

BOULDER COUNTY \$1 BUSINESS REPORT

BIZWEST
MEDIA



BANKING/FINANCE
Bioscience firms led
venture-capital parade
9A



AEROSPACE
Sequester puts squeeze
on small firms' hiring
15A

Volume 32 Issue 9 | April 12-25, 2013

Longmont plays eminent-domain card

BY BETH POTTER
bpotter@bcbr.com

LONGMONT – An \$80 million Twin Peaks Mall redevelopment is “on track,” according to the developer, after Longmont city officials by a 6-1 vote, approved a plan that allows the city to exercise eminent domain on the Dillard’s department store.

Acting as the Longmont Urban

Mall redevelopment called ‘on track’ after talks break down with Dillard’s

Renewal Authority, Longmont City Council members voted on Tuesday, April 9, to authorize the acquisition.

Councilwoman Sarah Levison cast the dissenting vote.

Eminent domain is the term used

to describe a government’s legal right to take private property for public use after compensating a property owner.

“We’re definitely on track,” Allen Ginsborg, manager of the shopping center project at NewMark Merrill

Mountain States, the Fort Collins-based developer, told the Boulder County Business Report after the vote. “The key here is certainty. We haven’t had certainty.”

NewMark Merrill has negotiated unsuccessfully with Dillard’s over various strategies for its 94,000-square-foot building and surrounding property in the past year, offering a final

► See **Eminent, 18A**

Social-media animals

BlogPaws helps pet owners compare notes online



JONATHAN CASTNER

Molly, the family feline, provides inspiration for BlogPaws LLC co-founder Tom Collins. The Frederick-based social media company teaches pet enthusiasts how to use social media effectively and connects them with the brands they buy. See story, 3A.

Boulder, Xcel plan series of utility talks

Municipalization alternatives on tap

BY BETH POTTER
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BOULDER — The city of Boulder and Xcel Energy have agreed to discuss alternatives to forming a municipal energy utility, the Boulder City Council has decided.

The city and Xcel have selected a group made up of 12 people, three chosen by the city of Boulder, three chosen by Xcel Energy and six agreed upon by both the city and Xcel. The group is slated to meet in six two-hour sessions to discuss how the city and Xcel can work together, Huntley said. The first meeting was scheduled for Tuesday, April 9.

The 12 people identified as being part of the group are:

► See **Utility, 8A**

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CONTENTS

Awards	21A	For the Record	20A
Bank Notes	13A	Nonprofit Network.....	23A
BCBRdaily.....	2A	On the Job	23A
Business Digest	22A	Publisher’s Notebook.....	26A
Calendar.....	23A	Product Update.....	22A
Editorial	26A	Real Estate.....	24A
Eye	3A		

LISTS

Aerospace Companies.....	16A	Venture-Capital Firms.....	10A
Public-Sector Employers	14A		



Array BioPharma creates plan to fund drug trials

Editor's note: The following is a wrap-up of breaking local business stories published daily on the Boulder County Business Report's website. Sign up for our free BCBrdaily, an all local e-news report sent to your email each weekday. Just click on "Register for E-Newsletters" at www.BCBR.com.

BY BUSINESS REPORT STAFF
news@bcbcr.com

BOULDER — Drug-research company Array BioPharma Inc. has created a financing plan that allows it to raise up to \$75 million over the next three years to help pay for trials on two drug candidates to treat blood cancer.

Boulder-based Array signed a sales agreement with Cantor Fitzgerald & Co. LP in New York that allows Cantor Fitzgerald to serve as underwriter and to sell Array's stock in "at-the-market," or prevailing, prices when Array requests the sales, according to U.S. Securities and Exchange Commission document filed March 27.

Array (Nasdaq: ARRY) does not have immediate plans to sell the stock, Array spokeswoman Tricia Haugeto said. However, as Array moves into late-stage development on the two blood-cancer drug candidates, it "has the option to use the tool if needed," she said.

Array also hopes to partner with

another drug company this summer on a separate asthma drug candidate, Haugeto said. Such a partnership also could bring new money into the company for clinical trials, she said.
Posted March 28.

BCBR DAILY

Covidien wins lawsuit

BOULDER — Covidien Plc has been awarded \$176.5 million in a patent infringement lawsuit, a legal decision that "bodes well" for the medical-device maker's plant in Gunbarrel, a spokesman said.

