Earth Day

April is a busy month for sustainability-focused events, most likely because Earth Day is on Wednesday, April 22. In recognition of this worldwide event, why not check out one of the local one-day events in Northern Colorado?

The University of Northern Colorado will present the **Northern Colorado Conference on Sustainability**, "Building Competitive Advantage Through Environmentally Friendly Practices" on April 6 in the UNC campus University Center Ballroom in Greeley. According to organizer John Grant, "this event is targeted at small and medium-sized local businesses that would like to learn more about how to become more eco-friendly. There will be an emphasis on 'operationalizing' concepts and techniques for improved organizational performance."

Speakers at this event include Michael Potts, the CEO of the Rocky Mountain Institute, and John Latham, director of the Monfort Institute, as well as representatives from the Governor's Energy Office, Stewart Environmental and Greeley's Economic Development Manager Bruce Biggi.

Additional information about the event can be found at:

www.mcb.unco.edu/MonfortInstitute/Home.html

You won't want to miss the *Northern Colorado Business Report's* annual **Green Summit**, "Blending Business and the Environment," on April 9 at the Drake Centre in Fort Collins. This day-long event, sponsored by the cities of Greeley and Fort Collins, begins with a breakfast presentation of Greeley's Water Awards followed by two tracks of two breakout panels each. A luncheon keynote panel will address the economics of being green in a recession, with two more breakouts coming after.

Breakout topics will include Energy Tax Credits; Carbon Credits; Smart Grid City; Future Energy Technology; the Water/Energy Nexus; and Green Transportation for People and Products.

The day wraps up with the city of Fort Collins' EnviroVation-Climatewise reception and awards presentation. In addition, a variety of exhibitor tables will be open throughout the event.

For more information, to register, or to

become a sponsor, go to www.ncbr.com and click on "Events."

Sustainable Brands, Greenbuild Expo

For people in the marketing and communications world, two events that popped up on my radar last year were the **Sustainable Brands Conference** and the **Sustainable Brands International Conference**, which took place in June and December respectively, hosted by Sustainable Life Media. So far information on this year's events is not available, but check out www.sustainablelifemedia.com in a month or two.

And while you're there, if you aren't already receiving their weekly feeds, **Sustainable Brands Weekly** and **Sustainable Business Weekly**, get signed up. The newsletters are chock-full of great information for any business person.

Of course, no one involved in the building, engineering, architecture, interior design or real estate trades will want to miss this year's **Greenbuild International Conference and Expo**. It's also a great one-stop shop for information if your business has any significant plans to green up your

See **GREEN HERO**, 23



Think Globally - Print Locally

Let Alphagraphics help grow your business with environmental printing!





alphagraphics®

DESIGN ■ COPY ■ PRINT ■ COMMUNICATE

4020 South College Avenue Suite 7 • Fort Collins, Colorado 80525 • 970.223.6316 • www.us480.alphagraphics.com

ClimateWise Business Partners

Make a Difference

Platinum Partners:



Gold Partners:



Silver Partners:

Advanced Energy Industries, Inc.
Best Western University Inn
City of Fort Collins
Custom Blending, Inc.
Delta Construction
Experience Plus! Bicycle Tours
Foothills Mall
Fort Collins Area Chamber of Commerce
Fort Collins Food Co-op
Front Range Community College
Hewlett-Packard Company
Houska Automotive Services, Inc.

JAX Mercantile Company
Larimer County Government
Lyric Cinema Café
North Front Range MPO
Odell Brewing Company
Platte River Power Authority
RB+B Architects
REI
Rio Grande Mexican Restaurant
Scuba Schools International
Shamrock Transportation Services
The Vineyard Church of the Rockies

Trees, Water & People
Trinity Lutheran Church
USDA-APHIS
Vaught-Frye Architects
Wal-Mart Supercenter
Waterpik, Inc.
Woodward

Bronze Partners:

Eco-Thrift
Residence Inn by Marriott
The Fort Collins Coloradoan
Whole Foods Market

Active Partners:

Alliance Construction Solutions
Ben & Jerry's
ENSR
Fort Collins Club
Fort Collins Marriott
MediaTech Productions
Poudre Valley Hospital
ReSource
Sage Dwelling
The Cupboard
The Trebuchet Group
Value Plastics, Inc.
Verde, LLC

New Partners:

Aesthetic Smiles
Alpha Graphics
American Truck Wash
Architecture Plus
A-Train Marketing
Bath Garden Center & Nursery
BeetStreet
BHA Design
Brinkman Partners, LLC
Butter Cream Cupcakery
Carrabba's Italian Restaurant
Chipper's Lanes
Citron Work Spaces
CLS Visual Communications
Colorado CustomWare, Inc.
Comfort Inn
Coopersmith Brewing Company
Cottonwood Condos
Courtyard by Marriott
CTL | Thompson
Czero, Inc

Downtown Business Association
Downtown Development Association
Egg and I Restaurant
Envirofriendly Lawn Care
Fort Collins Veterinary Emergency Hospital
Front Range Village
GenGreen, LLC
Green Cartridge Colorado
Green Logic
Green Ride Colorado
Hill Country Custom Homes, Inc
Intel Corporation
Keep It Simple Coaching
Keller Williams of Northern Colorado
Linden
LSI Corporation
Mugs Coffee Lounge
National Inspection Services

National Wildlife Research Center
New Mark Merrill Mountain States
Northern Colorado Business Report
Northern Engineering Services, Inc.
Outpost Sunsport
Professional Document Management
Public Service Credit Union
Roberto's Salsa & Sauces
Rootles
Scotch Pines Village Shopping Center
Sign-A-Rama
Simplicity Tech, LLC
St Luke's Episcopal Church
The Feet Inc.
The Group, Inc. Real Estate
The Wright Life
Trails End Hardscapes
TST Inc. Consulting Engineers



Please support our
Fort Collins Climate Wise Partners
fcgov.com/climatewise
Email: climatewise@fcgov.com

New side of C-Level: Cooperate, coordinate, collaborate

Over the past decades, management gurus including Peter Drucker, W. Edwards Deming, Stephen Covey and Peter Senge have told us that we should lead and manage in different ways. Now, in February 2009, the world has become unpredictable, and positive outcomes cannot be assured using obsolete strategies. We are forced to think differently and try new ways of working, selling and developing business opportunities. Familiar maps are out of date.

In short, it is finally time to apply the philosophies and theories encouraged in the many presentations we attended over the last dozen years or so.

Collaboration — the ability to work

together to achieve large goals and big visions — provides immediate opportunity for improvement. We need to examine our mental model of collaboration, re-think our ability to work together and challenge thoughts that stop us from taking action. In the past we competed, protecting our ideas, customers and projects. Now is the time to challenge ourselves to try new ways of working together.

Common vision

Take, for example, the city of Fort Collins Recreation Department, which is constantly seeking partners for its activities and events. John Litel, director of community relations, started working with the

Poudre Valley Hospital System Foundation and CanDo, an organization affiliated with PVHS. The three organizations had a common vision to create health and quality of life for the community.

As they evaluated the implementation of their vision, the old mental map had to be changed. If you are promoting a message of health, the food served at the snack bar had to change from the usual cotton candy, hot dogs and nachos. All parties realized the conflict in message and began providing healthier options to customers.

This collaboration illustrates the definition of true partnership to serve a common vision. It required an inside-out view of each

partner's contribution to make the partnership more than just an exchange of dollars. The alignment of word and action resulted in a win for everyone involved.

Another more expansive example of collaboration around a shared vision: the emerging nonprofit Embrace Colorado is seeking to facilitate a regional vision for Northern Colorado as it grows. If we consider that there are roughly 500,000 people in the region, we know Embrace Colorado's ambitions will need to be a collaborative process on a grand scale. We know this can work because there are successful examples in other parts of the country where regional vision has been developed.

"No one jurisdiction has the resources to do this alone. We are pretty good at coordinating efforts to do projects together," said Embrace Colorado Executive Director John Daggett. "When it comes to collaborating on a big vision such as this, it takes courage and trust."

It shows leadership based on the belief that without wide collaboration and buy-in we may not make the best choices for our collective future. Collaboration at the individual level will allow all who choose to participate to make a difference for the future of our region.

Cross boundaries for new solutions

The major reason governments and businesses collaborate is because neither can do it alone. It is possible to make collaboration a way of doing business. If we are committed to creating sustainable economics, businesses and communities, we have to view the world as an interconnected system where collaboration is the key component.

When we cross organizational boundaries and reach out to others, we open ourselves to completely new solutions. Can we leap-frog beyond just solving today's problems to discovering completely new solutions? Is it possible that new solutions lead the way to revival of the economy and our businesses? Is 2009 the year of partnership?

Collaboration does not require formal leadership in order to succeed. After all, leadership is a choice not a position and anyone can pick up the mantle and lead a team forward to achieve new results.

Any of the three Cs — cooperation, coordination, collaboration — can be undertaken by teams for a variety of reasons. Whether you are moving from competition to cooperation or want to coordinate a project or choose to work toward a shared vision by direct collaboration, growth and learning are the minimal outcomes.

When this current economic crisis is over, will we continue to collaborate and adapt as a way of doing business? What lessons will we take forward from 2009 into the next decades of the 21st century?

When we look at the complexity of the challenge of sustainability at every level, collaboration is a skill that will support us today and into the future. What is possible is limited only by our collective imagination and willingness to participate.

Shirley Esterly is a master facilitator who helps her clients build sustainable practices, based in Greeley. She can be reached at sae@quantumwest.com.



PRACTICING INNOVATION
Shirley Esterly

EKS&H BUSINESS CONSULTING

HELPS YOU ACHIEVE YOUR GOALS BY:

ASKING THE **HARD QUESTIONS**

GIVING YOU **HONEST ANSWERS**

PROVIDING **ACTIONABLE SOLUTIONS**

EKS&H

**BUSINESS
PERFORMANCE
IMPROVEMENT**

**BUSINESS
FINANCE
& STRUCTURE**

**TRANSACTION
SERVICES**

FOR MORE INFORMATION, CALL KENT MCSARRAN AT
303.740.9400

DENVER • FORT COLLINS • BOULDER

CALENDAR

Feb. 14 - 15 - Rails in the Rockies XII Model Railroads, from 9 a.m. to 4 p.m., Estes Park Conference Center, 101 S. St. Vrain Ave. in Estes Park. Featuring fully detailed modular layouts in operation. Cost: \$5/person, free for 12 and under. Contact: Estes Park Convention and Visitors Center at 970-586-9900.

Feb. 14 - Fort Collins Legislators Town Hall Meeting, from 1 to 2:30 p.m., Harmony Library Community Room, 4616 S. Shields St. in Fort Collins. State Representatives Randy Fischer and John Kefalas and State Senator Bob Bacon invite community members to attend a town hall meeting for an update on the 2009 legislative session and discussion of issues of interest to Fort Collins community members.

Feb. 14 - Valentine's Day Dinner at Sylvan Dale Ranch, starting at 7 p.m., Sylvan Dale Guest Ranch, 2929 N. Larimer County Road 31D in Loveland. Treat your sweetheart to a candlelight dinner with wine and a rose at our romantic ranch in the Rocky Mountain foothills! Choose from entree selections of rib eye steak, chicken marsala and oven-poached salmon, each cooked to order. Dinner includes crisp green salad, vegetable medley, homemade rolls, and brownie cake with raspberry sauce. Two glasses of wine are included, and a bottle of wine or additional glasses may be purchased a la carte. Limited availability. Cost: \$95. Contact: Sylvan Dale Guest Ranch at 970-667-3915 or ranch@sylvandale.com.

Feb. 15 - 28 - The Art of Dining in Loveland. Participating restaurants will offer menu selections for the set price of \$18.77. Contact: Ashlee Struble at 970-980-4664 or astruble@engaginglovelandinc.org.

Feb. 17 - "Mamma Mia" sign-along party, from 5:30 to 7:30 p.m., Stonehouse Grille, 125 S. College Ave. in Fort Collins. Sing along to your favorite ABBA songs, silent auction, hors d'oeuvres, open bar. Proceeds benefit OpenStage Theatre. Cost: \$30.

Feb. 17 - Horse Business Facilities, starting at 6 p.m., Larimer County Courthouse Offices Building, 200 W. Oak St. in Fort Collins. Larimer County is holding two public informational meetings on an upcoming study of regulations for horse business facilities in Larimer County. A second meeting will be held Feb. 19 at the Ranch in Loveland. Contact: Linda Hoffman at 970-498-7681 or lhoffman@larimer.org.

Feb. 17 - Governor Ritter's Finance Forum for Small Businesses - Free, from 8 a.m. to 1 p.m., The Ranch, Budweiser Events Center, Loveland, CO, First National Bank building, East Exhibition Hall. The forum will give small businesses direct, one-on-one access to federal, state and local organizations. These organizations will provide a Small Business Toolkit, counseling and other information about available resources to guide them through the downturn. Free assistance is available with a Small Business Check-Up including free counseling from the SBA, SCORE, SBDC and Mi Casa. Cost: Free. Contact: Lucinda, Larimer County Business & Enterprise at 970-498-6611 or lkerschensteiner@larimer.org.

Feb. 17 - Johnstown-Milliken Chamber Annual Member's Banquet, from 6 to 8:30 p.m., Candlelight Dinner Playhouse, 4747 Market Place Drive in

Johnstown. Annual awards, silent auction, stage entertainment by Candlelight table decorations for Valentine theme. Cost: \$30/person. Contact: Tanis Roeder at 970-412-7560 or tanis@sagemg.com.

Feb. 18 - Right Start Docs, from 9:30 to 11:30 a.m., Key Bank Tower, 125 S. Howes St., Suite 150 in Fort Collins. Learn the importance of by-laws/operating agreements, buy/sell agreements, articles of incorporation/organization, subscription agreements and stock certificates for multi-owner businesses. Cost: \$20, \$25 the day of. Contact: SBDC at 970-498-9295 or sbdc@frii.com.

Feb. 19 - Fort Collins Area Chamber of Commerce Business After Hours, from 5:30 to 7:30 p.m., Cambria Suites, 2921 Harmony Road in Fort Collins. Contact: Erin Collins at 970-482-3746 or ecolins@fccchamber.org.

Feb. 19 - Unemployment Insurance - What every employer should know, from 8 to 9:30 a.m., Lincoln Center, Columbine Room, 417 W. Magnolia St. in Fort Collins. Cost: Free. Contact: Larimer County Workforce Center at 970-498-6606 or lzuccolin@larimer.org.

Feb. 19 - Financial Fitness (Part 1 of 2), from 6 to 8 p.m., Habitat for Humanity, 1154 SE Secondnd St. in Loveland. Cost: Free but registration required. Contact: Kathy Cox at 970-494-3307 or kathyc@cccscnc.org.

Feb. 19 - Assertiveness Skills Workshop, from 8 a.m. to 4:30 p.m., Loveland Learning Center at Centerra, 2915 Rocky Mountain Ave., Suite 240 in Loveland. This workshop offers a mix of tools and inventories people need to enhance their assertiveness skills at home and on the job. Corporate discounts available! Cost: \$299. Registration Deadline: Feb. 18. Contact: Continuing Education at 970-491-5288 or questions@learn.colostate.edu.

Feb. 19 - Excellence in Execution - Transforming a small business, from 7:30 to 9 a.m., Columbine Rooms, University Center at University of Northern Colorado, in Greeley. Terry May, CEO and Owner of MESA Products Inc., will discuss how he grew MESA from a one-man operation to a manufacturing and service company with more than 100 employees. Cost: \$20.

Feb. 19 - Character Day! Free Breakfast, from 6:45 to 8 a.m., The Moot House, 2626 S. College Ave. in Fort Collins. Join us for either Breakfast OR Lunch and participate in an advanced discussion of our monthly character focus for the next month - "Forgiveness: Clearing the record of those who have wronged me and not holding a grudge." Registration Deadline: Feb. 19. Contact: Meghan Coleman at 970-266-2671 or mcoleman@characterfortcollins.org.

Feb. 19 - "50 Interviews: Entrepreneurs" book launch, from 6:30 to 8:30 p.m., The Reader's Cove, 1001 E. Harmony Road, Unit C in Fort Collins. You will hear more about what author Brian Schwartz discovered after interviewing 50+ entrepreneurs including Doug Odell, Mike Burns, Donna Visocky, David Lamb, Braun Mincher, Mike Jensen, Jeff Nuttall, Ken Munsch, and David Schwaab. Contact: Brian Schwartz at 970-215-1078 or 50interviews@gmail.com.

Feb. 19 - Nutrition during Cancer Treatment: Strategies

for Preventing Weight Loss, from 5:30 to 7:30 p.m., Whole Foods Cooking and Lifestyle School, 2201 S. College Ave. in Fort Collins. If you have been diagnosed with cancer and will be undergoing chemotherapy or are a caretaker for someone with cancer, this class will teach you nutritional strategies for coping with decreased appetite and nausea. Cost: \$20. Registration Deadline: Feb. 18. Contact: Brooks Pardew at 970-493-6337 or brooks@cancerhealth.com.

Feb. 23 - 26 - "Ain't Misbehavin'", starting at 7:30 p.m., Lincoln Center, 417 W. Magnolia St. in Fort Collins. American Idol winner Ruben Studdard and Idol contestant Frenchie Davis head up the cast. Cost: \$44/center, \$42/side.

Feb. 23 - NoCoNet presents Strategies for Marketing Yourself in the Current Economy, from 8 to 10:30 a.m., Faith Evangelical Free Church, 3920 S. Shields in Fort Collins. Phil Chipouras and Lee Hecht Harrison will present. NoCoNet is a networking and skill-building group for professionals looking to find new opportunities with top local companies. The group meets weekly. Cost: Free. Contact: NoCoNet at noconetinfo@yahoo.com.

Feb. 24 - Sweat Equity: Negotiating a Win-Win Relationship and Building a Dream-Team for Your Venture, from 6 to 9 p.m., Larimer County Courthouse Office Building, 200 W. Oak St., in Fort Collins. The first in a series of interactive workshops designed to support the needs of the local entrepreneur. The workshop will clarify the opportunities and potential pitfalls involved in sweat equity relationships, and explore some new ways of looking at the relationship. Refreshments will be provided. Cost: \$49 until Feb. 17 then \$59. Registration Deadline: Feb. 17. Contact: Patrick Gill at 970-231-1841 or patrick.gill@nocoentre.net.

Feb. 25 - 2nd Annual CHAMP Celebration and Community Fundraising Breakfast, from 6:45 to 8:30 a.m., The Hilton Hotel, 425 W. Prospect Road in Fort Collins. CHAMP will announce the recipient of the

2008 Sonny Lubick Coach of Character Award. Cost: Free. Registration Deadline: Feb. 19. Contact: Meghan Coleman at 970-266-2671 or mcoleman@characterfortcollins.org.

Feb. 26 - Unity in the Community, from 5:30 to 7:30 p.m., Radisson Hotel and Conference Center, 1850 Industrial Circle in Longmont. This annual event allows attendees to meet their elected officials from Front Range communities, counties and the state of Colorado who influence a healthy economic climate throughout our region. Open to the public and non members with RSVP. Registration Deadline: Feb. 24. Contact: Longmont Area Chamber of Commerce at 303-776-5295 or rsvp@longmontchamber.org.

Feb. 26 - 27 - Presentation & Facilitation Skills: How to Lead the Team and Excel in Public Speaking, from 8 a.m. to noon, Loveland Learning Center at Centerra, 2915 Rocky Mountain Ave., suite 240 in Loveland. Strong public speaking skills in a business environment enable you to better persuade, calm, and motivate others. Cost: \$299. Registration Deadline: Feb. 25. Contact: CSU Continuing Education at 970-491-5288 or questions@learn.colostate.edu.

Feb. 26 - 27 - ELEVATE 2009 - Climate Change and the New Frontiers of Urban Development, from 3 to 5:30 p.m., University of Colorado at Boulder, Wolf Law Building, 2450 Kittredge Loop Road in Boulder. The Symposium will explore on-the-ground strategies and solutions relevant to sustainable land use, real estate and economic development in the age of global warming. Cost: \$175-\$250. Contact: Nancy Ann Smith at 303-492-8047 or Nancy.Smith@Colorado.EDU.

Feb. 26 - Small Business Advertising and Branding, from 8:30 a.m. to noon, Key Bank Tower, 125 S. Howes St., Suite 150 in Fort Collins. Learn effective methods to increase sales and awareness of your company both locally and regionally without breaking the bank. Cost: \$40, \$45 the day of. Contact: SBDC at 970-498-9295 or sbdc@frii.com.

Compiled by Noah Guillaume



Affordable Entrées Amazing Dining

Domenic's Weekly Specials

Sunday

Complimentary Dessert

with purchase of 2 entrees

Thursday

Five Dollar wine flights

Saturday

Ladies Night

wine by the glass \$5 martinis \$5

931 E. Harmony Road #3 ••• 970.207.0411 ••• DomenicsRestaurant.com

**Can I go back to school,
still perform at work, and
enjoy my family?**

GERARD LEWIS

*Regis MBA Graduate
Chief Concept Officer*

AT REGIS UNIVERSITY, finding the balance to a rewarding life is possible. With over 130 years of academic excellence, we are committed to helping busy professionals like Gerard earn a top-rated degree that is accessible and affordable.

Ranked a Top University in the West for 14 consecutive years.
-U.S. News & World Report



REGIS UNIVERSITY'S SCHOOL OF MANAGEMENT delivers one of the nation's largest MBA programs—online and at multiple campus locations. Whether you want to maximize your earning power, advance your career, or gain personal fulfillment, a Regis MBA gives you the flexibility to build your path to a brilliant career—and life.

DISCOVER THE REGIS ADVANTAGE

- ▶ 30-credit-hour degree
- ▶ Career-specific specializations
- ▶ Convenient online learning
- ▶ 8-week accelerated classes
- ▶ 6 start dates per year

START YOUR MBA TODAY!

www.RegisMBA.com
1.800.249.8331

REGIS
UNIVERSITY
School of Management
Learners Becoming Leaders

North Denver | Fort Collins | Longmont | Broomfield | Aurora | DTC | Colorado Springs
2 Nevada Campuses | Online

Northern Colorado
**BUSINESS
REPORT**

will do more than get you in the
know about Northern
Colorado— When you subscribe
to the leader in business
coverage you'll also receive a

\$50.00
gift certificate to the



A delightful Windsor
discovery

☐ **Yes!** I want the 3-year
subscription offer (78 issues) at
\$129.97. Upon receipt of
payment I will receive a gift
certificate for dining at
Chimney Park Restaurant & Bar

Name

Title

Company

Address

City/State/Zip

Phone

Email

Payment method

☐ Check ☐ MasterCard ☐ Visa ☐ Am Express

Card# Exp.

Signature Date

Mail or Fax form to:
Northern Colorado Business Report
POST OFFICE BOX 1399, FORT COLLINS, CO. 80522
ph: 970.221.5400 fax: 970.221.5432

Prepaid orders only. We accept payment by check,
money order, Visa, MasterCard or American Express.

One year = 26 issues subscription rate \$49.97
Three years=78 issues subscription rate \$129.97



Bankers apply for new charter in F.C.



Bankers apply for new charter in F.C.

DAILY IN REVIEW

NISP getting second look from Corps of Engineers

Editor's note: Daily in Review is a partial digest of stories reported in the Business Report Daily online service between Jan. 26 and Feb 9. Follow Business Report Daily each day at www.ncbr.com — click on "Breaking News" on the home page — or subscribe to have each day's top items delivered to your inbox.

WASHINGTON, D.C. — The U.S. Army Corps of Engineers on Feb. 4 announced it will take a second look at the proposed Northern Integrated Supply Project, and determine whether studies of NISP and the proposed expansions of Halligan and Seaman reservoirs used common baseline models to ensure study results are consistent among all three projects.

The Corps said it is preparing a Supplemental Draft Environmental Impact Statement for NISP, which the Northern Colorado Water Conservancy District plans to provide water for anticipated population growth in the region. The project includes two reservoirs, Glade Reservoir northwest of Fort Collins and Galetton Reservoir east of Ault.

The Corps released a draft EIS for the NISP project on April 30, 2008, and received numerous comments during the following five months. "Due to the number and complexity of significant comments received during the comment period, the Corps has determined that additional analysis is required before a decision on whether to approve or deny the permit can

be made," according to a press release from the Corps of Engineers.

As part of that supplemental EIS, the Corps will require common baseline models for NISP and the Halligan and Seaman reservoir expansions. Halligan-Seaman is a separate water supply study being prepared for the cities of Fort Collins and Greeley, which are not taking part in the NISP project.

Eric Wilkinson, Northern Colorado Water Conservancy District general manager, said the supplemental EIS was not unexpected and expressed his support.

Gary Wockner, spokesman for the Save the Poudre Coalition that opposes NISP, said the need for a supplemental study proves the project is "fatally flawed."

FORTZED, from 1

organizers might have hoped for. "This is a project I would like to champion here in Washington," Markey said in a Feb. 9 *Business Report* interview. "It could be a model for the rest of the country. I don't think people here know that yet, because the story hasn't been told."

Markey, a Democrat sworn in Jan. 6 for her freshman congressional term, has joined the House Renewable Energy Caucus, a policy group that includes other congressional supporters of clean and renewable energy development. It is in that role that she might find success in steering federal resources to the FortZED initiative.

The project already has received a \$6.3 million U.S. Department of Energy grant supplemented by \$4.9 million in state, municipal and private funds. That history is important to future funding efforts, said Fort Collins city council member Wade Troxell, an early organizer of the FortZED project.

"With FortZED, we have a funding mechanism in place with the DOE," Toxell said. "We have some world-leading capabilities here that can have a big impact on the state and the national levels."

CSU could have role

Markey said a common assumption about the federal stimulus distribution — that it would be funneled through state governments — was inaccurate.

"I do know that it's not necessarily going

A FortZED roster

The complexities of the FortZED net-zero energy district proposal, under the direction of Fort Collins, the city-owned public utility and the Clean Energy Cluster, require lots of hands in the process. Here are the players:

- Larimer County
- Colorado State University
- Community Foundation of Northern Colorado
- the Governor's Energy Office
- Integrid Lab
- Advanced Energy Industries Inc.
- Woodward Governor Co.
- Spirae Inc.
- Eaton Corp.
- Caterpillar Corp.
- The Brendle Group
- New Belgium Brewing Co.

to have to go through the state," she said. "CSU might be able to play a role in getting this money."

The FortZED concept is at the same time elegantly simple and infinitely complex: A zone that includes much of Old Town and the Colorado State University campus would produce as much thermal and electric energy as it consumes, relying heavily on renewable energy sources within a 50-mile radius of the city coupled with demand reduction and management.

The project would be dependent on the development of a "smart grid," an energy distribution system that continuously mon-

itors power needs and available supplies, balancing each side to eliminate waste and maximize efficiency.

At the same time, the project is being designed specifically to serve as a model that can be implemented elsewhere, using the same techniques.

A recent report that outlines the strategy of bypassing the lower goal for the project in favor of the ultimate 50-megawatt objective addresses the role of FortZED as a national template.

"Documentation of lessons learned and best practices will provide the standards and knowledge points necessary for other cities, municipalities and the federal government to implement similar and broader-based application of these technologies," the report says.

Project evolution

Another aspect of FortZED proponents hope will make it a federal money magnet is that the project — in terms of scope, planning and organization — is much more evolved than other alternative energy projects that also received Department of Energy grants in an open competition.

"There were 70 or 80 proposals, and nine were selected," said Judy Dorsey, whose environmental engineering firm The Brendle Group took a lead in submitting the grant application. "We're much further along with ours. Some of the others are more discreet. For example, one is set up to demonstrate solar applications at a Utah prison."

Sunil Cherian, president of Fort Collins based smart-grid integrator Spirae Inc., said that if sufficient federal funding is found for the jump to the project's 50-megawatt potential, the timeframe for completion could shrink by years.

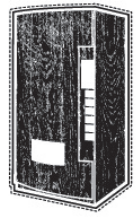
"From the day we get contracts firmed up, it would take three years to get the project to, say, 80 percent of capacity," Cherian said. "I think it moves very quickly, because of the connections that have been made. The relationships are in place, and everyone is at the table. We're ready to go."

Markey said she would hold up her end of the bargain with an information campaign directed at congressional colleagues and federal agencies.

"I don't think people realize how far along Fort Collins is on this project," she said. "It's my job to let them know. I've asked the (FortZED) group to give me as much information as they can."



BREW TIME
OFFICE COFFEE AND VENDING SERVICES



TREAT YOURSELF TO A VARIETY OF
SNACKS AND DRINKS

CHIPS

GRANOLA BARS

COOKIES

NUTS

COKE PRODUCTS



CRACKERS

PRETZELS

PASTRIES

CANDY

PEPSI PRODUCTS

AND MUCH MORE!

COFFEE SERVICES ALSO AVAILABLE

WE PRIDE OURSELVES ON SUPERIOR CUSTOMER SERVICE

970.482.5551

WWW.BREWTIME.COM



Bankers apply for new charter in F.C.



Bankers apply for new charter in F.C.

ON THE JOB

ACCOUNTING

Randy L. Watkins has joined Watkins & Schommer Inc. in Greeley as a shareholder. Watkins & Schommer specializes in accounting and auditing services with industry expertise in governmental, nonprofit, manufacturing and distribution, technology and construction.

Audra Meade and **Jessica Yoder** have joined Brock and Co. CPAs P.C. as staff accountants at the Fort Collins office.

Mark J. Soukup CPA, president of the Fort Collins-based firm of Soukup, Bush & Associates P.C., was elected to the North America Board of Directors of CPA Associates International Inc. CPA Associates International Inc. is a worldwide association of CPA and chartered accounting firms comprising 152 member firms and 295 offices in 73 countries.

INSURANCE

Pat Hagge has joined LBN Insurance as a director of safety and loss control at the Johnstown location in the Bank of Colorado building. **Keith Benner** has joined LBN serving as agency manager at the Johnstown 2534 location. **Dave Janssen** has joined LBN's Loveland/Johnstown office as business development director and commercial lines insurance producer. Janssen will lead the agency's sales and marketing team for the Front Range, as well as directly handle the placement of new and service of existing business insurance customers. **John Hintzman** joined LBN as a commercial insurance producer at the Loveland/Johnstown office.

Clare S. Schacter, director of operations at PFS Insurance Group in Johnstown, has earned certification as an insurance counselor.

HEALTH CARE

Judy Doms has joined



WATKINS



HAGGE



BENNER



JANSSEN



HINTZMAN



SCHACTER

Workwell Occupational Medicine in Longmont as vice president of client services. Doms brings over 20 years of experience providing expertise in risk management and occupational medicine.

ENGINEERING

CTL|Thompson has named **R.B. "Chip" Leadbetter III** P.E. division manager for the Fort Collins branch. Replacing Leadbetter as engineering department manager is **Robin Dornfest** P.G. also of the Fort Collins branch. **Melissa Chalona**, project manager in the Fort Collins Environmental Department of CTL|Thompson Inc., has earned the Leadership in Energy and Environmental Design Accredited Professional designation.

MEDIA/MARKETING

Paul Borkowski has been appointed vice president of sales and business development of Vision Graphics Inc. in Loveland. Borkowski is responsible for managing the national sales team, with an emphasis on new client acquisition and customer satisfaction.

Melissa Humbert, a marketing professional with more than 15 years of experience, has joined Burns Marketing Communications in Johnstown as a senior account director. Humbert will be part of the firm's client services team, providing strategic counsel and account management to the firm's growing roster of clients. She will also assist with the agency's business development efforts.

REAL ESTATE

Lisa O'Brien has been awarded the Certified Residential Specialist Designation by the Council of Residential Specialists, an affiliate of the National Association of Realtors.



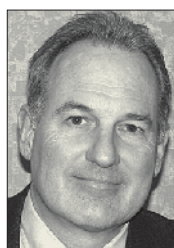
LEADBETTER



DORNFEST



CHALONA



BORKOWSKI



HUMBERT



O'BRIEN

Brian Mannlein and **Erik Broman** have joined Realtec Commercial Real Estate Services Inc. as brokers. Mannlein and Broman are former agents of Marcus & Millichap Real Estate Investment Services.

Shirley Watson, a broker associate with Coldwell Banker Residential Brokerage in Fort Collins, was recognized by ColoradoBiz Magazine as one of "Colorado's 25 Most Powerful Salespeople." In the January 2009 issue of the business publication, Watson was recognized among 25 people who are "catalysts for business growth, and in today's environment likely the key to a company's very survival."

CONSTRUCTION

Chris Moser has been named president of the 2008-09 board of directors for the Weld County Builders Association. The rest of the board includes **Bart Pruett**, vice president; **Bo Winter**, treasurer; **Chris McDermott**, secretary; and **Robert Coon**, past president.

Jason Hall has joined Poudre Valley Rural Electric Association as a planning engineer. Hall's duties will include preparing coordination studies and developing strategies to deploy and maintain the 3,600 miles of power lines and 22 substations that comprise the association's electric distribution grid.

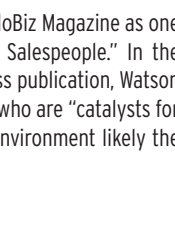
TECHNOLOGY

Laura Evans has joined Information Technology Experts Inc. as a business technology consultant focusing on growing ITX's commercial division. **Doug Stewart** recently joined ITX's Federal Business Practice as the manager of business development focusing on growing the government division.

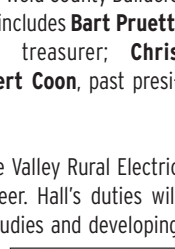
Ice Energy, a provider of distributed energy storage and smart grid solutions for optimizing peak energy demand located in Windsor, has appointment **Chris Hickman** as senior vice president, utility solutions. Hickman will provide utility companies with cost-effective solutions to address the growing demand for clean, renewable energy and lead the sale and delivery of the company's energy storage and smart grid technologies.



WATSON



EVANS



STEWART



HICKMAN

GOVERNMENT

Larimer County appointed **Lorenda Volker** as director of Human Resources. Volker comes to Larimer County from Florida where she served as Human Resources Director for the City of Ormond Beach. Volker replaces **Wynette Reed** who left Larimer County several months ago for a position in Arizona.

LAW

Charles Shoop has joined Otis, Coan & Peters LLC in Greeley as an associate. Shoop, a native of Greeley, received his undergraduate degree in Business Administration from the University of Colorado at Boulder in 2005. His practice emphasizes all areas of real estate, business and commercial litigation, including appeals.

Michael Payne has joined law firm Otis, Coan & Peters LLC in Greeley. Mr. Payne's practice emphasizes all areas of real estate, business and commercial law, both litigation and transactional matters.

MISCELLANEOUS

Jim Reidhead and **Darlene Halvorsen** have each earned a 2008 Larimer County Environmental Stewardship Award from the Board of Larimer County Commissioners. Reidhead was noted for his work in the creation of the 1,600 acre Phantom Canyon under the Nature Conservancy. Halvorsen, a teacher at Loveland High School, was honored for her work with River Watch at Loveland High School.

Patti Meuwissen, owner of Eliminate the Clutter LLC in Windsor, has completed the Professional Organizer certification requirements established by the National Association of Professional Organizers.

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



VOLKER



SHOOP



PAYNE



REIDHEAD

You use an architect to design your building. You need us to design your offices.

Your offices need to fit the functions of your staff, make the best use of your space, and satisfy the ergonomic demands of computer users. That requires the services of knowledgeable office furniture specialists. We offer complete turnkey solutions. Our designers will help you assess your needs, plan your space, select furniture and develop a timetable. **We make furnishing fast, fun, and affordable!**

Call us today for:

- Budgeting
- Space Planning
- CAD Drawings
- Project Management
- Reconfigurations / Moves
- Installation
- Warranty Service
- Leasing Options



Nelson
Office Interiors

"Intelligent Solutions For Your Workspace"



970-353-0246

800-798-0246

www.nelsonos.com

BRIEFCASE

Nonprofit notes

The office of the **Weld County District Attorney** donated 11 cell phones to **A Woman's Place**. The phones, which were provided to the state by **Verizon Wireless** and distributed to DA's offices around Colorado, will be loaned to victims of domestic violence as they make the transition to a violence-free life. During the past four years, the Weld County District Attorney's Office has donated a total of 63 phones to A Woman's Place.

Tickets are now available for the fourth annual **Corvette Raffle** to benefit **Fort Collins Habitat for**

Humanity. Tickets are \$100 each and can be purchased at the Habitat Home Supply Store, located at 4001 S. Taft Hill Road in Fort Collins or by sending a check or money order to the same address. Only 1,000 tickets will be available for sale and are expected to sell out. The drawing for the 2009 Corvette Coupe will be held Saturday, Sept. 12, at noon, at **Dellenbach Motors** in Fort Collins.

Bisetti's Ristorante in Fort Collins, in celebration of its 30th anniversary, donated \$2,556 to **Court Appointed Special Advocate Inc. of Larimer County**. Bisetti's raised the money from a percentage of its Dinner for Two special held in January. CASA's mission since 1984 has been to provide a volunteer

advocate's voice in court and a safe environment for family interactions for children who are victims of abuse, neglect or domestic conflict. For more information visit www.fortnet.org/casa.

Treetop Studio in Fort Collins raised just over \$800 for the **Realities for Children** Emergency Fund from their Yoga Day USA event in January. The Emergency Fund provides immediate emergency support for the unmet needs of abused, neglected and at-risk youth in Larimer County and grants for the individual needs of children between birth and eighteen years of age when all other resources have been exhausted. For more information visit www.RealitiesForChildren.com.

KUDOS

Fort Collins-based marketing firm **Linden** received two awards of excellence for their work with **Poudre Valley Health System**. Linden was awarded two silver awards from The International Davey Awards for the "Poudre Valley Health System Cancer Report 2007" and the "Poudre Valley Health System Foundation 2007 Annual Report." The Davey Awards honor the finest creative work from the best small firms, agencies and companies worldwide.

Forma Furniture, a local family-owned furniture retailer in Fort Collins and member of the **Western Home Furnishings Association**, was recently selected for the national organization's member spotlight. Forma Furniture was noted for its commitment to customer service, products and rapid growth. For more information visit www.formafurniture.com.

Flood & Peterson Insurance in Greeley earned the Delivering the Difference Award from **Great West Casualty Co.** The national award honored Flood & Peterson's Transportation Department for its service to the Colorado trucking industry, the company's high level of professionalism, relentless pursuit of customer service and ongoing partnership with Great West. For more information visit www.fpinsurance.com.

Integrated Machinery Solutions of Lakewood awarded **Sears Trostel Lumber & Millwork** in Fort Collins its annual Partnership Award, which recognizes clients whose affiliation goes beyond the norm. Sears Trostel was noted for its quality products and fast turnaround time.

Fort Collins design firm, **Onion Productions LLC**, reached a milestone with the design of its 100th music CD. This accomplishment encompasses CDs for musicians and bands in many genres of music – from classical to rock to avant garde – as well as commemorative boxed sets.