Covidien Plc sued Ethicon Endo-Surgery Inc. in 2004 relating to that company's Harmonic ultrasonic surgical products, said John Jordan, a spokesman at Covidien (NYSE: COV). Ethicon, based in Cincinnati, is a subsidiary of Johnson & Johnson (NYSE: JNJ), based in New Brunswick, New Jersey.

Harmonic surgical products are not in direct competition with Covidien's products, other than that all of the products are surgical tools, Jordan said. But the Harmonic technology infringes on the technology of Covidien's laparoscopic Ligasure surgery device, which has been developed and is marketed from Boulder, its Sonicision surgical device, which

was developed in Boulder, as well as another device from Covidien's operation in New Haven, Connecticut, Jordan said.

The judge has yet to rule on some details of the case, including whether Johnson & Johnson will be allowed to keep making the Harmonic surgical products, Jordan said.

An Ethicon spokeswoman said in published news reports April 1 that the company would evaluate the court's decision and its options for appeal.
Posted April 2.

Astronaut joins SNC team

LOUISVILLE — Former NASA astronaut Lee Archambault has joined Sierra Nevada Corp.'s Dream Chaser team as a chief systems engineer and test pilot.

SNC is designing and building the Dream Chaser at its space systems division headquarters in Louisville. About 150 employees are working on Dream Chaser, with most based in Louisville.

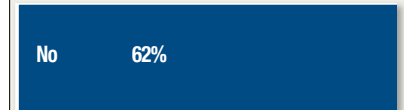
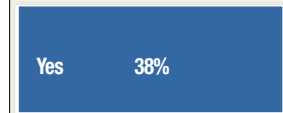
The Dream Chaser would be used for trips to the International Space Station, but it will be capable of other missions for other customers, said Mark Sirangelo, the vice president in charge of SNC's Space Systems unit.

Archambault will oversee planning and execution of Dream Chaser's

BCBR Opinion Poll

Our online question:

Will you spend time at work filling out and updating your March Madness college basketball tournament bracket?



32 responses from March 13 to April 9.

This poll is not scientific and reflects only the opinions of those Internet users who have chosen to participate. The results cannot be assumed to represent the opinions of Internet users in general, nor the public as a whole.

Take the **BCBR Opinion Poll** online at **BCBR.com**.

flight test programs and the design of the crew interfaces in the Dream Chaser cockpit.

Archambault served as a fighter pilot, test pilot and instructor pilot during a decorated 28-year career with the U.S. Air Force and NASA. NASA selected Archambault as an astronaut in 1998. He is a veteran of two space shuttle missions, including STS-117 and STS-119. He has logged 27 days in space and more than 5,000

► See **BCBRdaily**, 27A

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Plant in Boulder to make drink with pot extract

BY BETH POTTER
bpotter@bcbr.com

BOULDER — Canadian biotech firm Abbatis Bioceticals Corp. plans to open a 10,000-square-foot manufacturing plant in Boulder to make a drink infused with a non-narcotic part of the marijuana plant.

Vancouver, British Columbia-based Abbatis (OTC: ATTFB) (CNSX: FLU) plans to make kombucha tea containing marijuana-based cannabidiol, or CBD, said Mike With-

row, president and chief executive of the company. Cannabidiol reportedly has anti-inflammatory properties.

Abbatis representatives are considering three locations for a manufacturing plant in Boulder, Withrow said. He declined to disclose the candidate locations or the timing of a plant opening. Earlier this month, Abbatis signed a letter of intent with Crudesence Kombucha Inc. in Montreal to license the production of kombucha infused with cannabidiol.

Crudesence makes Rise, a kom-

bucha beverage based on bacteria and yeast. The new Abbatis product will be called Cannabucha Sun Rise, according to a recent Abbatis financial statement.

"We're here to help people, and we're here to bring nutrition through a good delivery vehicle — the kombucha beverage," Withrow said. "We want to utilize and work within the federal laws."

Since kombucha is made using a fermentation method, Withrow said, the new manufacturing plant in Boulder may be similar to a craft brewery.

The plant is expected to start with 10 employees and grow to as many as 30, depending on distribution growth in Colorado and other states, he said.

The drink will be marketed to the natural health product market in Colorado and across the nation, Withrow said. Abbatis also may take some of its other proprietary formulations for natural health products and infuse those into kombucha as well, Withrow said. He characterized the planned new products as "liquid dietary supplements."

BlogPaws



JONATHAN CASTNER

Yvonne DiVita, left, and daughter Chloe keep a virtual leash on BlogPaws LLC. BlogPaws members share ideas, expertise and support about pets and pet-related products.

Users' online reviews tap into pet-products industry

BY ELIZABETH GOLD
news@bcbr.com

FREDERICK — The pet-products industry tipped the scale at \$53.33 billion in sales last year, according to the American Pet Products Association. Part of that success comes from the thousands of bloggers who review many of those products while weaving in entertaining stories about their own pets.

In 2009, two seasoned bloggers — Yvonne DiVita and Tom Collins — recognized the potential for developing stronger relationships between pet bloggers and pet-product companies and decided to come up with a way to bridge the gap.

"Tom and I went to a BlogHer conference with 3,000 other bloggers and had a conversation about how we weren't getting enough attention from pet brands," said DiVita.

“We were paws on the ground in December 2009.”

Tom Collins
CO-FOUNDER,
BLOGPAWS LLC

To remedy the problem, they came up with the idea to create a conference that would bring pet bloggers and pet-product companies together in a win/win fashion.

"We were paws on the ground in December 2009," Collins said, defining the launch of BlogPaws LLC. DiVita and Collins originally founded the company with Caroline Golon, who has since moved on. Yvonne's daughter, Chloe DiVita, joined the team in 2011 and goes by the title "chief of everything."

The company hosted its first conference in April 2010 with 217 attendees. Since the reception was so good, it decided to hold another weekend in September.

Conferences have been held annually, with nearly 400 attendees at the 2012 event. The 2013 BlogPaws conference will be held in May in Virginia.

In addition to meeting pet-product sponsors, conference goers choose sessions that range from how to find blog content and increase search-engine optimization to how to turn a blog into a business and hold fundraisers.

"The goal of most pet bloggers is to create a full-time professional career or to raise money for causes," Collins said.

BlogPaws members get to help and be helped by each other by sharing ideas, expertise and support. They also get opportunities to get

► See **BlogPaws, 27A**

Berg often seen around this burg

Jan Berg was glad-handing the crowd at the Boulder Chamber's "Celebration of Leadership" event on Thursday, April 4.

Virtually everyone she hugged (and Berg seems to know everyone) knew her as the membership and events director at the chamber — a place she worked from October 2006 until recently.

Berg has decided to strike out on her own as a consultant. She told us she's currently working with other organizers of the 2013 Boulder Boulder foot race.

Even if you don't know Berg's name, you probably have seen her around town. Before she joined the chamber, she was a mortgage lender. Before that, she was director of sales and marketing for the U.S. Ski Team under Bill Marolt.

BCBR EYE

You know who he is, too — the former University of Colorado athletic director is now head of the U.S. Ski and Snowboard Association, the national governing body of Olympic skiing and snowboarding.

Boulder Startup Week 22013 will be held May 15-19, featuring dozens of networking and business education events and the opportunity for 24 job-seekers to apply for free airfare to meet with Boulder companies.

In addition to events, this year's emphasis will be on bringing in front-end, back-end and full-stack developers. Twelve people flew in last year, and three have relocated to the Boulder area.

Sean Helvey was a "Fly-In" for Startup Week 2012 while working toward a master's degree in computer science at New York University, and now he lives in Boulder.

"I was amazed at the tech community in Boulder," he said. "There were so many smart and friendly people here. I knew as soon as I finished my degree, I'd be back — and now I am."

For more information, visit BoulderStartupWeek.com.

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Rally Software sets share price for IPO

BY DOUG STORUM
dstorum@bcbr.com



Martens



Miller

BOULDER — Rally Software Development Corp. plans to offer 5.75 million shares of common stock between \$11 and \$13 per share in an initial public offering, according to documents filed with the Securities and Exchange Commission.

A date for the offering has not yet been made public.

Boulder-based Rally Software estimates the proceeds from the offering will be about \$69 million based on a \$12-per-share price.

Rally makes cloud-based software tools developers use to manage projects using agile development techniques. It has been one of the fastest-growing companies in Colorado, with a current headcount around 380 employees companywide.