NEW PRODUCTS AND SERVICES

Edora Pool Ice Center in Fort Collins now has free Wi-Fi service provided by Fort Collins-based **FRII**. In addition to EPIC visitors, the Wi-Fi service will also be used as a tool for event organizers, hockey tournaments and swim meets to update information via the Internet.

New Belgium Brewing Co. announced that Mighty Arrow Pale Ale has been named the 2009 Spring Seasonal. Until now, Mighty Arrow has only been available in mixed 12-packs called Folly Packs, but starting this month it will be sold individually and on tap, making it easier to find.

DEADLINES

Odyssey of the Mind is looking for judges and volunteers for the tournament in March. Judging is a fun and easy way to see some of the most creative minds in the **Poudre School District** at work. For more information on Odyssey of the Mind visit www.odysseyofthemind.com or to sign up contact Sue Ballou at 970-221-6858 or e-mail odyssey@psdschools.org.

Robert's Heating and Air Conditioning is looking for the oldest furnace in Fort Collins as part of its Furnace Bailout contest. Through the end of February, Roberts Heating & Air Conditioning will accept nominations for the oldest furnace in Fort Collins – determined by manufacturer model and serial number, and all brands are eligible – and award the winner a brand new Carrier furnace and installation, free of charge. For more information and restrictions call 970-897-2337.

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.



2009 Business Report Events

Northern Colorado
**BUSINESS
REPORT**

The time and place for business information, exchange and celebration. Sponsorship opportunities are available. Call 970.221.5400 ext. 202.

Register for NCBR events online at www.ncbr.com. Click on Events under the Department heading.

Sponsored by:

EKS&H
EHRHARDT • KEEFE
STEINER • HOTTMAN PC
CERTIFIED PUBLIC ACCOUNTANTS AND ADVISORS



March 11

5:30 - 7:30 p.m.

Union Colony Civic Center, Greeley
Honoring Northern Colorado's most
successful entrepreneurs.

Awards program and cocktail/hors
d'oeuvres reception.
Tickets \$45 per person
Corporate tables including business
sponsor package \$450

Sponsored by:



April 9

A day-long event with speakers, panelists
and exhibitors pointing the way to going
green. The Green Summit shows how
business and environmental stewardship
go hand-in-hand.

7:30 a.m. - 5:00 p.m.
3:00-5:00 p.m. EnvirOvation Climatewise
Reception hosted by the City of Fort Collins
All at the Drake Centre
802 West Drake, Fort Collins
Tickets: \$49
Breakfast and lunch included.

Sponsored by:

EKS&H
EHRHARDT • KEEFE
STEINER • HOTTMAN PC
CERTIFIED PUBLIC ACCOUNTANTS AND ADVISORS



May 20

Honoring the top 100 fastest growing
businesses in Northern Colorado
Awards program with cocktail and hors
d'oeuvres reception
5:30 - 7:30 p.m.
Embassy Suites, Loveland
Tickets \$40

Northern Colorado
**BUSINESS
REPORT**



BUSINESS NEWSPAPERS



ONLINE SERVICES



BOOK OF LISTS



BUSINESS DIRECTORIES



SPECIAL PUBLICATIONS



NETWORKING

CONSTRUCTION & ENGINEERING

Cow pie energy studied by Fort Collins firm

Stewart Environmental eyes creating biogas from dairy manure

By Steve Porter
sporter@ncbr.com

FORT COLLINS — Forbes Guthrie surveys the dairy industry landscape in Northern Colorado and sees a possible energy-producing engine that could also reduce the amount of harmful emissions floating up into the atmosphere.

And the source of that energy?

Cow pies.

Guthrie, director of business development for Stewart Environmental Consultants Inc., says the region's vast and growing dairy herds could be a potential source of biogas produced by feeding an unending supply of manure into shared anaerobic digester systems.

"There's over 100,000 dairy cattle in Morgan and Weld counties," Guthrie said. "And there's going to be even more with Leprino moving into Greeley. This area is one of the top producers of dairy products in the United States."

Milk and ultimately cheese are the primary products of these dairy operations, but Guthrie notes that the byproduct of manure — typically spread onto fields as crop fertilizer — could be better utilized for the energy potential within it.

"It's a travesty to just land-apply that stuff because it has a lot of potential energy," he said.

Methane gas emitted from raw manure is about 20 times more harmful than carbon dioxide, the most common form of the so-called greenhouse gases believed to be responsible for global warming. Guthrie said running the manure through an anaerobic digester can reduce that effect dramatically. "There's the potential to offset a lot of methane and to turn the end product into a usable good."

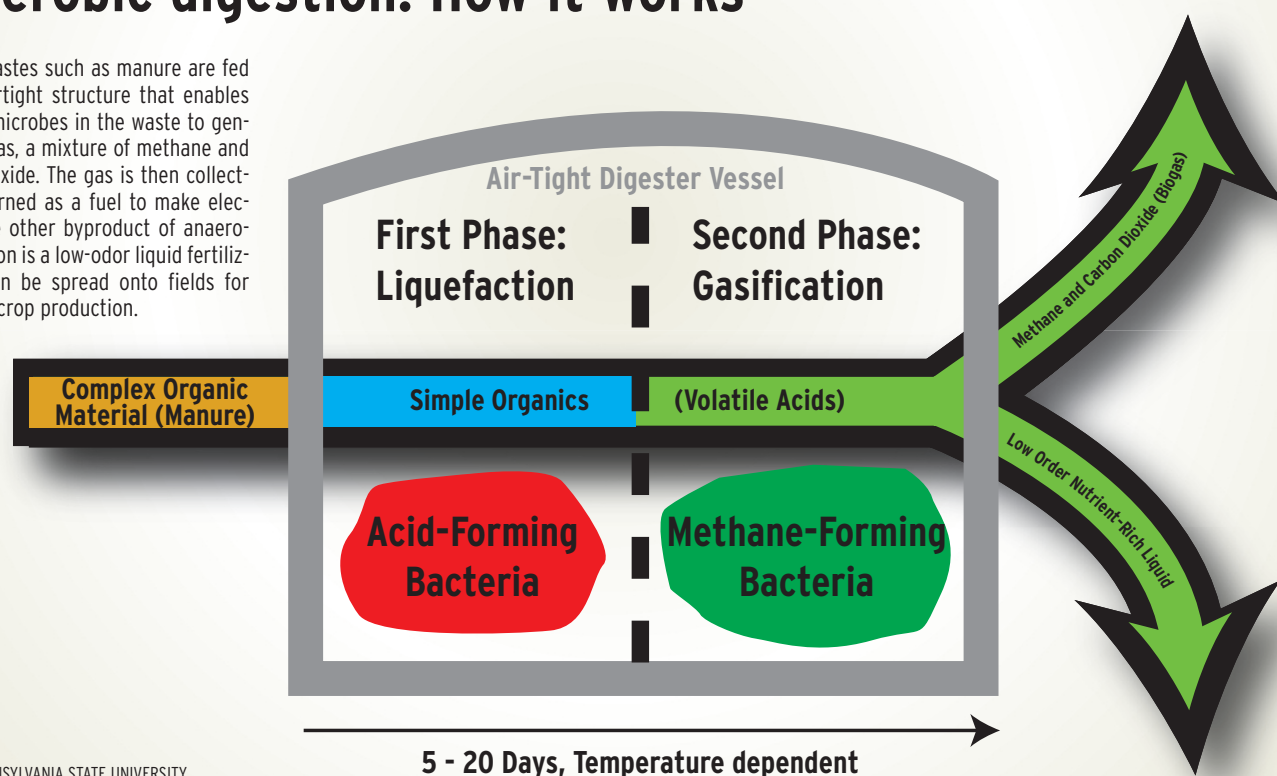
See STEWART, 25



GUTHRIE

Anaerobic digestion: How it works

Organic wastes such as manure are fed into an airtight structure that enables bacterial microbes in the waste to generate biogas, a mixture of methane and carbon dioxide. The gas is then collected and burned as a fuel to make electricity. The other byproduct of anaerobic digestion is a low-odor liquid fertilizer that can be spread onto fields for enhanced crop production.



SOURCE: PENNSYLVANIA STATE UNIVERSITY

ILLUSTRATION BY BERNIE SIMON, NORTHERN COLORADO BUSINESS REPORT

Greeley to turn ag roots into economic development plus

GREELEY — The city of Greeley wants to build on its agricultural roots and turn ag waste into energy for business and industry within a planned Clean Energy Park.

The city has received an \$82,489 New Energy Economic Development, or NEED, grant from Gov. Bill Ritter's Energy Office to study the feasibility of developing such a park just east of downtown Greeley.

The Clean Energy Park, if feasible, would be located within the Western Sugar Tax Increment Financing District where Leprino Foods intends to build a cheese factory.

A central feature of the park would be an anaerobic digester that could take organic waste from Leprino and JBS-Swift and produce biogas to serve the energy needs of business and industry within the park.

Bruce Biggi, Greeley's economic development

manager, said he's gotten letters of support from Leprino, JBS, Agland, Xcel Energy, Colorado State University, the University of Northern Colorado and former Sen. Ken Salazar's office. Salazar is the newly appointed Secretary of the Interior.

"Everybody's on board conceptually, but we have to prove it technically," Biggi said. "The proof is in the pudding."

Biggi said one of the goals of the Clean Energy Park is to serve as an economic development tool for the city, helping to attract new business and industry to Greeley while building on relationships with existing businesses like JBS and soon-to-come businesses like Leprino.

Biggi said the study will help identify potential power benefits from the biogas for companies that locate within the 225-acre TIF district, which could be expanded if interest warrants it.

Megan Castle, spokeswoman for the Governor's

Energy Office, said the project has exciting possibilities. "It's very attractive on a number of levels," she said. "Obviously, the agricultural opportunities for the generation of biogas and greenhouse gas reductions are tremendous. We think this could be a model for other ag communities throughout the state and the nation."

With Weld County being the eighth-largest agricultural producer in the United States, Biggi said the project has the potential to position Greeley as a leader in agricultural energy technology.

"It certainly has the potential of enlarging our image by combining ag with technology into the 21st century and benefiting all," he said. "How do we differentiate ourselves and attract business? It's so much easier to be who you are and build on your strengths."

—Steve Porter

CONGRATULATIONS



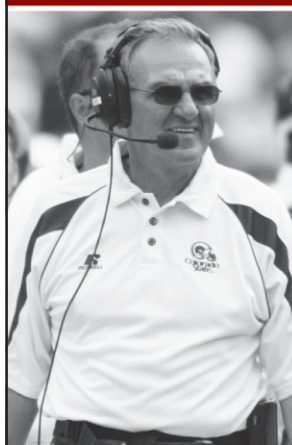
Columbine Health Systems
congratulates our nursing homes
on their **4** and **5** star ratings.



For additional information please visit cms.gov

www.columbinehealth.com

OPEN FOR LUNCH!



SONNY

Lubick
STEAKHOUSE

OPEN FOR LUNCH
11:30AM

Happy Hour: 4-7pm Monday through Friday

115 S. College Avenue • Fort Collins, CO • (970) 484-9200
WWW.SONNYLUBICKSTEAKHOUSE.COM

Largest Electrical Contractors

Ranked by no. of employees

 DataBank
The Vault's Always Open

RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES 2009 EMPLOYEES 2008	REVENUES 2008 REVENUES 2007	PRODUCTS/SERVICES	E-MAIL WEB SITE	PERSON IN CHARGE TITLE OF IN CHARGE YEAR FOUNDED
1	GREGORY ELECTRIC 3317 N. Lincoln Ave. Loveland, CO 80538 970-669-7609/970-663-7132	85 95	\$15,250 \$17,500	Electrical contractor.	rbryant@gregoryelectricinc.com www.gregoryelectricinc.com	Rod Bryant President 1988
2	MERIT ELECTRIC INC. 1613 Prospect Parkway, Suite 100 Fort Collins, CO 80525 970-266-8100/970-266-1640	67 65	\$13,478,256 \$10,500,000	Electrical construction and services.	merit@meritelec.com www.meritelec.com	Royce Glader CEO 1984
3	INTERSTATES CONSTRUCTION SERVICES, INC. 2636 Midpoint Drive Fort Collins, CO 80525 970-221-1776/970-221-3652	45 45	\$8,000,000 \$7,700,000	Division 16 - Electrical Construction.	doug.coltharp@interstates.com www.interstates.com	Doug Coltharp Regional manager 1953
4	ECKSTINE ELECTRIC CO. 13739 Weld County Road 25 1/2 Platteville, CO 80651 970-785-0601/970-785-2821	45 45	N/A N/A	Electrical, commercial, institutional, industrial, farm, service, fire alarm.	info@eckstineelectric.com www.eckstineelectric.com	Michael Eckstine President 1954
5	CHADWICK ELECTRIC SERVICES INC. 1305 Duff Drive, No. 6 Fort Collins, CO 80524 970-482-9449/970-484-0572	36 45	N/A \$7,900,000	Electrical service and repair to residential, commercial, multi-family and construction.	don@chadwickelectric.com www.chadwickelectric.com	Don Beranek N/A 2003
6	FISKE ELECTRIC 1023 S. Lincoln Ave. Loveland, CO 80537 970-667-9569/970-667-2303	35 35	\$4,150,000 \$4,500,000	Commercial/residential contracting, including design build, sound/security/home theater install and design.	cfiske@fiskeelectric.com N/A	Clifford Fiske and Kevin Fiske N/A 1977
7	NEWCO INC. 619 Sixth Ave. Greeley, CO 80631 970-352-5024/970-351-0420	33 29	N/A N/A	Electrical wholesale company with branch locations in Cheyenne,WY, Loveland & Ft. Morgan.	newcorwhite@qwestoffice.net www.newco-inc.com	Larry Richard Vice president 1964
8	N LINE ELECTRIC LLC 12922 Weld County Road 1 Longmont, CO 80504 303-702-1147/303-702-1149	28 20	N/A \$3,800,000	High-voltage electrical contractor specializing in pole line repairs and substation construction.	wade@nlineelectric.com www.nlineelectric.com	Wade Hamlin and Rodger Steinke Owners 2003
9	BRET'S ELECTRIC 9250 Bruin Blvd., Suite B Frederick, CO 80504 720-494-8944/720-494-9008	26 26	N/A N/A	Electrical design and construction for industrial, commercial and residential.	janet@bretselectric.com www.bretselectric.com	Janet Martin Business manager 1993
10	WARKENTIN ELECTRIC INC. 1531 Fourth Ave. Greeley, CO 80631 970-304-6833/970-336-6406	20 14	N/A N/A	Free estimates, general facility maintenance, new constructions and remodels, service upgrades, hot tub and air conditioning hookup.	warkentinelectri@qwest.net www.warkentinelectric.com	Larry Warkentin President 1994
11	H & H ELECTRIC 228 S. Link Lane Fort Collins, CO 80524 970-493-2398/970-484-0269	18 20	\$2,802,000 \$3,307,000	Electrical contractor: commercial & residential, new and remodel, service, solar panels, home automation, security.	ray@aaenergyconcepts.com aaenergyconcepts.com	Ray Kline Vice president 1986
12	AMERICAN SERVICES INC. 513-A N. Link Lane Fort Collins, CO 80524 970-482-8141/970-482-1413	12 15	\$1,650,000 \$1,800,000	Electrical, plumbing, HVAC.	asi@americanserve.com www.americanserve.com	Len Jones and Micah Jones Owners 1985

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

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

save energy save money save the environment

We're Talking Green, Baby!



"We can now provide a more pleasing shopping experience for customers in addition to saving money on energy use."

— Carey Hewitt, The Cupboard

We can help pay for projects that will save you energy and money, and improve the quality of your indoor space...
...which would be good for you, your customers and the environment.

Find out more about Platte River's cash incentives for energy efficiency improvements made at new or existing commercial buildings.

Visit www.prpa.org or Call 970-226-4000

 **PLATTE RIVER**
POWER AUTHORITY



Providing Integrity, Value & Outstanding Service Since 1986.

Loveland (970) 669-7609
Fort Collins (970) 224-3242
Granby (970) 531-0960

3317 North Lincoln Avenue
Loveland, CO 80538

www.gregoryelectricinc.com

Largest HVAC Companies

Ranked by no. of local employees

 DataBank
The Vault's Always Open

RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES 2009 EMPLOYEES 2008	REVENUES 2008 REVENUES 2007	PRODUCTS/SERVICES	E-MAIL WEB SITE	PERSON IN CHARGE TITLE OF PERSON IN CHARGE YEAR FOUNDED
1	HAYNES MECHANICAL SYSTEMS 300 Lincoln Court, Unit H Fort Collins, CO 80524 970-493-9045/970-493-9061	117 85	N/A \$16,000,000	Commercial and industrial heating, ventilating and air conditioning, preventative maintenance, chiller and boiler services, CRAC, bundled energy services, analysis and retrofit, and pneumatic and DDC controls. Direct distributor and installer for Alerton Direct Digital Controls.	mzimmerman@haynesmechsys.com N/A	Mike Zimmerman General manager 1968
2	KUCK MECHANICAL CONTRACTORS P.O. Box 388 Loveland, CO 80539-0388 970-461-3553/970-461-3443	106 96	\$13,300,000 \$10,800,000	Full mechanical-HVAC contracting installation, design/build, sheet-metal pre-fabrication, commercial, industrial construction, heat, ventilation & air conditioning (HVAC) remodel.	info@kuckmechanical.com www.kuckmechanical.com	Ted Kuck President 1999
3	SIMPSON CO. 321 Basher Drive Johnstown, CO 80513 970-282-0022/970-282-0020	75 75	\$21,000,000 \$18,000,000	Design, manufacture, install and service commercial HVAC systems.	kentc@simpsonair.com www.simpsonair.com	Tom Wasmer and Kent S. Campbell Manager/Members 1947
4	NORTHERN COLORADO AIR INC. 812 Stockton Ave. Fort Collins, CO 80524 970-223-8873/970-229-9983	30 50	\$3,725,000 \$4,850,000	HVAC, "Service and planned maintenance 24/7" - hydronics, indoor air quality products, light commercial, residential, remodel. Licensed and Insured with over 40 years experience in the HVAC industry.	joyceg@ncagriff.com www.ncagriff.com	R.R. "Griff" Griffin Owner 1992
5	IMS HEATING & AIR INC. 5213 Longs Peak Road, Unit A Berthoud, CO 80513 970-532-0123/970-532-5044	22 25	N/A N/A	HVAC: maintenance, indoor-air quality, retrofit, new construction, commercial.	ginny@imsheatingandair.com www.imsheatingandair.com	Daren Shawver; Jeff Mayer and Dwayne Shawver Owners 2000
6	HERCULES INDUSTRIES INC. 1701 Oakridge Drive Fort Collins, CO 80525 970-225-9016/970-225-9032	17 17	N/A N/A	Sheet metal vents, spiral pipe and fittings, heating and air conditioning accessories, vent pipes, grills, registers, diffusers, fire and radiation dampers, insulation, adhesives, sealants. Furnaces.	lbell@hercmail.com www.herculesindustries.com	N/A N/A N/A
7	AMERICAN SERVICES INC. 513-A N. Link Lane Fort Collins, CO 80524 970-482-8141/970-482-1413	12 15	\$1,650,000 \$1,800,000	Electrical, plumbing, HVAC.	asi@americanserve.com www.americanserve.com	Len Jones and Micah Jones Owners 1985
8	PAUL'S PLUMBING & HEATING 335 Eighth St. S.E. Loveland, CO 80539 970-663-3493/970-663-0581	7 10	N/A N/A	Plumbing, sewer and drains, excavating, septic systems, 24-hour emergency service.	raeann@paulsplumbinginc.com www.paulsplumbinginc.com	Paul Kisselbach Owner 1984

Region surveyed is Brighton, Larimer and Weld counties.
N/A=Not Available
Allen Plumbing and Heating Inc., Poudre Valley Air Inc., High Plains Mechanical Service Inc., and R&H Heating and Air Conditioning Inc. likely should have made this list but did not respond to multiple survey requests before deadline.