Rally, its executives and investors have deep roots in Boulder. Rally's chief technology officer, Ryan Martens, founded the company in Boulder in 2001 as F4 Technologies Inc. Martens earlier had co-founded software company Avitek Inc. in Boulder. Miller served as CEO of that company until it was purchased by BEA

Systems Inc. in 1999.

Jim Lejeal, Rally's chief financial officer, was an early angel investor. He was a co-founder of Raindance Communications Inc., a company based in Louisville that went public in 2000 and was acquired by West Corp. in 2006. The company's shareholders include Boulder Ventures, Mobius Technology Ventures, Mohr Davidow Ventures, Greylock Partners and Vista Ventures.

Rally Software common stock has been approved for listing on the New York Stock Exchange (NYSE) under the symbol "RALY."

Underwriters are Deutsche Bank Securities Inc., Piper Jaffray & Co., JMP Securities LLC, Needham & Co. LLC and William Blair & Co. LLC, according to documents filed with the Securities and Exchange Commission.

Xcel, city attorney spar over customers

BY BETH POTTER
bpotter@bcbr.com

BOULDER — Xcel Energy Inc. and the city of Boulder are sparring over who has the legal right to serve about 5,700 utility customers in unincorporated parts of Gunbarrel, other unincorporated areas east of the city and in unincorporated Sunshine Canyon to the west.

Xcel Energy Inc. on April 8 sent a letter to Boulder's city attorney Tom Carr that said Boulder does not have the legal right to provide utility service outside of its city limits, should the city

decide to run its own electrical utility. Such utility service is governed by the state Public Utilities Commission, the letter said. The PUC has ruled that Denver-based Public Service Co. of Colorado, an Xcel subsidiary, has the right to serve those customers, the letter said.

Carr responded in a letter that "we respectfully disagree." The state constitution's language regarding home-rule cities gives Boulder the authority to serve customers outside the city, Carr wrote.

Specifically, a home-rule city, **➤ See Spar, 8A**

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Beforeplay campaign touts sexual responsibility

Boulder marketing firm adds design to state-led drive

BY HEATHER McWILLIAMS
news@bcbr.com

BOULDER — A new statewide initiative hopes to spark discussion about family planning and sexual health before the ember of romance ignites unintended consequences, such as pregnancy or sexually transmitted diseases.



Morehouse

The recently launched Beforeplay.org campaign combines social media, outdoor media, outreach teams, video and website content to provide accurate, informative and nonjudgmental material about sexual health.

In Colorado, more than 40



Abramson



COURTESY BLUETONE MARKETING AND PUBLIC RELATIONS

Boulder-based Vermilion Design + Interactive crafted this cautionary billboard that advertises Beforeplay.org, part of the public-private partnership between the Colorado Department of Public Health and Environment and the Colorado Initiative to Reduce Unintended Pregnancy

percent of pregnancies among women aged 18 to 29 are unintended, according to the Colorado Department of Public Health and Environment. Beforeplay marketing is meant to catch the attention of 20-somethings and normalize

the conversation around sexual health with partners, family and health-care providers, said Bob Morehouse, chief executive for Vermilion Design + Interactive.

The Boulder-based marketing

agency tackled creative design for the Beforeplay campaign, a public-private partnership between the state health department and the privately funded Colorado Initiative to Reduce

► See **Beforeplay, 18A**

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- Scott Luther's Gold & Silver Express.....11-12PM

- Rebuild America with Jeff Santos1-2PM
- Healthline with Dr. Bob Marshall3:30-4PM
- Winning on Wall Street4-5PM
- Market Wrap with Moe Ansari.....5-6PM
- Repaving Main Street6-7PM
- Women's Radio Network7-8PM
- Boomer Radio Network8-9PM



Economist Richard Wobbekind said the quarterly Leeds Business Confidence Index indicates that “businesses are seeing overall improvements in the marketplace.”

Index reveals surging confidence

BY BUSINESS REPORT STAFF
news@bcbr.com

BOULDER — The confidence of business leaders in Colorado has surged going into the second quarter of 2013, according to the most recent Leeds Business Confidence Index, released April 2 by the University of Colorado-Boulder’s Leeds School of Business.

With waning uncertainty giving way to a stabilizing economy, the second-quarter index posted a reading of 58.1, a sharp increase from last quarter’s 51.3 reading. Expectations measured positive — at 50 or higher — for all of the metrics measured by

the index. They include hiring and capital expenditures, the state and national economies, and industry sales and profits.