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

2nd Annual CHAMP Celebration & Community Fundraising Breakfast

Wednesday, February 25th, 2009 7:00am-8:30am
At the Fort Collins Hilton Hotel, 425 West Prospect



This event brings together members from all over the community who are passionate about youth, sports, and character. CHAMP, Character In Athletics Make it a Priority, is dedicated to creating a culture where winning is redefined and competitive sports are seen as an opportunity to educate youth and build positive character traits.

- Learn how CHAMP positively promotes character-development to student-athletes
- Announcement of the 2009 Sonny Lubick Coach of Character Award
- Featuring Special Guest Speaker Rod Olson, better known as "Coach O", Founder of Coaches of Excellence Institute, head coach at three universities
- If you are interested in attending, please contact CHAMP

CHAMP is a program of Character Fort Collins. For more information about the event, contact CHAMP at 970-266-2671 or email info@champfc.com.

www.champfc.com
www.characterfortcollins.org



Character in Athletics
Make it a Priority



CSU Rec Center — Fort Collins



Harmony Corporate Center — Fort Collins



Pinnacle Lighting — Denver

Come visit our new location!

661 Innovation Circle, Unit A
Windsor

Your Commercial Flooring Dealer

Ceramic/ Dimensional Stone Tile

Resilient Flooring & Accessories

Carpet, Carpet Tile & Entry Mats

» Cultivating partnerships through our level of service and our competitive pricing.

» Continuously evolving through technology without sacrificing relationships or business practices.



RT3 Enterprises, LLC

970-686-7000 • www.RT3ent.com

Largest Plumbing Companies

Ranked by no. of employees

 DataBank
The Vault's Always Open

RANK	COMPANY ADDRESS PHONE/FAX	EMPLOYEES 2009 EMPLOYEES 2008	REVENUES 2008 REVENUES 2007	PRODUCTS/SERVICES	WEB SITE E-MAIL	PERSON IN CHARGE, TITLE YEAR FOUNDED
1	U.S. ENGINEERING CO. 729 S.E. Eighth St. Loveland, CO 80537 970-669-1666/970-663-0685	110 100	\$18,000,000 \$19,000,000	Mechanical construction firm, HVAC, plumbing, piping and sheet-metal commercial construction.	www.usengineering.com tclark@usengineering.com	Bob Brunson, VP of Colo. region 1893
2	FISHER MECHANICAL CONTRACTORS INC. 3900 Carson Ave. Evans, CO 80620 970-356-8636/970-356-0133	22 22	N/A N/A	Plumbing and hot water heat installation and service, commercial and residential, new construction and repair.	N/A fishermechanical@qwestoffice.net	Ron Bernhardt, Owner and President 1982
3	C & B PLUMBING INC. 4115 N. Taft Hill Road Fort Collins, CO 80524-9793 970-484-6578/970-484-0404	20 50	N/A N/A	Mechanical contracting.	N/A N/A	Dennis Craig, President 1974
4	MR. ROOTER OF NORTHERN COLORADO 308 Mountain View Drive, Unit E Berthoud, CO 80513 970-532-7877/970-532-9996	18 22	\$1,864,450 \$2,174,353	Plumbing repairs, clogged drain, sewer line repairs, pipe location, video inspection.	www.mrrooter.com hwightman@qwestoffice.net	Henry Wightman, President 1999
5	AMERICAN SERVICES INC. 513-A N. Link Lane Fort Collins, CO 80524 970-482-8141/970-482-1413	12 15	\$1,650,000 \$1,800,000	Electrical, plumbing, HVAC.	www.americanserve.com asi@americanserve.com	Len Jones and Micah Jones, Owners 1985
6	BENJAMIN FRANKLIN PLUMBING 1833 E. Harmony Road, Suite 2 Fort Collins, CO 80528 970-669-8187/970-669-8194	12 12	\$1,575,087 \$1,513,415	Repair, replace, remodel plumbing and drain cleaning.	northerncolorado.benjaminfranklinplumbing.com barton.palmer@benfranklinplumbing.com	Barton J. Palmer, Owner 2002
7	ACTION PLUMBING AND HEATING INC. 139 12th St. S.W. Loveland, CO 80537 970-669-6093/970-203-9060	10 10	\$1,194,773 \$1,479,560	Plumbing, hydronic heating sales and service, commercial and residential.	N/A actionph1002@qwestoffice.net	Dick Zastrow, Owner and President 1993
8	KAHAR PLUMBING & HEATING INC. 6772 N. Franklin Ave. Loveland, CO 80538 970-461-2412/970-461-2413	10 10	N/A N/A	New construction, residential/commercial, radiant heat, tankless water heater, radon systems, grey water.	www.kahar-plumbing-heating.com kaharplumbing@hotmail.com	Jeff Gallagher, Vice president 1983
9	DPH INC. P.O. Box 270433 Fort Collins, CO 80527 970-567-3311/970-224-5046	10 10	N/A N/A	Industrial, commercial, residential plumbing and hot-water heat.	N/A dphinc@msn.com	Mark Daugaard, President 2002
10	PATRICK PLUMBING & HEATING 3600 Horsetooth Court Fort Collins, CO 80526-6403 970-225-2282/970-225-0822	7 7	N/A N/A	Service, remodel, hydronic heating, residential new construction, commercial, tenant finish.	www.patrickplumbing.com pph2500@comcast.net	Mike Patrick 1993
11	PAUL'S PLUMBING & HEATING 335 Eighth St. S.E. Loveland, CO 80539 970-663-3493/970-663-0581	7 10	N/A N/A	Plumbing, sewer and drains, excavating, septic systems, 24-hour emergency service.	www.paulsplumbinginc.com raeann@paulsplumbinginc.com	Paul Kisselbach, Owner 1984
12	SANCO PLUMBING & HEATING INC. 1331 S. Garfield Ave. Loveland, CO 80537 970-667-2281/970-669-3373	6 7	\$700,000 \$1,000,000	Plumbing, hydronic heat, new construction, service & remodels.	www.sancoplumbing.com judy@sancoplumbing.com	Bill Sandage and Judy Sandage, Owners 1986

Region surveyed is Brighton, Larimer and Weld counties.
N/A-Not Available
Allen Plumbing & Heating Inc. refused participation in this project.
Linds Plumbing & Heating Inc. and Hahn Plumbing & Heating Inc. likely should have made this list but did not respond to multiple survey requests before deadline.

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

celebrate!

You are invited to the
2009 Fort Collins Area Chamber of Commerce
Annual Dinner
on February 26, 2009
beginning at 5:30 p.m.; dinner served at 6 p.m.
at the Hilton Fort Collins
425 W. Prospect Road

This will be an evening of celebration—recognizing the people, places and businesses that make Fort Collins exciting.

Cost:
\$69/person before Feb. 16; \$79 after
\$675 for a table of 10
Registration closes Feb. 20, 2009
Complimentary bar and dinner included in the ticket price.
Suggested Dress is Business Attire.

Space is limited. Payment must accompany registration. Checks and major credit cards are accepted by phone (970.482.3746) and fax (970.482.3774).
Mail or deliver registration and payment
(225 S. Meldrum, Fort Collins, CO 80521).
Online registration available at www.FortCollinsChamber.com.
No refunds are offered for the Annual Dinner.

Thank You to Our Sponsors





Certified
pre-owned



2005-2007			
Certified Audi A4s			
0.9%	x	36	mo
1.9%	x	48	mo
2.9%	x	60	mo
W.A.C.			



2006			
Certified Audi A6s			
2.9%	UP TO	36	mo
3.9%	UP TO	48	mo
W.A.C.			

Industry-leading
300+ point inspection
and certification.



3003 South College Ave.
Fort Collins, CO 80525-2535
907-226-3000

"Audi" and the four rings and Audi emblems are registered trademarks of AUDI AG. ©2008 Audi of America, Inc. To find out more about Audi, see your dealer, call 1-800-FOR-AUDI or visit us at audiusa.com.

Housing deal recipe needed lots of cooks

Federal, state, local players collaborate on affordable project

FORT COLLINS — Here's a story about a big real estate deal that actually got done last month, when so many others are high-centered while parties wait for some fiscal stability.

That the \$10 million transaction benefits low-income Northern Colorado residents makes it even more of a good-news tale.

The Stanford Apartments, a 40-year-old, 82-unit complex on Stanford Road in south-central Fort Collins, is under new ownership by the Fort Collins Housing Authority, which plans to start an overdue makeover within the next couple of months.

The transaction that brought the property to the public housing agency is about as complicated a deal as anyone has seen in this region, with so many ingredients that the average person (this one, for example) needs some help understanding it all.

The players include the Aurora real estate investor who owned the complex, the Colorado Housing Finance Authority,

local affordable housing finance agency Funding Partners, the Governor's Office for Energy, the Fort Collins Housing Authority and, on the private investment and lending side, 1st Bank of Northern Colorado.

Tools for the job included federal affordable housing tax credits funneled through the state housing finance agency and purchased by 1st Bank; a \$1.3 million bridge loan from Funding Partners; energy-efficiency grant money from the governor's office; a \$3 million construction loan from 1st Bank; and \$2 million in permanent financing, also through 1st Bank.

The winners are the residents of Stanford Apartments who, after all the upgrades to their one- and two-bedroom units are complete, will pay rents that will never exceed \$600 per month — and, at the same time, have access to such amenities as a newly constructed parking garage and clubhouse.

The role 1st Bank played in knitting together all the moving pieces of the transaction grew naturally out of the bank's commitment to housing needs.

"Our primary community reinvestment mission is affordable housing," 1st Bank President Pat Brady said. "I've spent nine years on the Fort Collins Housing Authority Board, serve on the Funding Partners board, and I also just happen to be a bank president."

Brady was an arm's-length participant in the deal, given his role as a director of the two local nonprofit participants. He delegated the financing logistics to Nicole



REAL ESTATE
Tom Hacker

"We had a long-term customer, and we had a history. This is all so relationship-based."

Pat Brady, president
1st Bank of Northern Colorado

Reeves, a senior vice president and commercial lender at the bank's Loveland office.

Brady said the bank's investment in affordable housing tax credits, a popular tool for investors, was a unique step and likely one that he would hesitate to take again, given the regulatory climate that bankers are living in these days.

"This was really a unique situation," Brady said. "We had a long-term customer, and we had a history. This is all so relationship-based."

The logistics of major construction work on an occupied building present another set of complications in the deal. Mike Salza, development director for the Fort Collins Housing Authority, said the agency's plan called for residents to be displaced for no more than two days, with the authority in some cases picking up the tab for hotel accommodations.

Funding Partners Executive Director Joe Rowan said the housing authority would repay the bridge loan from his agency in large measure with proceeds from the sale of older, single-family homes in its inventory.

The housing authority has a record of successful apartment rehabilitation projects that include the Village at Elizabeth, near the intersection of Elizabeth Street and Taft Hill Road, and the Village at Plum in the Campus West neighborhood.

In each case, the authority banked sufficient money at the conclusion of the purchase and rehab transactions to fund additional projects.

"We did the same thing on Elizabeth, and we used a chunk of those proceeds to put into this project," Salza said. "Each deal should give you the seed money to do the next one."

With the "walk-away money" from the Stanford Apartment project, the authority will investigate other purchase opportunities, and perhaps pull the same players together to bring another affordable housing project to the market.

"What's really cool about this project is that the rents are capped at \$600," Brady said. "All of this is to help 82 families who are living on 40 percent AMI (area median income)."

In times like these, what could be better than that?

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



THE FUTURE IS CLEAN ENERGY

Saturday, March 7
6:30 pm - 11:30 pm
Fort Collins Lincoln Center

to benefit TREES, WATER & PEOPLE's local Clean Energy Program

TICKETS: \$30 In advance \$35 After March 5
Call 970-484-3678 or purchase online at www.treeswaterpeople.org

FEATURING:
Casino Gambling
Tasty Hors D'oeuvres
Free ODELL Beer
Live & Silent Auctions
Music by THE ATOLL

Our Sponsors Make It Possible











First National Bank Lyric Cinema Cafe Houska Automotive Aqua Engineering
Color Pro KUNC Rocky Mountain Sustainable Living Assoc. Sign-A-Rama

Achievement ...
Our Goal
For Your Project



A Leader in Engineering & Surveying Services



J-R ENGINEERING
A Westrian Company

Colorado:
Colorado Springs Denver North Denver
Fort Collins Glenwood Springs

Wyoming:
Cheyenne

Marketing. Simplified.

COME START A RELATIONSHIP—NOT A RETAINER.

We're **PRstore**, your one-stop shop for your marketing and advertising needs. Whether it's a website, marketing plan, brochure, logo, custom apparel or even getting your company's message on a billboard, we are here to advise and help you choose the most effective path for your marketing dollars.



PRstore - Fort Collins
115 E. Harmony Road
Phone: 970.225.0563

Learn more at prstore321.com



United Way



United Way of Weld County

YOUR GIFT HELPS CREATE LASTING CHANGE. THANK YOU.

PLEASE SUPPORT THE COMPANIES THAT SUPPORT OUR COMMUNITY THROUGH UNITED WAY.
Building a stronger community — together. Your United Way contribution helps change lives today and improves tomorrow.
And that benefits us all.

A special thank you to the following companies and their employees.

Your generous support will improve the lives of thousands in our community.

THANK YOU.

A Kid's Place
A Woman's Place
A. Bruce Johnson & Associates
Aaron's Sales & Leasing Ownership
Abbott Laboratories
Advanced Direct Mailing Services
Advantage Bank
AE Associates, Inc.
Agilent
Agland, Inc.
Aims Community College
Air National Guard 137th Space Warning Squadron
Alamo Liquor
All-Brite Janitorial Service
Allnutt Funeral Service
Allstate Giving Campaign
Alpine Gardens
Alpine Lumber
Anadarko Petroleum
Anderson & Whitney, P.C.
Anheuser Busch
Atmos Energy
Ault Chiropractic Clinic
B & G Equipment Co.
Baessler Construction Company, Inc.
Bank of Choice
Bank of Colorado-Ft. Lupton
Bank of the West
Barron's Oil Field Service, Inc.
Beckman Coulter
Bed, Bath, and Beyond
Benchmark Custom Homes
Ben's Furniture
Big R Bridge
Bill Coleman Productions
Bliss Investments, LLC
Borders Books Music Movies & Cafe
Boy Scouts - Longs Peak Council
Boys & Girls Club of Weld County
Bratton's Office Equipment, Inc.
Bristol Meyer Squibb
Burrows Enterprises/Fisher Pumps
Cache Bank & Trust
Café Mexicali
Capital Investment Counsel, Inc.
Carbon Valley Chamber of Commerce
Carbon Valley Recreation Center
Carestream Health, Inc.
Centennial Ag Supply
Child Advocacy Resource & Education (c.a.r.e.)
Chili's Grill & Bar
Chipotle
City of Evans
City of Fort Lupton
City of Greeley
Coca-Cola Greeley
Colorado Combined Campaign
Colorado Community Bank
Colorado Community Bank of Johnstown
Colorado Dept. of Education
Colorado Dept. of Human Service
Colorado Health Foundation
Colorado Premium Foods
Colorado Rockies
Comcast Cable
Community Radio for Northern Colorado
Compass Bank
Computer Information Concepts Inc.
Connecting Point of Greeley
Connections for Independent Living
Consumer Credit Counseling of Northern Colorado
Copy Right Printing
Coren Printing
Cottonwood Travel
Crabtree Brewery Company
Crash Repairs
Crop Production Services, Inc.
D & S Steel Buildings
Dairy Specialists
DCP Midstream, LLC
Delta Detail of Colorado

Discount Attention Getters!
Dohn Construction, Inc.
DoKaJoVi
Dragon Phoenix Restaurant
Drahota Commercial, LLC
Eaton Post Office
EDS Global
Ehrlich Family of Dealerships
EJ's Tanning Salon
El Pomar Foundation North Regional Council
El Pomar Foundation/Karl E. Eitel Fund
Eldergarden Adult Day Program
Enterprise Rent A Car
Envision
Evans Area Chamber of Commerce
Evans Post Office
Farm Credit Services of the Mountain Plains
Farm Service Agency
Farmers Bank-Ault
Farmers Insurance - Beto Loya Agency
Farr Family Fund
Federal Express
First Community Bank of Erie
First National Bank
FirstBank of Northern Colorado
Flood & Peterson Insurance, Inc.
Florio's Shoes
Fort Lupton Lodge #100
Front Range Roofing Systems
Frontier Printing
General Electric
Gene's Barber Shop
George's Rental and Supply Inc.
Ghent Motor Company
GMAC Financial Services
Grandview Family Chiropractic, LLC
Greeley - Evans School District 6
Greeley Area Habitat for Humanity
Greeley Area Realtor Association
Greeley Chamber of Commerce
Greeley Dream Team
Greeley Family Fun Plex
Greeley Ice Haus
Greeley Medical Clinic
Greeley Post Office
Greeley Transitional House
Greeley Wesleyan Church
Growling Bear Company, Inc.
Guardsmark, LLC
Guttersen and Company
Hangar 1
Harris Fueling Inc.
Hensel Phelps Construction Co.
Hewlett Packard
High Plains Library District
Highland Early Childhood Education Center
Hinds Financial Group
Holden Marketing Group
Home Depot
Honda of Greeley
Honey Baked Ham
Horton Feedlots, Inc.
Hospice & Palliative Care of Northern Colorado
Hot Spot Espresso Catering
Houtchens, Houtchens & Greenfield
IBM
JBS USA - Beef Plant
JBS Five Rivers Cattle Feeding Gilcrest
JBS USA - Corporate
JBS USA - Lamb Plant
JC Penney Company
Joanne's Fabrics
Jones & Keller, PC
KBN Engineers
Keller Williams Realty of Northern Colo
Kennedy & Coe, LLC
Kenny's Steakhouse
Kersey Post Office
Key Bank of Colorado
Kindercare Child Care
King Soopers #104
King Soopers #105
King Soopers #11

King Soopers #32
King Soopers #95 - Pharmacy at Sunrise
King's Pawn Shop
Knowledge Quest Academy
Kodak Colorado Division
Kohl's
Kreps Wiedeman Auctioneers and Real Estate
KUNC
Lakeshore
Lextron, Inc.
Louis and Harold Price Foundation
Lowes
Mariposa Plants, Flowers & Gifts
Marty and Dan's, Inc.
Maxfield Services Corporation
Meadow Gold Dairy, Inc.
Meadowlark Optics, Inc.
Meals On Wheels
Metal Container Corp.
MetLife Foundation
Monfort Family Foundation
Monfort Family Health Center
Morrell and Associates
Mortgage Services, LLC
Mountain Plains Corvette Club
National Board of Chiropractic Examiners
Nationwide
NCMC, Inc.
New Frontier Bank
New West Bank of Greeley
Noffsinger Manufacturing
Norfolk Iron & Metal
North Colorado Medical Center Foundation
North Colorado Medical Center/Banner Health Colorado
North Ft Collins Business Association
North Range Behavioral Health
North Station
Northeast Behavioral Health
Northern Colorado Paper, Inc.
Office Depot #328
Park Avenue Dental Associates
Payless Shoe Source
Perkins Restaurant
PFC Payment Solutions
Pfizer, Inc.
Phelps-Tointon, Inc.
Piton Foundation
Pizza Street
Porter Industries
Poudre Valley Rural Electric Asso.
Precision Oil Field Tools, Inc.
Premier Members Federal Credit Union
Professional Finance Company, Inc.
Prudential Rocky Mountain Realtors
Qualistar
Quebecor World Loveland
Qwest Communications
Qwest Foundation
RE/MAX Alliance
Regent Broadcasting
Rehabilitation & Visiting Nurses Association (RVNA)
Robert Shreve Architects & Planners
Roberts & Lee Manufacturing
Roche Constructors, Inc.
Rocky Mountain Motorcross Association
RR Donnelley Norwest, Inc.
Ruesch, Biddle & Larson CPA's, LLC
Saint Andrews Episcopal Church
Salud Family Health Centers
Saucedo Oil Field Services
Schmeeckle Bros. Crane Service
Sears Real Estate
ServiceMaster of Weld County
Shirazi Benefits, LLC
Showcase Art Center
Siebert & Associates, PC
Signature Bank
Silver Saddle Motor Lodge
Smith Barney Investment Center
Social Security Administration
Solecki Chiropractic & Physical Therapy Clinic

Spradley Barr Ford, Lincoln, Mercury, Inc.
St Peters Catholic Preschool
StarTek, Inc.
State Farm Insurance Agent-Gesterling
State Farm Insurance Companies
Steamway Floor to Ceiling
Strategic Resources West, Inc.
Syngenta Crop Protection, Inc.
Target #1813
Temple Hoyne Buell
Texas Roadhouse
The Boogie Man
The Community Foundation Serving Greeley & Weld County
The Dollar Tree
The Greeley Tribune
The Group, Inc.
The Pepsi Bottling Group
The Rock of Greeley
The Wing Shack
Thissen Construction Corporation
Thomas & Tyler, LLC Commercial Properties
TIC - The Industrial Company
Town of Milliken
Town of Windsor
Tri-State Commodities
TSN West, LLC
UBS Financial Services, Inc.
UNC Foundation, Inc.
Unified Title Company
Union Colony Preparatory School
Union Pacific Foundation
Union Pacific Railroad
United Parcel Service
United Way of Morgan County
University of Denver
University of Northern Colorado
Upstate Colorado
US Bank
US Cable
Valero Energy Corporation
Vestas Blades America, Inc.
Vision Clinic at Foxhill
Vita Restaurant
W.W.F. Incorporated
Wachovia Securities
Walgreens
Wal-Mart Associates
Wal-Mart Store #5051
Wal-Mart Supercenter #980
Waste Management
Wee Love Preschool
Weld County Garage
Weld County Government
Weld County Legal Services
Weld County School District R.E. 1
Weld County School District R.E. 10
Weld County School District R.E. 2
Weld County School District R.E. 3J
Weld County School District R.E. 4
Weld County School District R.E. 5J
Weld County School District R.E. 7
Weld County School District R.E. 8
Weld County School District R.E. 9
Weld Food Bank
Weld Laboratories, Inc.
Wellpoint Foundation
Wells Fargo Bank
Westerman Rocky Mountain
Western Computer
Westlake Wine and Spirits
Wholesale Plywood & Lumber
Windsor Lions Club
Winograd Family Fund
Women's Clinic of Greeley
Women's Fund of Weld County, Inc.
Woodward Governor Company
Word Weaver
Xcel Energy
ZLB Plasma Services

Any omissions or errors are simply human error and not a lack of recognition or appreciation!

LIVE UNITED™



United Way of Weld County

PO Box 1944, 814 9th Street | Greeley, CO 80632 P 970-353-4300 www.unitedway-weld.org

BREWERY, from 7

Brewery was its established product. "It seemed like the product part of it was in place. What it needed was business management," Jan Peters said.

She admits they should have done a little more research upfront on such a competitive industry. "It has been a huge struggle because of the other microbrewers in town. Adding to the struggle is, in a startup brewery, the time frame of becoming profitable is five to seven years. It's difficult to compete where other breweries are seated in terms of price. What we need is volume to be extremely competitive."

But the couple have no regrets. "It's actually been a wonderful family business," she said. "It doesn't require a lot of people so you can get connected with your employees. They have a real passion for what they're doing."

Separation of work and home

Separating work from home, however, is like separating church and state, in Jan Peters' view. "You have great intentions but it doesn't always happen." A family business run well requires strong family values, trust and open communications. "You always have conflict, it's how you solve it. We haven't had to bring in an outsider yet."

The Peterses' daughter Tina and son-in-law Jake Eatherton, both work at the brewery as well. Tina Peters works part-time and commutes to Seattle for her job as a project manager for a software company. Eatherton works as a sales representative for the brewery.

Jan, who oversees the creative end of business, and Tom, who keeps an eye on the manufacturing end, share an office. "It just helps to be that close," she said. "I might hear enough about something that I don't have to spend so much time when I go home to go over work. In a business this size and with the expansion, it becomes real important to leave it (work) at the door."

Fort Collins Brewery employees may feel like a family of 10, but that number will increase when it moves into its new 30,000-square-foot digs slated for the northwest corner of Lemay and Lincoln avenues. The new building, besides being easier to get to for bike riders, pedestrians and motorists alike, will have a larger tasting room, a restaurant and a bar.

The restaurant will feed into the cravings of visitors to Fort Collins, Jan Peters said. Right after recreation opportunities, microbreweries are one of the biggest draws for the city. The new space, Jan Peters said, will be perfect for special events such as rehearsal dinners and wedding receptions.

Fort Collins Brewery

Founded: 2003
Management: Tom and Jan Peters, owners
Headquarters: Fort Collins
Product/Service: Beer
Employees: 10
Web: www.fortcollinsbrewery.com

There will also be a meeting room that can seat 50 or so people.

She expects ground to be broken on the new facility in mid-March and doors to open for the first beer by late fall. The building will also include leasable space which, in years ahead, the business can grow into itself.

She said the company has what it needs in terms of product, artwork and packaging. "It's just a matter of getting it to more people. Visibility (of the new building) will definitely make a difference."

Microbrews fit economic times

The economy, so far, hasn't hurt the market for microbrews because people eschewing wine's sometimes expensive price tags are turning to craft beers. That helps make up for drinkers who have switched to Pabst Blue Ribbon or any number of other mainstream beers. "It's less money than wine, it's cool, in style and you're not breaking your wallet to have it," Jan Peters explained.

Fort Collins Brewery suds are in every liquor store in the state. "What is difficult are bars and restaurants, especially in our own backyard because of the competition in the craft industry," she added. "Bars and restaurants are set up only with so many draft handles. Sometimes they rotate on and off or they end up pouring client favorites. A lot don't have space for 20 to 30 tap handles in the restaurant. Little by little we're getting there."

A family business is typically not a huge money-maker, but for Jan Peters, one of the best benefits is having everyone around. Though the Peterses' son works in the construction industry in Seattle, mom Jan remains optimistic. "Maybe when we move to the new location and produce more for states on the West Coast he'll become a part in some sales form."

With the number of family businesses passed on to second generations dwindling, she hopes that her kids will want to keep the brewery going.

There are loads of additional sustainable business education opportunities available this year, many highly targeted to your industry or specific function, be it marketing, operations, product development, management, finance, etc. Take some time to check out www.sustainablebusiness.com and click on the "events" tab for an ever-expanding calendar of conferences and workshops around the country. There is guaranteed to be something there for almost everyone to learn more and become that green hero at your company.

Lara Williams is the founder of The Green Team Real Estate in Fort Collins, focused on promoting greener living options. She covers green businesses quarterly for the Business Report. Contact her at Lara@GreenTeamRE.com.



SOURCE: BUSINESS REPORT RESEARCH

Image courtesy Aims Community College

Budget expectations

Expectations for budget cuts in higher education remain a moving target as the Colorado legislature, economists and tax assessors try to gauge the damage being wrought by the ongoing economic downturn. Here's how things were looking for Northern Colorado's four institutions of higher education in mid-February:

- **Aims Community College** – 5 percent (about \$700,000) in across-the-board cuts in current school year and another 5 percent for the 2009-10 school year
- **Colorado State University** – \$7.5 million in cuts for current school year and \$5 million next year
- **Front Range Community College** – 4 percent (about \$900,000) in cuts for the three-campus system this year and 7 percent (about \$1.6 million) next school year
- **University of Northern Colorado** – \$1.6 million reduction in state funds for current fiscal year that ends June 30 and \$1.3 million in state fund cuts for next fiscal year

AIMS, from 1

number of permits at 2,340, a 29 percent increase over 2007.

Could be worse

Marsi Liddell, Aims' president, said the Greeley-based college is making a 5 percent across-the-board cut for the current school year and will make another 5 percent cut for the next school year to deal with an expected \$1.4 million total reduction in state aid.

Liddell noted that Aims is faring better than most other schools, with only about 21 percent of its revenue coming from the state.

"In terms of state appropriations, our budget cuts don't look as bad as a school that has 60 to 70 percent of its revenue from the state," she said. "Right now we're looking OK for this year, but there's no telling what '09-'10 and '10-'11 will look like."

Liddell said Aims will likely make a tuition hike in the fall to help offset the budget reductions to its overall \$43.3 million budget. Aims could get another infusion of money from House Bill 09-1079, which would allow Berthoud residents to vote themselves into Aims' tax district in exchange for a reduction in tuition.

Aims is planning to build a campus at the northeast corner of Interstate 25 and Colorado 56 just east of Berthoud. A firm date for beginning construction on the site has not yet been determined.

All feeling pinch

Elsewhere in Northern Colorado, other higher ed schools are also feeling the pinch of a sour economy. CSU, the region's biggest by far, is looking at ways to pare about \$7.5 million this year and another \$5 million next year from its \$820 million budget.

But those cuts are smaller than had been anticipated, and possible layoffs predicted by Interim President Tony Frank in early January may not have to be made, said Richard Schweigert, the university's CFO. "They make layoffs much less likely in any mass fashion," he said. "We are keeping our eye on the ball and there's a March revenue projection that will really define the issue."

Mike Kupcho, interim president at Front

"There's no telling what '09-'10 and '10-'11 will look like."

Marsi Liddell, president
Aims Community College



LIDDELL

Range Community College, said cutbacks for FRCC's three campuses, including Larimer County, will amount to about 4 percent, or about \$900,000, for the current fiscal year and 7 percent next year.

Kupcho said the \$900,000 shortfall will be covered with a contingency fund. "Front Range has budgeted very conservatively now and in the past, so in this current year it's our intent to cover that with a tuition reserve (fund)," he said.

But it's the \$1.6 million in cuts for the next school year that remain unresolved. "That's where we're really having our budget discussions at this point, and we certainly haven't made any decisions on that yet," Kupcho said.

UNC in Greeley is expecting to cut back its \$177 million budget by a combined amount of about \$2.9 million for the current school year and the 2009-10 year. Kay Norton, UNC president, said that's less than was expected — if those figures hold.

"While this is still a significant amount, it is gratifying to see the governor following through on his often-expressed commitment to higher education," Norton said in a staff memo. "But it's also important to remember that his recommendations are based on highly fluid revenue projections."

Gov. Bill Ritter has proposed about \$100 million in cuts to higher education for the 2009-10 fiscal year, an overall statewide reduction of about 12 percent.

Nate Haas, a UNC spokesman, said the university is studying its options for making the cuts. "We are positioned well for this kind of discussion, with our academic plan that identifies areas of priorities," he said.

Colleges and universities do have one positive aspect of the economic downturn on their side. Laid-off workers are enrolling in droves to reposition their job prospects, and Aims' enrollment is up about 10 percent for the current school year while Front Range is up by about 8.5 percent.

GREEN HERO, from 10

facilities.

Organized by the U.S. Green Building Council, the event takes place this year in Phoenix, Nov. 10-12, at the Phoenix Convention Center. The USGBC is still in the planning phase, so an agenda is not yet available.

Rest assured, however, that there will be more interesting sessions available than a single person could possibly attend at this event, so start planning now. (And start budgeting, because the cost is a little on the high side). It's well worth the time and money to remain current on the latest thinking in the green building sphere and see all the newest products, technologies and services. For more information about this world-class event, go to www.greenbuildexpo.org

What to do when there's too much room at the inn

B&Bs use economic downturn to regroup, fine-tune marketing

Keepers of small inns are a special breed, offering a special product in the hospitality mix. However, being special is no proof against a rotten economy, and the damaging effects of the recession on Colorado's B&Bs may not appear until next summer.

"We have not seen members going out of business—yet," said Karen Cullen, owner of **1892 Victoria's Keep** B&B in Manitou Springs and president of the Bed and Breakfast



STEPPING OUT
Jane Albritton

Innkeepers of Colorado. "B&Bs in the state had a pretty good summer in 2008, and winter is historically slow unless you are in a ski area. I think that in the next eight to 14 months, we might see some fallout."

Meanwhile, innkeepers are getting creative.

"Starting in January of this year we began offering rollback recession rates," said Greg Belcher, owner of **The Edwards House Bed & Breakfast** in Fort Collins. "This has been the worst January for us by a long shot. I'm a member of two statewide associations, and many members are on the verge of closing their doors."

Belcher, who opened Edwards House in 1993, said that in a lifetime of being in business, he has never seen a recession like this one.

"This is like Japan in the '80s," he said. "People were shocked at the suddenness of the decline in the economy and became afraid to spend money."

However, Belcher sees the economic nosedive and the associated slowdown in bookings as an opportunity to take stock of what works and what could be improved.

"We are doing some major renovations on the rooms and doing all the good 'green' things," he said. "We are being vigilant about our use of energy and water."

Missy and Steve Levinger, owners of the historic 37-room **Armstrong Hotel** in Fort Collins, are taking a similar approach.

"We are using this slowdown to kind of catch up with ourselves and do the things, like advertising, we have been wanting to do but didn't have time for," Missy Levinger said. "We also had to think about our plans to create a nice lounge and banquet space in the basement."

Because the Levings had secured funding for the project before the market went rappelling without a rope, they decided to go ahead. They are also in the envi-

"B&Bs in the state had a pretty good summer in 2008, and winter is historically slow unless you are in a ski area."

Karen Cullen, president
Bed and Breakfast Innkeepers
of Colorado

able position of owning a building that includes not only the hotel, but also a clutch of popular restaurants.

"Mugs, The Chocolate Café, Choice City Butcher & Deli and Hu Hot have a loyal clientele and kept their customer base even in November when things got very, very quiet in the hotel," Levinger said. "We have regained a good occupancy rate, but things are being booked differently. Lots of people came up from Denver for First Night Fort Collins. We didn't expect that."

She added that they would start publicizing some of the ways The Armstrong has always supported the community.

"When a guest makes a reservation, for example, we ask if they would like a free ticket to one of our local theaters," she said. "We offer tickets for **Bas Bleu**, **OpenStage** and **Nonesuch**. If they want two, they can buy the second one. It's a way for us to support the arts."

Sue Buchman, who owned the **Cattail Creek Inn** in Loveland with her husband, recalled that being part of the arts community was one of the highlights of running a B&B.

"We had people who stayed with us every year for the sculpture show in Loveland," she said. "Meeting people is one of the wonderful parts of being an innkeeper."

When the Buchmans opened their B&B in 1995, they had a 10-year plan and an exit strategy.

"We thought 10 years was about what we were good for," she said. "We put it on the market in year nine, and then it took three years to sell it, which is typical."

In speculating on the near future of B&Bs and small hotels, Buchman, like Belcher and Levinger, is optimistic.

"I have observed that people are trying to diversify and becoming more creative in how they market," she said. "In New Mexico, one B&B has started growing lavender and adding it to food and gift products. Others are adding spas. Some with an interest in art are creating gallery space. Guests who share those interests may not come as often, but they will come."



Krista Watzel, Northern Colorado Business Report

ROOMS AVAILABLE — Owners of the Armstrong Hotel in Fort Collins, Missy Levinger and husband Steve (not pictured), are using the slowdown in the economy and business to play catch up to work on renovations and advertising.



Serious regional cooking

All praise to the eating establishment that can serve very specific regional cuisine far from its roots and still please native tongues. It is a risky business, but at least four places in Northern Colorado do it extremely well: **Taste of Philly** in Fort Collins and Greeley, **Lucile's** in Fort Collins, **Okole Maluna Hawaiian Grill** in Windsor, and the brand-new **Serious Texas Bar-B-Q** in Loveland.

Taste of Philly's cheesesteak and Tastykakes and Okole Maluna's Ahi poke and lomi-lomi salmon transport diners worlds away, while Lucile's and Serious Texas Bar-B-Q create whole sensory worlds. Lucile's could have been plucked right out of a New Orleans neighborhood.

"It has the right ambiance, the right tastes, and the right social qualities," Kate Browne, professor of anthropology at CSU whose current research focuses on New Orleans culture after Hurricane Katrina, explained. "The only better place to eat beignets and drink chicory coffee is at **Café du Monde** in the French Quarter."

Likewise, the newest outpost of Durango-based Serious Texas Bar-B-Q looks right, smells right and tastes right to this Texan. Even the nondescript landscape south of Fort Collins and north of Loveland on U.S. Highway 287 fits. Texas barbecue joints do not require foot traffic to be successful: Lovers of smoked brisket, pork ribs, pork loin, turkey and sausage happily drive to get them.

Manager Blake Mote said that traffic has been very good, possibly because prodigious amounts of meat are available for a reasonable price.

"We need to be able to seat more people," he said. "We will open up a second register as soon as we can."

Mote added that even though the owners, Joy and Cook Swanson, are University of Texas alums, customers are invited to add their own Texas memorabilia to the décor.

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



LIVINGSTON
REAL ESTATE & DEVELOPMENT LLC

Commercial Real Estate Services Tom@TomLRD.com

970-266-0333

Should Our
Business be Leasing
or Consider Purchasing Space

Call to receive a free property availability listing
AND Starbucks on me.



STEWART, from 17

Study grants awarded

That's why Stewart Environmental was awarded a couple of grants from the Colorado Department of Agriculture to determine the feasibility of using anaerobic digesters to generate burnable biogas from dairy cattle manure.

In late December, Stewart Environmental was awarded a \$50,000 grant from the state's Advancing Colorado's Renewable Energy, or ACRE, program. Fort Collins-based Stewart Environmental had earlier received a \$25,000 ACRE grant to begin the feasibility study.

The current phase of the study is conducting an inventory of available organic materials in the region. Guthrie said Stewart Environmental is focusing on confined dairy feeding and milking operations that could produce enough manure to make collective ownership of an anaerobic digester system affordable and even profitable.

So far, Stewart Environmental's research has shown that the smallest feasible concentration of dairy cows for a regional digester would be 5,000 head within a two-mile-or-smaller radius due to transportation costs. The company determined there are six such locations within Weld and Morgan counties.

The cost of a digester — beginning at about \$1 million — is prohibitive to an individual dairy operator and only a collective use of the device would make it affordable. "The big opportunity is to take a look at the shared economics of the larger digestive system," Guthrie said.

Potential benefits to dairy producers include a reduction in on-site manure odor and methane emissions and a biogas that could produce electricity for on-site operations and possible sale to the electric grid.

"The hydrogen and the methane produced can co-generate (biogas) on site to heat boilers, create electricity on site, or — if there's enough — be used to power turbines and put electricity on the grid, or clean the gas and put it into a pipeline," Guthrie said.