For the first time, index participants were asked about sequestration in addition to other factors that could derail economic growth. Respondents expressed more concerns about the potential for tax policy and consumer confidence to have negative impacts than the federal spending cuts that took effect on March 1. Also, many respondents indicated that the European debt crisis poses no risk to their businesses.

“When we get significant upticks, like we saw in this quarter, it really does

give us quite a bit of optimism that businesses are seeing overall improvements in the marketplace,” said economist Richard Wobbekind, executive director of the Business Research Division.

“It’s really important to note that this is the 10th anniversary of the Leeds Business Confidence Index, so we have a pretty long track record looking at the economy and we have had significant and consistent participation from our panelists over the decade.”

Significantly, according to Wobbekind, the hiring plans index recorded the greatest surge among all of the index’s components, increasing to 57.5 from 49.3 for the second quarter.

The capital expenditures index rose to 56.9 from 50.1.

Confidence in the state economy, which increased to 62.1 from 55.5 last quarter, outstrips that of the national economy. The state economy reading is the highest it’s been in the past year.

Confidence in the national economy tipped the scale from negative to positive territory in the second quarter of 2013, increasing to 50.4. Last quarter, the reading was 47. The outpacing of confidence in Colorado’s economy compared with the national economy is a 32-quarter trend, based on the index’s results.

CONFIDENCE

in the state economy, which increased to 62.1 from 55.5 last quarter, outstrips that of the national economy. The state economy reading is the highest it’s been in the past year.

Business leaders’ sales expectations for the second quarter shot up to 62.3 from 54.4 for the first quarter. Also, second-quarter confidence in profits rose to 59.4, up several points from 51.6 last quarter.

In January, labor markets in all of the state’s metropolitan areas saw growth, compared with January 2012. Some of the areas showing the highest growth include Boulder, the Denver-Aurora-Broomfield region and Greeley.

Statewide, the biggest employment gains in January, compared with the same month last year, were in the professional and business services sector with the addition of 13,900 jobs. The trade, transportation and utilities sector saw the addition of 12,300 jobs, and the leisure and hospitality sector gained 11,900 jobs.

More information about the index, including the second-quarter report for 2013, is available at <http://leeds.colorado.edu/brd#leedsbusinessconfidenceindex>.

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Software firm to open fitness-themed office

Hybris picks Boulder for workplace based on endurance sports

BY DALLAS HELTZELL
dheltzell@bcbcr.com

BOULDER — A software company that was founded in Munich, Germany, is trying a novel way to compete for workers. It wants to open a North American office with an endurance-sports theme — and do it in Boulder, a mecca for fitness and health enthusiasts.

Hybris AG sells multichannel e-commerce and product-content management software. With offices in North America, Europe and Australia, the privately held company boasts more than 500 companies as customers, including General Electric, Thomson Reuters, 3M, Toys “R” Us, Levi’s and Nikon.

The company has a short list of possible sites in Boulder and hopes to open by summer with about 30 employees, said Nathalie Parent, Hybris’ Montreal-based vice president for human resources. She said the office in Boulder will be under the direction of triathlete Marc Graveline, Hybris’ vice president for engineering research and development,



COURTESY HYBRIS AG

This drawing illustrates the concept for Hybris AG’s fitness-themed workplace it is planning for its office in Boulder, with amenities such as workout areas and massage therapists.

who also is based in Montreal. He will travel between offices in the United States, Canada, Germany, Poland and London.

Reached in Florida, Graveline said three sites in Boulder are under con-

sideration, including one near 28th Street and Arapahoe Avenue and one near the Twenty Ninth Street shopping district. He said downtown Boulder is not being considered.