Les Hardesty, owner of Cozy Cow Dairy near Windsor and former president of Dairy Farmers of America, said he thinks dairy operators would "absolutely" be interested in such a concept. "You think about sustainability and being earth-friendly," he said. "We have an energy source — continually produced — that can be converted fairly easily into gas or electricity. I think it's exciting."

"It's a travesty to just land-apply that stuff because it has a lot of potential energy."

Forbes Guthrie, director of business development
Stewart Environmental Consultants Inc.

Carbon offset incentive

Guthrie notes that another possible incentive for dairy producers is the potential sale of carbon offset credits to companies wishing to reduce their carbon footprint. Susan Innis, program manager for the Colorado Carbon Fund program under Gov. Bill Ritter's Energy Office, said reducing emissions through the use of anaerobic digesters is a goal of Ritter's New Energy Economy philosophy.

"We're definitely interested in anaerobic digester technology," Innis said. "The Colorado Carbon Fund is very interested in purchasing offsets from projects like that."

Guthrie said while there are numerous examples of biogas facilities in Europe and Scandinavia producing electricity and heat, the idea is just beginning to catch on in the United States. One company, Texas-based Microgy, has eight 900,000-gallon digesters that can produce 2,000 million BTUs of renewable natural gas daily at its Huckabay Ridge Facility, one of the largest in the world.

Guthrie said the next step toward creating a Northern Colorado dairy-based anaerobic digester facility is to find a group of dairy operators willing to participate in a pilot project.

A report prepared by Stewart Environmental for the Colorado Department of Agriculture calls for an initial investment of \$8.2 million, which would include a fleet of vehicles to transport manure and byproducts. A model based on that investment projects annual revenue of \$2.5 million and a payback of less than six years.

Guthrie notes that a pilot program is needed to see if those projections can be met. "Does it really work in real life with all of the atmospheric variables? That's the million-dollar question."

Jan. 8 announcement of Corpus Christi as the one, Mower had other plans for Johnston.

"I offered him a real job," Mower said.

"I had no intention of hanging up my consultant's hat and taking a staff job," Johnston chimed in during a conference call with the Eye. "But that's just how it worked out."

Johnston is now CCREDC's executive vice president, working with Mower on another blockbuster project — the quest for a \$3.3 billion electric power plant fueled by petroleum coke, a byproduct of the oil refining process.

Meanwhile, to hear the two talk, their working environment is akin to Margaritaville.

"We wear shorts and flip-flops to work every day," Mower said.

No way. The Eye knows these guys too well. If they're wearing shorts, they're pin-stripes.

THE EYE, from 3

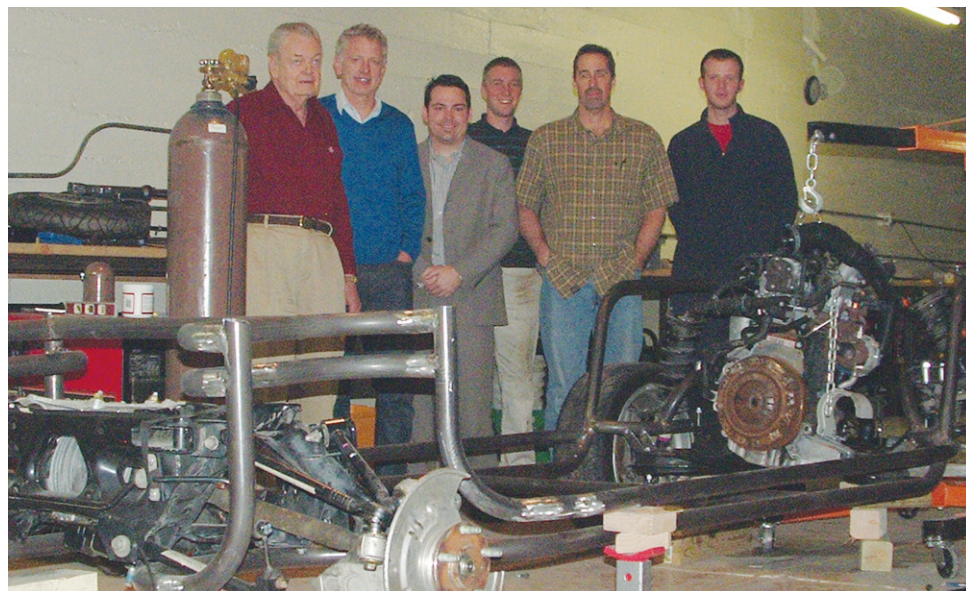
from a waterfront high-rise office building.

In 2007 Mower, president and CEO, had hired his old pal Johnston as a part-time consultant to pursue a mighty plum deal — a \$1 billion, 1.6-million-square-foot manufacturing plant where more than 600 people would work. International diplomacy was called for, since the prospect was located in Tianjin, China.

"I had the great privilege of arranging the initial meetings with these people," Johnston said. "Most of the hours I worked for them were spent on the China project."

Competition was stiff. The Chinese maker of high-grade steel pipe started with a list of 32 locations, and in 18 months narrowed it to eight, then four, then two.

By the time Johnston and Mower were joined by dozens of Texas big wigs for the



Kristen Tatti, Northern Colorado Business Report

HIGH GEAR — The Lightning Hybrid team — from left to right, Sam Johnson Sr., Dan Johnson, Tim Reeser, Jude Hueber, Chris Nitzel and Chris Pennekamp — shows off the chassis of its first working prototype. The company plans to showcase the vehicle at the Denver International Auto Show in April.

LIGHTNING, from 3

Collins in 1994. He sold ECC to Denver-based 3t Systems in 2005 and served as an executive with the company through 2007. Reeser was working on a wind project when he met Dan Johnson's brother, also named Sam, who introduced him to the project that would evolve into Lightning Hybrids.

"We thought we had all the competencies to start a successful startup," Reeser said.

Perhaps one of the more important features of the vehicle is its look — "something a car guy would buy," Dan Johnson explained. The vehicle is being designed around a 1963 split-window Corvette, a vehicle Dan Johnson holds dear to his heart. The entire body of the Lightning Hybrid vehicle will have only one seam and the side-view mirrors will be replaced by cameras in the taillights to reduce drag.

In all, Lightning Hybrids now employs 12, including the founders. Its biggest goal at the moment is to have the first working prototype ready in time for the Denver International Auto Show on April 1.

Competing for X Prize

Additionally, Lightning Hybrids is focused on entering two vehicles in the Progressive Insurance Automotive X Prize, a competition for new viable, super fuel-efficient vehicles that can be available to consumers. The competition will award \$10 million among three prizes in two categories — mainstream and alternative. Qualified teams will race their vehicles cross-country in stages starting this fall and be evaluated for speed, distance, urban driving and overall performance. So far, 120 teams have signed letters of intent to compete and about 30 are active registered participants.

Lightning has already been accepted as a participant in X Prize — its official status is pending the signature of a master team agreement to be released later this year. Dan Johnson said winning the prize is not a major component of the company's success.

"It would be really nice, but it's not part of our business plan," he explained.

Reeser added that the value comes more from the marketing and exposure of winning the award rather than receiving the money.

At the same time, money wouldn't hurt either. The automotive industry is notoriously hard to break into, largely because of the capital costs involved. Lightning Hybrids plans to seek additional investments and pursue grants in order to push

the company to the next stage — production. The company projects it will need \$3 million to \$5 million to get to full scale.

A major element of the X Prize is that the vehicle must be production-ready at 10,000 units per year. It's a goal that Lightning Hybrids is optimistic it can reach. Dan Johnson said that in the perfect world, the company would set up its own full-scale manufacturing site in Loveland. However, production details are still to be hammered out, and some other Colorado firms are showing interest in being involved in Lightning Hybrids' manufacturing.

On the street this year

The decisions will likely need to be made soon to stick to the anticipated timeline. The company hopes to have 10 vehicles on the street by the end of the year, with sales starting in earnest in 2010. The three-wheel version will hit the streets first, since it is technically classified as a motorcycle, requiring less extensive regulatory scrutiny. The target price is \$38,000 to \$58,000.

Compared to other sporty hybrids the price is a bargain. California-based Tesla Motors' Roadster is going for more than \$100,000. Reeser explained that the Lightning Hybrids vehicles are using stored hydraulic power from braking, rather than costly batteries, to boost fuel efficiency.

Cost aside, Lightning Hybrids also plans to differentiate by making all of its vehicles four-seaters. Aptera, another California company, is launching a similarly efficient three-wheel vehicle this year, but it is only available with two seats.

Making a vehicle that can be used every day for every function is the goal for Lightning Hybrids. Even with gasoline prices down nearly half from record high prices in 2008, Dan Johnson feels that Americans are ready to integrate high-efficiency vehicles into their lives.

"Everything trends this way," he said.

Northern Colorado has recently seen a number of startups working on improving the automobile industry. Frederick-based UQM Technologies has been around for decades, developing and manufacturing electric motors for a wide variety of applications. During the past few years, the company has fostered relationships with hybrid-electric vehicle manufacturers to provide various components. Startups Czero Solutions, which is developing a hybrid hydraulic retrofit for large vehicle applications, and VanDyne SuperTurbo Inc., which is developing advanced engine components to drive power and reduce engine size, are up-and-comers in the industry from Fort Collins.

COMMENTARY

EDITORIAL

Let's go back to the future with no-fault insurance bill

It's the one inescapable rule of economics: You get what you pay for.

Take auto insurance. After Colorado abandoned the no-fault system in 2003, individual premiums went down, by about 35 percent, according to a 2007 state study. The average policyholder saved \$322 per year through the switch to the current tort system.

But that dollar-a-day reduction in individual premiums has resulted in much larger costs for all Coloradans.

That same study showed that after the change, insurance reimbursement to hospitals for motor vehicle accident victims also fell — by about 24 percent. Colorado hospitals lost \$175 million in 2006 alone.

Under federal law, hospitals are required to provide emergency services regardless of how — or if — they get paid. Unreimbursed costs are shifted to patients covered by insurance. About 800,000 Coloradans are not, leaving a smaller number of us to shoulder the financial burden.

The basic tenet of the tort system is punishing the responsible party financially. Once the legal system decides who did what to whom, which takes time as well as money, that person's insurance company is supposed to pay the bills. If he has insurance, which the latest figure shows one in six Colorado drivers does not.

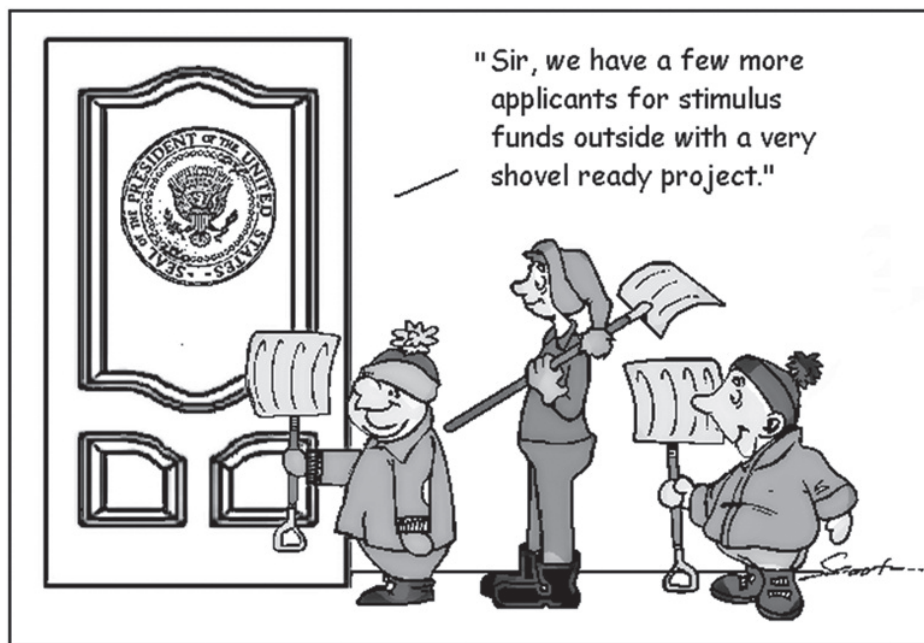
While the insurance companies sort things out, ambulance services, paramedics and other medical providers are stuck waiting for payment and the injured party is on the hook financially.

The Legislature acknowledged this situation last session by enacting MedPay rules requiring auto insurers to offer \$15,000 in medical coverage — drivers can opt out if they have comparable health-care coverage — and an emergency responder reimbursement program funded by higher vehicle-registration fees.

Sounds like we're already paying more while the insurance companies hang on to their cash.

That's why we support House Bill 1226, introduced this session by Rep. Anne McGihon, D-Denver. Modeled after Florida's law, with strict safeguards against fraud, it would effectively repeal the tort system and require state motorists to carry legal liability coverage of at least \$25,000 per person up to \$50,000 per accident. Additional coverage for medical expenses, rehabilitation services, loss of income and death benefits — all part of the pre-2003 no-fault system — would be optional.

When half of all personal bankruptcies involve unpaid medical bills, and hospital cost-shifting threatens the health of both businesses and employees, we think it's time to go back to a system that works for us all.



Third-party ownership would keep New Energy Economy affordable

We all realize that we need energy independence from hostile and unstable countries and that, for the sake of our planet and health, we need to find and switch to new energy sources. But who can afford it?

There are dozens of options for ordinary homeowners to save energy and "go green." But even with rebates, the price for solar or other residential renewable options has remained out of reach for many conscientious citizens. So what if we could do monthly payments or other options to make financing more affordable? We can.

One of the key obstacles to leasing or monthly payment plans is preventing third-party ownership of systems under 10 kilowatts (the size of a typical household system). With this barrier removed there are several investors poised to invest in Colorado's economy and help make the installation, equipment and maintenance affordable for the majority of Coloradans.

We as a state and country spend hundreds of millions of dollars on bill-payment assistance to help the low-income pay their utility bill. Just in Colorado, one in five households request bill-payment assistance. Nationwide, the costs of this program have kept increasing with the ris-

ing cost of energy. One would think that we would create policies that would promote programs to reduce the need for bill-payment assistance.

iCAST, the International Center for Appropriate and Sustainable Technology, initiated a program to provide free solar energy to 1,000 low-income families in Colorado. Providing energy efficiency and solar solutions will reduce the utility bill for low-income families for the life of the installation (typically 30 years) and stop the annual bill-payment assistance needed by these families. It is a program that teaches folks how to fish rather than provide the annual fish allocation.

Change of thinking, policy needed

However, it will take not only a change of thinking but a change of policy to facilitate these longer-term cost-savings.

The state capitol building now has solar panels, as does the governor's residence. Both installations will provide benefits far beyond the clean energy generated from the photovoltaic panels, including community awareness of solar energy. Colorado taxpayer money was not spent on these installations because a third-party investor stepped in to cover the costs.

The investors made this purchase because they could recover the funds through a variety of rebates, incentives and federal tax credits. Unfortunately, a low-income family or organization is

unable to take advantage of the same opportunity because they don't have a tax liability to begin with nor can they monetize tax credits and depreciation allowances.

By keeping solar energy and other similar clean energy technologies out of the reach of regular or low-income families, we are implying that these technologies are only for the wealthy. We can increase affordable choices and access to the renewable energy economy for all Coloradans — and create good jobs in the process. We've challenged everyone to be part of the solution, now let's make sure we can all participate in the solution.

If we allow third-party ownership agreements in Colorado (leasing, lease-to-own) and encourage multiple financing options at affordable price-points for regular people, we can not only increase our energy independence and save money, but we can also trigger economic investment and jobs creation in Colorado.

Morgan Carroll has represented Senate District 29 in Aurora in the Colorado Senate for four years. Ravi Malhotra is Founder and Executive Director of International Center for Appropriate and Sustainable Technology (iCast, www.icastusa.org). Jonathan W. Postal is Executive Vice President of Business Development for Mainstreet Power Co. based in Lakewood.

NCBR poll watch

Are you reassured with President Obama in office?

Yes.

42%

No.

48%

Can't get any worse.

10%

These results reflect responses to the online poll at www.ncbr.com Jan. 26 through Feb. 9.

Next question:

What would you rather have — stimulus check, mortgage relief or a job?

Answer now at www.ncbr.com. Responses will be accepted through Feb. 23.

READER'S GUIDE

WHAT'S AHEAD

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

Special Sections and Ranked Lists

Feb. 27

Agribusiness
Health care
The Edge: Business finance
Lists: Agribusinesses
Ag-Subsidy recipients
Medical clinics

Mar. 13

Automotive
Energy & Utilities
The Edge: Arts & culture
Lists: Cultural venues
Cultural organizations
Utilities
Veterinary clinics

UPCOMING EVENT



SAVE THE DATE



Bravo! Entrepreneur Awards presentation

March 11, 2009

Greeley's Union Colony Civic Center will be the venue for the 11th annual *Northern Colorado Business Report* Bravo! Entrepreneur Awards presentation. Online registration is now available for the event, which begins at 5:30 p.m. on Wednesday, March 11, in honor of seven of the region's best and brightest business people. Anyone who registered for Bravo! last fall is still registered, so if you have yet to make reservations do so as soon as possible by visiting www.ncbr.com and clicking the Events tab on the lefthand side of the homepage. UCCC is located at 701 10th Ave. in Greeley. For more information about Bravo! Entrepreneur and sponsorship opportunities, contact De Dahlgren, *NCBR* marketing director, at 970-221-5400, ext. 202. Platinum sponsor for this year's Bravo! Entrepreneur Awards is EKS&H. Greeley Stampede is providing honoree escorts.

Northern Colorado Green Summit 2009

April 9, 2009

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

EXPERTS, from 7

the absence of any action by the Fed or the Treasury, things would be much worse.

Of course, there are those that say that in a market economy that recessions/depressions are the natural cure to excessive booms. However, the costs of such a laissez faire policy are very high. We need to find the right balance of the private market and government involvement in order for the economy to run as smoothly as possible over a long period of time.

John W. Green, regional economist

Bloomberg defines a depression as a massive (subjective term) decrease in business activity, falling prices, reduced purchasing power, excess supply, rising unemployment and other negative factors.

I think we have had a massive decrease in business activity — although maybe not in Northern Colorado — but how do we measure it? A 3.8 percent decrease in GDP isn't considered massive; I'd say it has to be, cumulatively, more than 10 percent. By the end of the second quarter of 2009, we may have a cumulative decrease of over 10 percent and, if the economy doesn't show signs of growing by then, I'd say we would be in a depression.

I think we're already faced with reduced purchasing power, given the decrease in house prices, the major source of wealth for most Americans, the drop in retail sales and increases in energy costs. I think we have further to go with consumer purchasing decreases. Consumers will continue to pay off debt, increase savings, etc. until jobs start to increase and consumer sentiment increases substantially. But how bad does it have to get before we declare a depression? Probably worse than it is now.

I think unemployment is the key. At the depth of the '30s' depression it was 24 per-

cent. I'd say it has to hit 12 percent now to declare a depression, at least double digits. But during lengthy economic slowdowns (recessions), unemployment is severely underreported because of discouraged workers who drop out of the labor force. There are some who estimate unemployment now might be as high as 13.5 percent.

So, I'd say we could make a borderline case that the country is in the early stages of a depression right now. Keynesian spending by the federal government will help, but not for a year. Tax cuts will help, but not increase business investment because demand is not there and unused capacity is already too great. Credit bailout is helping and will help more, but again, business investment will not occur immediately. Home mortgage bailout is the best bet for immediate help but its passage by Congress is in doubt.

There is no one answer except time. In time, the economy will turn around. But there will be a lot of pain between now and then.

Rhonda Corman, University of Northern Colorado economics faculty member

When asked about the differences between an economic depression and an economic recession, the simplest response is that there really is no comparison. A depression is usually defined as a very severe recession but rarely does anyone go further to define what "very severe" means.

Recessions are technically defined as two consecutive quarters of negative growth in GDP equating to six months of decreasing production, and are usually a result of cyclical economic trends. However, the severity of the economic contraction can vary greatly between recessionary cycles within the economy. Basically, national product could fall by .01 percent or by 25 percent or more, and if

that decline continued for two consecutive quarters, it would be dubbed a recession.

During the depression of the 1930s, the country faced several years of economic contraction, not just six or so months. During those years, unemployment rose to 25 percent, national production fell by approximately 50 percent, and average wages fell by around 40 percent. Our current economic challenges would have to escalate way beyond the current state of affairs to reach that level of despair.

I have been asked by many, namely reporters, as to whether I believed that a depression was on the horizon and my response is short and consistent: "No." Our current economy is years of extreme hardship away from an economic depression.

Does that mean that we should make light of the current state of the economy? Again, no; the lessons to be learned from the current economic situation need to be taken seriously. There are governmental "stops and props" in place now that did not exist in 1929, so depression should be avoidable.

Just in the past 40 years, the U.S. has several times over found itself in circumstances not uniquely different from today's (except perhaps in scale), and the public sector intervened in order to stabilize the economic environment and attempt to protect the average working American from suffering the consequences brought on by the actions of a few.

The trend of repeating the same pattern of irresponsible and reckless behavior every 20 or so years has got to end here. Our public sector is ear-deep in debt due in part to its assumed role as "economic superhero."

Do you have a question about the economy, business trends, or anything going on in the Northern Colorado business world? Send it to news@ncbr.com, and we'll try to find local experts to address it in this space.

Northern Colorado BUSINESS REPORT

OFFICE

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

PUBLISHER

Jeff Nuttall ext. 201
jnuttall@ncbr.com

ASSOCIATE PUBLISHER

Lori Buderus ext. 221
lbuderus@ncbr.com

NEWS

Editor
Tom Hacker ext. 223
thacker@ncbr.com

Managing Editor

Kate Hawthorne ext. 224
khawthorne@ncbr.com

Reporters

Kristen Tatti ext. 219
ktatti@ncbr.com

Steve Porter ext. 225
sporter@ncbr.com

Chief Researcher

Joshua Johnson ext. 227
jjohnson@ncbr.com

Copy Editor/Web Editor

Noah Guillaume ext. 222
nguillaume@ncbr.com

MARKETING

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

ADVERTISING

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

Senior Account Executive

Lindsay Gilliland ext. 203
lgilliland@ncbr.com

Account Executives

James Burns ext. 236
jburns@ncbr.com

Julie Constance ext. 218
jconstance@ncbr.com

Eric Kidd ext. 226
ekidd@ncbr.com

Mike Kusa ext. 215
mkusa@ncbr.com

PRODUCTION

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

Art Director

Chad Collins ext. 211
ccollins@ncbr.com

ADMINISTRATION

Accounting
Cindy Tyrrell ext. 235
ctyrrell@ncbr.com

I.T. Director

Chris Sullivan ext. 229
csullivan@ncbr.com

Office Manager / Front Desk

Tiffany Moore ext. 200
frontdesk@ncbr.com

CIRCULATION

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

CONTRIBUTING WRITERS & PHOTOGRAPHERS

Krista Watzel, Luanne Kadlub, Jane Albritton, Lara Williams, Shirley Esterly

THE ALLIANCE
OF AREA BUSINESS PUBLICATIONS



VERIFIED
AUDIT CIRCULATION



LETTERS TO THE EDITOR

The 'in' box is open

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

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

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

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

NISP offers solutions

We have been a subscriber of your magazine for several years and have enjoyed most of the articles that have been presented. That being said we are very upset at the reversal of your support for the NISP project (NCBR, Jan. 2, 2009) when it seems you have taken into context erroneous statements made by our opponents without talking to NCWCD or the participants about this.

This project is an opportunity for the participants and their communities to offer a solution to the large population growth occurring in Northern Colorado and the current and future needs of water to supply this population without causing greater harm to our agricultural community. We have gained the support of businesses and agricultural organizations in our efforts to do this project.

The participants have spent \$5.5 million and six years studying alternatives (over 200 in the beginning) to come up with a project that is viable and will assist in maintaining our agricultural heritage as well as offer a sustainable supply for the participants of NISP in the future for residential and business/commercial growth.

We sincerely wish you had taken the time to address your concerns and questions with the Conservancy District, our management agency for the project, or the participants as to the concerns raised by the EPA and our opponents and how those will be addressed. We would like to ask that you further investigate the erroneous statements made by the opposition and visit with the conservancy district and then reassess your current position on the NISP project.

*Pierre De Milt, mayor
John C. Holdren, administrator
Town of Severance*

Data dump: Industry awash in housing numbers

(NCBR, Jan. 30, 2009)

When the housing market is volatile, it's imperative to have a timely house price index. Office of Federal Housing Enterprise Oversight data is considered historic by the time it's released, thereby useless to many in the housing industry. A timely index would have seen the bubble bursting in 2006; both OFHEO and Case-Shiller dropped the ball.

IAS360 House Price Index offers a "next generation" style of trending median sales price. Traditional indices measure broad market trends and lag market behavior by months. In contrast, IAS360 measures house price trends at the county level to

report price performance within an individual market. The Index is based upon IAS' proprietary technology that measures house prices to the neighborhood level.

December data was released on Feb. 10. you can see it at www.iasreo.com/ias360update.html

*D.T. Mahoney
Denver*

New Frontier Bank under cease-and-desist action

(*Business Report Daily*, Jan. 30, 2009)

This bank is out of control and has been a very liberal lender. You do not grow from nothing to \$2 billion in its short life. The board and bank officers need to be looked at for incompetence and questionable conflict of interest issues. This thing will get ugly and of no surprise to most other reputable banks and industry related individuals who have witnessed their actions over the last few years.

*Mark
Weld County*

Editor's note: A lively discussion thread has developed on this topic at www.ncbr.com under the article from the Jan. 30 issue of NCBR, "New Frontier in talks to sell itself to shore up liquidity." Stop by and join the conversation.

LP + Mesa = Skybeam, broadband alternative

(NCBR, Aug. 29, 2008)

Prior to this merger, we had great service and stable connectivity. Since this merger, our connectivity is intermittent, and we fre-

quently never receive e-mails, some of which are important and time-sensitive. Skybeam cannot explain why this is happening, so of course, they cannot fix it. Wait times for a support person to answer the phone are much longer, and if we leave a voicemail or send an e-mail, we no longer get a reply.

We are totally frustrated, and only the thought of how much work it will be to update our e-mail address with all of our banks, brokerage accounts, retail accounts, etc. are currently keeping us with Mesa Networks. However, we are getting close to the end of our relationship, if our latest plea for help goes unanswered.

*Stephen Henning
Fort Collins*

POLL COMMENTS

Are you reassured with President Obama in office?

I think most people who voted from him thought they were voting for "change" but it seems he is trying to put the "same" shady Washington "lifers" on his cabinet. These folks think it's perfectly fine to raise taxes on those in business, because they are all about elitist government control. They don't feel it necessary for they themselves to pay their taxes. They have an entitlement attitude, and I don't really think they are at all interested in working for the "people."

*Victoria
Windsor*

NEW FRONTIER, from 1

"whose policies and practices are detrimental to the bank," and several more.

A look at New Frontier's fourth-quarter financials is revealing, especially since the bank will have to file amended financials for the second and third quarters as part of the agreement. For the year, the bank reported a net loss of \$11.34 million — the only net loss for the bank since its inaugural year in 1998.

Contributing to the loss was an \$11.88 million increase in charge-offs — assets deemed uncollectible — from the third quarter, for an annual total of \$24.9 million. Additionally, real estate owned through foreclosure increased by \$7 million in one quarter to end the year at \$40.4 million.

Johnson Dairy woes

Adding to the bank's woes is the Chapter 11 bankruptcy of Johnson Dairy. Bank officials declined to comment on Johnson Dairy, citing regulatory, privacy and ongoing legal issues. However, documents filed with the U.S. Bankruptcy Court in Denver detail the extent of the relationship between the bank and the dairy.

The bank claims it is owed in excess of \$42 million on several credit agreements. At the end of the year, New Frontier held \$448.7 million in loans to finance agricultural production. Johnson Dairy also counts several New Frontier board members among listed creditors. Northern Feed and Bean, owned by Bob Brunner, and Thissen Construction, owned by Tim Thissen, are both included in the list of creditors that received payments during the 90 day period prior to the bankruptcy filing — \$1.2 million and \$373,656, respectively. Northern

Feed and Bean is listed as still being owed more than \$500,000 for "minerals."

Bankruptcy filings also show that Johnson Dairy might ask for some kind of relief from New Frontier. On Feb. 2, the dairy asked the bankruptcy court for permission to retain special counsel Allen & Vellone P.C., a Denver law firm with expertise in tying and antitrust claims, which the filing stated was "necessary to represent (the dairy) against NFB."

Tying, as defined in law, is an agreement by a vendor to sell one product but only on the condition that the buyer also purchase another, usually unrelated, product. A request for comment from attorney Patrick Vellone was not returned by press time.

As part of its financial statement filed with the bankruptcy court, Johnson Dairy claims it paid \$1 million to New Frontier Bank for bank stock "as a pre-condition to extension of credit." The filing shows the stock purchase was made on June 30.

There appears to be no formal complaint filed against New Frontier on behalf of Johnson Dairy. However, the court filing states that Allen & Vellone "has been representing the (dairy) in their claims against NFB since approximately November 2008." Since the dairy is now operating under the auspices of the bankruptcy court, it must receive permission to continue paying the firm.

Investors optimistic

Despite the litany of issues, CFH is optimistic that New Frontier will remain a leader in the region. The group has tapped Jim Slavik as the replacement for current New Frontier President Larry Seastrom, who must give up the position as part of the FDIC agreement.

"It was very fortunate that our paths

crossed at this time," Slavik said. He has not worked previously with either Wong or Jacobs. "I just finished at a bank going through similar issues. This is pretty much exactly what I was looking to do."

Slavik spent almost two decades in a variety of finance-related positions at GE Money and GE Capital. From 2006 through 2008, he headed the Cosmos Bank in Taiwan, in which GE and another investment firm invested \$900 million.

For their part, Jacobs and Wong have a long history of investments in Colorado companies, including some in the financial services industry. This will be their first foray into the banking industry.

"We're committed to the state and are always looking for interesting opportunities," Jacobs explained. "We've been accused of being too brave (in the past)."

With the financial industry as a whole navigating a rocky road, Jacobs and Wong felt the timing was right for such an investment.

"We're seeking as much as \$50 million in capital," Jacobs said.

In addition to the initial \$30 million infusion, CFH plans to open up an addition \$20 million in bank shares to existing, accredited shareholders. He added that the \$30 million investment will bring New Frontier's capital level to a generally acceptable level. The bank has also applied for TARP funds under the Capital Purchase Program.

A few steps need to be completed in order to close the transaction, including some regulatory approvals — which are on an accelerated schedule — and confirmatory due diligence. Once the deal is closed, CFH will have a majority economic interest in the bank and a super-majority voting interest, meaning the group will elect most

of the board members.

CFH will technically be a bank holding company because of its majority interest. However, New Frontier's holding company will remain New Frontier Bancorp. A December filing with the Federal Reserve had stated CFH would become a holding company to buy "100 percent of the voting shares of New Frontier Bancorp." Jacobs explained that the filing was made before any agreement was even reached just to get the process started.

Focus on current borrowers

When the deal closes, the bank will focus on working with its current borrowers "to help them weather the storm and to protect the bank," Jacobs said.

Slavik said the bank will add staff in the risk management and loan administration areas.

Despite the obstacles, Slavik feels that the New Frontier franchise is sound, with a great culture for employees, customers and the community, and its problems are fixable.

"They grew quickly," he said. "There are things that need to be improved in the infrastructure."

One major change will be in bank leadership. In addition to the departure of Seastrom, the FDIC order also calls for a new chief lending officer, a position currently held by Greg Bell. CFH will also appoint at least three members to the board, anticipating that two of the current members will likely stay on.

"This is a really good thing for the bank," Slavik said. He pointed out that this is a recapitalization, not a takeover. The plan is to calm the nervousness of change by communicating with the staff and the community that the best parts of New Frontier will stay the same.

BANKS, from 3

or early August.

"Our branch growth is based on progress in the county," Bateman said.

Cache opened its first office in Fort Collins, in the downtown area, in 2002. It has two branches in Greeley, including the main office, and one in Denver. As of June 30, the Fort Collins branch held \$13.6 million of the bank's \$121 million total deposits. Bateman said that the location is probably about tapped out.

"In Old Town, we always knew that we'd have limited growth," he said.

The location has limited parking and is not easy to access due to the traffic flow and street layout. The second location in Fort Collins will provide easier access for customers throughout the region. Cache is also considering a second branch for the Denver market, but moving forward with caution.

"We've really methodically grown based on our earnings," Bateman said.

The bank had a good year, relative to the rest of the industry. It reported a net income of \$655,000 at the end of the year, compared to \$811,000 in 2007 and \$440,000 in 2006. Bateman said 2009 will not be an aggressive year for Cache, despite the new location.

"We'll go as the Colorado and U.S. economies go," he explained. And as the global economy goes.

International connection

Like Cache and JPMorgan, an international bank is looking to Northern Colorado for expansion.

On Dec. 30, the Colorado Division of Banking approved an application for a new

loan production office in Greeley for a company with international ties. South Dakota-based Great Western Bank is preparing to enter the Colorado market, using the loan office as a first step. The bank was founded in 1935 and claimed assets of \$4.1 billion and 103 offices in six states at the end of 2008.

In June, Great Western Bank was purchased by the National Australia Bank Limited, putting it under the umbrella of an international agricultural and business-lending giant. The National Australia Bank, based in Melbourne, is the largest ag lender on its home continent. The institution banks one in four farmers in Australia and has more than 10 million customers around the world, including Asia, Europe and South America.

It was Great Western Bank's longtime and far-reaching focus in agriculture that made it a prime acquisition for National Australia.

"In the Midwest, the bank is in a lot of agricultural communities," explained Adam Grono, senior vice president of marketing for Great Western.

The bank plans to continue its rapid expansion in that segment with operations in several new markets slated to open between now and September. In addition to a focus on ag lending, the bank will seek to provide business banking services as well.

"It's our intention to be a full banking service provider in all of those (markets)," Grono said. Some of the new markets will start with a full-service branch, and Grono indicated that the bank is considering a more robust presence in Colorado.

Great Western has already tapped three agricultural lending experts to serve as relationship managers for its Greeley



Kate Hawethorne, Northern Colorado Business Report

GOING UP IN DOWN TIME – Cache Bank & Trust is hard at work on a second Fort Collins location, this one near the intersection of Harmony and Ziegler roads. It is one of several new bank locations going up in Northern Colorado despite – or maybe because of – the current economic conditions.

office — Bill Streeter, Jim McPhaul and Dwayne Sharp. Grono said Great Western will likely set up in a temporary location

while its permanent office, in the Pinnacle Office Park at 5100 W. 20th St., is finished.

HOSPITALS, from 3

"That's an outside agency saying it, not me saying it. It just reaffirms where we are in the market."

For PVH, it was the third year in a row it has earned the Distinguished Hospital designation. Kevin Unger, PVH president, said the accolade is appreciated. "We're always excited about a designation that looks favorably upon us, no question," he said. "Quality over the last 10 years has been a focus for us and we try to get external validation for that and we appreciate it."

Unger said the ongoing designation for PVH gives the hospital some well-deserved bragging rights. "We have some of the best physicians and nurses in our community and I would put them up against the best in the nation," he said.

Last year, the Poudre Valley Health System, which includes PVH and Medical Center of the Rockies in Loveland, was awarded the Malcolm Baldrige National Quality Award for health care.

Other Colorado hospitals receiving HealthGrades Distinguished Hospital designations for 2009 were Presbyterian-St. Luke's Medical Center and Rose Medical Center in Denver, Littleton Adventist Hospital and Centura Health-Penrose Saint Francis Health Services in Colorado Springs.

HealthGrades, founded in 1995, provides quality ratings and cost information on 5,000 U.S. hospitals and 16,000 nursing homes and online profiles of 650,000 physicians. The company claims more than 6 million unique visitors to its Web site each month.



UNGER

Neutral data

The company makes most of its money from contracts with hospitals that get to use HealthGrades data and from consulting on quality improvement issues.

Both PVH and NCMC have earned numerous awards and citations from HealthGrades in recent years, but neither hospital has a contract with HealthGrades to use its data for promotional purposes.

"Their business model just doesn't make sense to us," Unger said. "We don't feel we should pay to use their logo. I don't want to disparage HealthGrades by any means, but it's our patients talking to their friends and neighbors that makes the difference for us."

Scott Shapiro, a HealthGrades spokesman, said whether a hospital chooses to have a contract with the company is not relevant to HealthGrades' mission. "HealthGrades rates the quality of care of every hospital in the country," he said. "Whether a hospital chooses to license (with us) is a different question."

Shapiro said the primary goal of HealthGrades' ratings is to provide objective information to health-care consumers. "When HealthGrades rates hospitals, we do so independently and the ratings are based objectively on mortality and complication rates. We do it so patients can compare the quality of care for different outcomes and can choose the best hospitals," he added. "Whether or not hospitals decide to license and crow about their awards is a separate question and that's up to the hospital."

Unger said he was glad to hear that both NCMC and PVH — representing two competing health care systems in Northern Colorado — were rated Distinguished Hospitals in the latest HealthGrades survey.

"I think it's great that NCMC was also designated," he said. "It's important that everyone in Northern Colorado gets top-quality care."

SCHWARTZ, from 2

The other piece is an impersonal goal. What I mean by that is it's not about you. It ties back to a purpose bigger than yourself. So, when you discover something that fulfills a goal that's bigger than yourself, and you have that passion for it, you've got the fuel you need to get through anything.

NCBR: Has the '50 Interviews' process changed your goals?

Schwartz: If you asked me now who I would aspire to become, it would be Jack Canfield from 'Chicken Soup for the Soul.' He's making a difference.

Earlier this month, I spoke at DaVinci (Institute) in front of 150 people. If I could do that for the rest of my life, I would never work another day in my life. I don't enjoy the editing, and I don't really enjoy the Internet marketing piece. To me, I'd much rather be out in front of people, talking to people.

NCBR: How does the rest of the series play into it?

Schwartz: The biggest high I get is from the other people who are doing the other books. I have someone doing '50 Spiritual Awakenings.' She's done 10 interviews already, and to see her get lit up by this framework and see how far she's come and how far her circle has expanded. She's trying to get Michael Beckwith (founder of the Agape International Spiritual Center) to interview.

There are a lot of things I learned about the book business over the last six months that I know would stop a lot of people. I want to take that knowledge and help them get their books out there.

My dream is that you walk into a bookstore or a career center and there is a whole rack of career CliffsNotes — that's what the

'50 Interviews' are.

NCBR: You're working on a second volume right now?

Schwartz: Volume 2 is going to be learning from the big players on what they are doing — maybe new questions that go in even deeper. I've got a Jake Jabs (American Furniture Warehouse) interview and an interview set up with Bob Parsons, and hopefully Kim Jordan. I hope by the end of the year to have a Volume 2, but I am very eager to do a different book. I want to find the secrets behind successful professional speakers. It's probably a year or two away. The whole key is to get to a point where I can do this full time, because there is no end to the things I'd like to do. What I should have done was '50 Self-published Authors.'

NCBR: What stands out about '50 Interviews'?

Schwartz: It's not that this is a concept that no one has ever thought of before. But, what I've found in the books out there is the author took the interview and spun it themselves. They interpret it. The difference with this is they are the raw interviews. There is no filter. In fact, some people have told me they're a little blunt. That's the whole point.

You may not like what you read in this book. You might not want to hear what it actually takes to be a successful entrepreneur. You might not want to hear how much work it actually is. People don't want to hear those things.

Most of the books tell you what you want to hear. These business seminars tell you it's cheap, it's easy, it's free, anybody can do it. I'm really trying to focus on the fact that there is a lot of fuel you have to have to pull this off. If you can't first find the fuel, you're not even going to make it 10 miles down the road.

LEADS

INVENTIONS

The U.S. Patent & Trademark Office recently awarded the following patents to Northern Colorado inventors and companies. Included are the patent number, description, inventors, assignee-at-issue and date awarded. Numbers preceded by a "D" were awarded for a design; "RE" indicates a reissue.

Patent No.: 7466234, Package distinguishing system. Inventors: Simske, Steven, Fort Collins, Colo.; Ortiz, Lester, Puerto Rico, Calif.; Mesarina, Malena, Mountain View, Calif.; Deolalikar, Vinay, Mountain View, Calif.; Brignone, Cyril, Mountain View, Calif.; Oget, Guillaume, Santa Clara, Calif. Assignee-at-issue: Hewlett-Packard Development Co., L.P., Houston, Texas. Date: 12/16/08.

Patent No.: 7465485, Process for dimensionalizing flocked articles or wear, wash and abrasion resistant flocked articles. Inventor: Abrams, Louis Brown, Fort Collins, Colo. Assignee-at-issue: High Voltage Graphics Inc., Fort Collins, Colo. Date: 12/16/08.

Patent No.: 7464655, Apparatus for manufacturing fabric for coverings for architectural openings. Inventors: Anthony, James M., Denver, Colo.; Dann, Kevin M., Denver, Colo.; Kovach, Joseph E.,

Brighton, Colo.; Rossi, Richard E., Thornton, Colo. Assignee-at-issue: Hunter Douglas Inc., Upper Saddle River, New Jersey. Date: 12/16/08.

Patent No.: 7464532, Apparatus for elimination of transient pressure spikes on stiff fluid systems. Inventors: Shahroudi, Kamran Eftekhari, Fort Collins, Colo.; Greeb, Kevin E., Fort Collins, Colo. Assignee-at-issue: Woodward Governor Co., Fort Collins, Colo. Date: 12/16/08.

Patent No.: D 583625, Cup and tray assembly. Inventors: Martinez, Gilbert, Firestone, Colo.; Kulzer, Darrell A., Denver, Colo. Assignee-at-issue: B & R Plastics Inc., Denver, Colo. Date: 12/30/08.

Patent No.: D 583361, Earphone cover. Inventor: Sodetz, Robert Owen, Fort Collins, Colo. Date: 12/23/08.



BANKRUPTCIES

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

LARIMER COUNTY

PETITIONER: SCOTT HYLAND, 863 CRABAPPLE LANE, ESTES PARK, CO 80517. CASE NO.: 2008-29356. DATE: 12/3/2008. TYPE: 7.

PETITIONER: PHILLIP THOMAS SMITH, 1903 FALCON RIDGE DRIVE, FORT COLLINS, CO 80528. CASE NO.: 2008-29338. DATE: 12/3/2008. TYPE: 7.

PETITIONER: KAY LYNN COXCLARK, 2616 FARISITA DRIVE, LOVELAND, CO 80538. CASE NO.: 2008-29327. DATE: 12/3/2008. TYPE: 7.

PETITIONER: JENNIFER ELIZABETH WEST, 221 W. 57TH ST., LOT B99, LOVELAND, CO 80538. CASE NO.: 2008-29335. DATE: 12/3/2008. TYPE: 7.

PETITIONER: JUAN P. RODRIGUEZ JR., 4475 SUNSHINE CIRCLE, LOVELAND, CO 80538. CASE NO.: 2008-29350. DATE: 12/3/2008. TYPE: 7.

PETITIONER: ROBERT CHARLES WAID, 7200 E. STATE HIGHWAY 14, FORT COLLINS, CO 80524. CASE NO.: 2008-29422. DATE: 12/4/2008. TYPE: 7.

PETITIONER: EDWIN THOMAS, 2500 E. HARMONY ROAD, No. 175, FORT COLLINS, CO 80528. CASE NO.: 2008-29456. DATE: 12/5/2008. TYPE: 13.

PETITIONER: BRUCE ANTHONY BOROSKI, 909 TERRA VIEW CIRCLE, FORT COLLINS, CO 80525. CASE NO.: 2008-29507. DATE: 12/5/2008. TYPE: 7.

PETITIONER: LOREN KENNETH ELLIS, 550 N. LINCOLN AVE., APT. 410, LOVELAND, CO 80537. CASE NO.: 2008-29449. DATE: 12/5/2008. TYPE: 7.

PETITIONER: TIMOTHY RAY JARA, 4261 ALDER CREEK LANE, WELLINGTON, CO 80549. CASE NO.: 2008-29502. DATE: 12/5/2008. TYPE: 13.

PETITIONER: SANDRA K. BOUCH, 3306 MCCONNELL DRIVE, LAPORTE, CO 80535. CASE NO.: 2008-29508. DATE: 12/6/2008. TYPE: 7.

PETITIONER: STEVE RANDALL HOWE, 1400 RICHARDS LAKE ROAD, FORT COLLINS, CO 80524. CASE NO.: 2008-29540. DATE: 12/8/2008. TYPE: 11.

PETITIONER: LUCAS DANIEL WILSON, 4417 FLAT-TOP COURT, FORT COLLINS, CO 80528. CASE NO.: 2008-29543. DATE: 12/8/2008. TYPE: 7.

PETITIONER: SARAH MARIE MCDANIEL, 2028 MISTY CREEK LANE, FORT COLLINS, CO 80524. CASE NO.: 2008-29545. DATE: 12/8/2008. TYPE: 7.

PETITIONER: NANCY KATHLEEN SMITH, 2203 COYOTE PLACE, FORT COLLINS, CO 80525. CASE NO.: 2008-29549. DATE: 12/8/2008. TYPE: 7.

PETITIONER: ELIZABETH ANNETTE THOMPSON, 3501 STOVER ST., APT. 25, FORT COLLINS, CO 80525. CASE NO.: 2008-29552. DATE: 12/8/2008. TYPE: 7.

PETITIONER: DAVID JON SWEET, 2367 WAPITI ROAD, FORT COLLINS, CO 80525. CASE NO.: 2008-29563. DATE: 12/8/2008. TYPE: 7.

PETITIONER: DANIEL ALVAREZ, 4019 BURR OAK DRIVE, LOVELAND, CO 80538. CASE NO.: 2008-29562. DATE: 12/8/2008. TYPE: 7.

PETITIONER: LUKE HAYDEN MCFETRIDGE, 2909 ALAMOSA COURT, LOVELAND, CO 80538. CASE NO.: 2008-29546. DATE: 12/8/2008. TYPE: 13.

PETITIONER: RUSTY G. LOWE, 1107 HEATHER DRIVE, LOVELAND, CO 80537. CASE NO.: 2008-29557. DATE: 12/8/2008. TYPE: 7.

PETITIONER: ALLEN LEE ANSON, 3360 SARATOGA ST., No. D, WELLINGTON, CO 80549. CASE NO.: 2008-29544. DATE: 12/8/2008. TYPE: 7.

PETITIONER: SHAWN LEE WELCH, 3454 LEOPARD PLACE, LOVELAND, CO 80537. CASE NO.: 2008-29605. DATE: 12/9/2008. TYPE: 7.

PETITIONER: JEFFREY WILLIS COUCH, 3468 SHALLOW POND DRIVE, FORT COLLINS, CO 80528. CASE NO.: 2008-29667. DATE: 12/10/2008. TYPE: 13.

PETITIONER: CHRISTOPHER MALLORY, 5714 PUMA DRIVE, LOVELAND, CO 80538. CASE NO.: 2008-29676. DATE: 12/10/2008. TYPE: 7.

PETITIONER: BARBARA ANN GRIFFIN, 1353 N. GARFIELD AVE., LOVELAND, CO 80537. CASE NO.: 2008-29678. DATE: 12/10/2008. TYPE: 7.

PETITIONER: JOHNNY DALE NEES, 778 MILNER COURT, LOVELAND, CO 80538. CASE NO.: 2008-29680. DATE: 12/10/2008. TYPE: 7.

PETITIONER: JOHN M. SYRACUSE, 4035 GEORGETOWN DRIVE, LOVELAND, CO 80538. CASE NO.: 2008-29718. DATE: 12/10/2008. TYPE: 13.

PETITIONER: LARRY D. DRAGER, 3360 LIVERPOOL ST., FORT COLLINS, CO 80526. CASE NO.: 2008-29816. DATE: 12/11/2008. TYPE: 7.

PETITIONER: JUSTIN LARRY WYNN, 1305 KIRKWOOD DRIVE, APT. 205, FORT COLLINS, CO 80525. CASE NO.: 2008-29824. DATE: 12/11/2008. TYPE: 7.



Business Marketplace

Northern Colorado
**BUSINESS
REPORT**

**Want
to
purchase
minerals
and
other
oil/gas
interests.**

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

EXPERIENCED CPA



KENNEDY AND COE, LLC
CERTIFIED PUBLIC ACCOUNTANTS AND CONSULTANTS

Do you enjoy challenging work with opportunity to work with some of today's progressive manufacturing businesses? Kennedy and Coe, LLC, one of the top public accounting and consulting firms in the Midwest, ranking nationally as a Top 100 firm has an **opening in our Greeley, CO office** for:

- **Experienced CPA** - in our manufacturing industry group - must have CPA license and 4+ years experience in public accounting working in tax and/or audit. Experience working with manufacturing clients a plus.

Position requires skills and abilities to build and manage client relationships. Must be a self-starter, possess excellent communication, interpersonal and time management skills.

Some travel required. Competitive compensation and excellent benefits package, including health, dental, vision, life and long term disability insurance, 401k, profit sharing and supplemental pension plans, holiday and paid leave. Send resume and cover letter **with salary requirements** to: blue@kcoe.com. EOE.

Congratulations!



DAVE & PAM PETTIGREW

John McCoy, Owner & Managing Broker of Prudential Rocky Mountain REALTORS Fort Collins, is pleased to recognize Dave and Pam as the company's Top Producers for 2008.

This continues their streak of thirteen consecutive 'Top Producer' awards which has also resulted in their winning numerous national Prudential Chairman's Circle and President's Circle awards including the 2008 Chairman's Circle. In addition, they are the recipients of the coveted Prudential Legend Award in recognition of their consistent high level of production which places them in the top 1% of the 64,000 Prudential real estate agents in North America.

Dave & Pam would like to thank all of their clients, friends and business associates for their help and support that allows them to experience this level of success. Please call them at (970) 282-9305 for assistance with all of your real estate needs.



Prudential | Rocky Mountain, REALTORS®

FOR RENT

Office space in Downtown Fort Collins! Located at 141 S College Ave, Ste 101 in the Colorado Building. Sublease this beautiful office space for only \$913.13/month. 583 square feet includes two offices, one for reception and the other for your personal office. The lease also includes 1 parking space behind the building, taxes, insurance, common area charges and utilities. Lease ends 1/31/2010. Call now to set up an appointment to visit this office, 221-5400 x221 and ask for Lori.

Don't miss this excellent opportunity to operate your business in Downtown Fort Collins!

IS IT TIME TO SELL?

**No One Will Give Your Business More
Exposure And Still Maintain Confidentiality**

Over 1,000 Active Qualified Buyers
International Merger & Acquisition Affiliations



**MOUNTAIN
STATES
BUSINESS
BROKERS**

The Place To Buy Or Sell A Business Since 1997

WWW.MOUNTAINSTATESBB.COM

Fort Collins 970-221-9950 • Denver 303-592-9950 • Wyoming 866-535-0102

PCA Telecom Consulting, LLC

Telecom Expense Reduction

Recovery of Billing Errors

Phone Bill Audits

Efficient, Effective Implementation

Contingency Based Service

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

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



ECONOMIC INDICATORS



Population	2007	2006	2010	2015	2020	Last update
Colorado	4,861,515	4,753,377	4,831,554	5,049,493	5,278,867	3/08
Northern Colorado	531,324	515,110	566,072 *	645,190 *	731,510 *	3/08
Larimer County	287,574	276,253	299,040 *	333,381 *	368,694 *	3/08
Weld County	243,750	236,857	267,032 *	311,809 *	362,816 *	3/08

General	Latest month	Prev. listing	Change prev. mo.	Last year	Change prev. year	Last update
Employment	282,208	284,524	-0.81%	282,636	-0.15%	12/08
Unemployment	16,368	15,700	4.25%	10,630	53.98%	12/08
Colo. Unemp. Rate	5.90%	5.70%	N/A	4.30%	N/A	12/08
Lmr. Unemp. Rate	4.90%	4.70%	N/A	3.80%	N/A	12/08
Weld Unemp. Rate	6.30%	5.90%	N/A	4.60%	N/A	12/08

Jet fuel (gallons dis.)						
F.C.-Loveland Airport	77,509	55,502	39.65%	77,494	0.02%	12/08

Motor vehicle reg.	24,407	43,530	-43.93%	52,398	-53.42%	1/09
--------------------	--------	--------	---------	--------	---------	------

Vectra Small Business						
Colorado index	88.9	87.7	1.37%	94.7	-6.12%	11/08
U.S. index	58.7	61.6	-4.71%	90.9	-35.42%	11/08

Bankruptcies						
Larimer County						
Chapter 7	69	140	-50.71%	42	64.29%	12/08
Chapter 13	7	9	-22.22%	5	40.00%	12/08
Weld County						
Chapter 7	69	176	-60.80%	62	11.29%	12/08
Chapter 13	8	14	-42.86%	11	-27.27%	12/08

Foreclosures						
Larimer County	153	162	-5.56%	186	-17.74%	12/08
Value (000s)	\$37,218	\$39,556	-5.91%	\$36,115	3.05%	12/08
Weld County	242	252	-3.97%	268	-9.70%	12/08
Value (000s)	\$50,936	\$55,205	-7.73%	\$50,309	1.25%	12/08

Patents						
Larimer County	39	45	-13.33%	43	-9.30%	12/08
Weld County	9	18	-50.00%	9	0.00%	12/08

New businesses						
Larimer County	449	474	-5.27%	387	16.02%	12/08
Weld County	250	293	-14.68%	246	1.63%	12/08

Consumer Price (Colorado, Wyoming, Montana and Utah)						
Index (1982-84 = 100)						
Food & beverages	223.583	223.361	0.10%	212.38	5.27%	12/08
Housing	228.087	228.38	-0.13%	222.66	2.44%	12/08
Transportation	167.583	177.682	-5.68%	191.78	-12.62%	12/08
Medical Care	371.556	370.998	0.15%	360.69	3.01%	12/08

REAL ESTATE						
Total construction (000s)						
Larimer County	\$40,624	\$69,240	-41.33%	\$60,684	-33.06%	12/08
Weld County	\$9,225	\$13,042	-29.27%	\$26,026	-64.55%	12/08

Building permits	0	104	-100.00%	114	-100.00%	12/08
------------------	---	-----	----------	-----	----------	-------

Apartment vacancies						
F.C.-Loveland	4.10%	8.90%	N/A	5.00%	N/A	6/08
Greeley	5.50%	6.10%	N/A	8.10%	N/A	6/08
Apartment rent						
F.C.-Loveland	\$854	\$836	2.25%	\$757	12.84%	6/08
Greeley	\$655	\$630	3.94%	\$623	5.23%	6/08
Office vacancy rates						
Fort Collins	14.41%	14.26%	N/A	11.89%	N/A	9/08
Loveland	9.74%	8.31%	N/A	8.77%	N/A	9/08
Greeley	16.26%	16.00%	N/A	15.72%	N/A	9/08
Retail vacancy rates						
Fort Collins	8.76%	8.57%	N/A	7.66%	N/A	9/08
Loveland	7.61%	6.43%	N/A	5.30%	N/A	9/08
Greeley	14.03%	5.77%	N/A	9.59%	N/A	9/08
Industrial vacancy rates						
Fort Collins	6.06%	5.77%	N/A	4.26%	N/A	9/08
Loveland	6.63%	3.86%	N/A	4.60%	N/A	9/08
Greeley	9.42%	9.45%	N/A	6.65%	N/A	9/08

SALES						
Restaurant retail (000s)						
Larimer County	\$119,457	\$107,593	11.03%	\$98,386	21.42%	6/08
Weld County	\$59,283	\$54,536	8.70%	\$53,000	11.85%	6/08
Gross sales (000s)						
Larimer County	\$693,587	\$616,561	12.49%	\$664,596	4.36%	5/08
Weld County	\$653,319	\$661,252	-1.20%	\$665,495	-1.83%	5/08

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

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

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

Flexible. Convenient. Secure.

2.80%
APY 4-Month
Add-On*

LIQUID CD

A Bank of Choice 4-Month Liquid CD is a convenient, flexible, and secure way to reach your financial goals. Enjoy the convenience of making additional deposits and withdrawals to your Liquid CD*.

Visit a Bank of Choice location today, or call a ChoiceBanker at 970-373-3512, for additional details.

 **Bank of Choice**
THE CHOICE YOU CAN BANK ON.

Evans / 3635 23rd Avenue
Fort Collins – Drake / 1044 West Drake Road
Fort Collins – Boardwalk / 4532 Boardwalk Drive
Greeley – 10th / 3780 West 10th Street
Greeley – 20th / 7251 West 20th Street, Building A
Platteville / 370 Justin Avenue
Windsor / 1270 Automation Drive

Also located in: Arvada / Aurora / Conifer / Denver / Elizabeth
Englewood / Kiowa / Parker



BankofChoiceOnline.com
(970) 373-3512

Member FDIC

* Limited time offer. Annual Percentage Yield (APY) effective as of the date of publication. \$5000 minimum balance required. Penalty for early withdrawal below \$5000 minimum balance. Deposits and withdrawals must be minimum of \$500 each. Personal funds only.



HASSLE-FREE ADVENTURES START HERE.

Book your next meeting at the Embassy Suites Loveland and let our experienced team of meeting planners take care of the details. Our complete meeting packages are just \$59 per person between now and March 31 and include conference room rental, high-speed Internet access, LCD, flip chart and screen, as well as breakfast, lunch and a scheduled break. For an additional \$99* per person, your guests will also enjoy a spacious two-room suite and access to all of the hotel's exceptional amenities.

To start planning, call (970) 593-6200
or e-mail sales@embassysuitesloveland.com

EXTRAORDINARY. ELEGANT. EMBASSY SUITES® LOVELAND

Complete Meeting Package

\$59*
per person



EMBASSY SUITES®

Loveland - Hotel, Spa & Conference Center
4705 Clydesdale Parkway, Loveland, CO 80538

Tel: 970-593-6200

Fax: 970-593-6202

embassysuitesloveland.com

The Hilton Family

Hilton HHonors®

*Must be booked before March 31, 2009. Offer is for new clients only and cannot be combined with any other offer. 20-person minimum required for \$59 rate; 10-person minimum for \$99 rate. Subject to availability. Hilton HHonors® membership, earning of Points & Miles®, and redemption of points are subject to HHonors Terms and Conditions. ©2009 Hilton Hotels Corporation

Another exceptional hotel by John Q. Hammons