“We probably want about 10,000

square feet to start, with options for double or triple that as we grow,” Graveline said. “Optimistically I’d say we’d be open in two months, but if the site we pick will take four

► See **Office, 19A**



Longmont Has the Right Environment for Aerospace Companies:



- Over 1 million square feet of flex and industrial space available
- Currently home to DigitalGlobe, Enersys, Custom Microwave and Redstone Aerospace
- Shovel-ready green field sites
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- Rapid Response team from City staff to meet your project timeline
- Incentives available for qualifying projects

Udall has high hopes for wind energy

Senator pays visit to NREL's National Wind Technology Center



COURTESY DENNIS SCHROEDER/NREL

U.S. Sen. Mark Udall, D-Colo., left, and Dan Arvizu, director of the National Renewable Energy Laboratory, check out the view of the National Wind Technology Center south of Boulder on March 30 from the nacelle of a Siemens wind turbine. On the first stop of a tour of energy sites that are important to Colorado, Udall said the United States needs a long-term policy to support the industry and keep the nation competitive. The turbine's rotor generates 2.3 megawatts of power, which is sold to Xcel Energy Inc. Udall worked to extend the wind-energy tax credit and has supported NREL's role in developing innovations in renewable-energy technologies that have translated into jobs in Colorado and around the nation.

UTILITY from 1A

- Sanders "Skip" Arnold, executive director of Energy Outreach Colorado, a nonprofit group that provides energy assistance for low-income people, and a former executive with Xcel Energy;

- Tom Asprey, a retired electrical engineer with 27 years of experience at Hewlett-Packard and Intel designing hardware and software computer systems;

- Eric Blank, former energy project director with the predecessor organization to Western Resource Advocates and co-founder of Community Energy Inc., a company that develops clean-energy technologies;

- Ann Livingston, director of market development for Snugg Home, a developer of energy-efficiency analysis software;

- Pete Lorenzen, a vice president at IBM;

- Sean Maher, Downtown Boulder Inc. executive director;

- Matt McMullen, director, facilities management and sustainability at the University Corporation for Atmospheric Research;

- Diana Moss, vice president and senior research fellow at the American Antitrust Institute;

- John Nielson, energy program director at Western Resource Advocates;

- John Tayer, chief executive and president of the Boulder Chamber;

- Will Toor, director of the transportation program for the Southwest Energy Efficiency Project, and a former Boulder mayor and Boulder County commissioner; and

- Sam Weaver, manager of daily business operations at Cool Energy Inc., a waste heat recovery company.

"Their task will be to explore and vet the possibility of the ways that we could work together on achieving the city's energy goals," Huntley said. The city's goals include making sure Boulder residents and businesses have access to reliable power that is increasingly clean and competitively priced, according to information on the city's website. The community also wants as much of its energy as possible to be generated locally and wants more of a say about where power comes from, what it costs and what investments are made with the revenue, according to the website.

Facilitator Steve Charbonneau of Community Mediation Concepts has been hired to run the meetings, Huntley said. City officials and Xcel representatives agreed to split the cost to pay Charbonneau. The facilitation amount was not immediately available. Money to pay the facilitator may come from city manager Jane Brautigam's contingency budget, Huntley said.

The group is expected to make recommendations to the city in mid-July, Huntley said. Some topics up for discussion by the group will include how to decrease greenhouse-gas emissions and increase renewable-energy use, how to maintain reliability and how to offer competitive and predictable rates for customers, she said.

Xcel representatives look forward to hearing what others in the group have to say, said Michelle Aguayo, an Xcel Energy spokeswoman.

"We think it's important to sit down with our customers and look at different ideas and different

options – not just customers in Boulder or Colorado but throughout Xcel Energy," Aguayo said. "We look forward to sitting down with them and hearing their ideas."

At the same time, city officials will continue to study how to create a municipal energy utility, Huntley said.

Boulder voters in November 2011 narrowly passed two ballot measures on the topic.

One approved a \$1.9 million annual budget for five years to study how to create a municipal energy utility, while the other gave the Boulder City Council the authority to create such a utility under certain conditions.

A city council vote on whether to move forward with municipal-ization plans is set for Tuesday, April 16.

"We're moving forward on both fronts at the same time," Huntley said. "Timing is important, because if the city council decides on April 16 to take the next steps on legal proceedings, we think the council and the community would like to have an idea on what the alternatives are before August."

August is the anticipated time the city has set for deciding whether to enter good-faith negotiations with Xcel to consider acquiring Xcel's infrastructure including assets and equipment, Huntley said.

As the city moves forward, its next steps also are expected to include bond discussions with potential investors, Huntley said. Government groups often use bonds to fund infrastructure projects.

SPAR from 4A

"shall have the power, within or without its territorial limits, to construct, condemn and purchase, purchase, acquire, lease, add to, maintain, conduct and operate water works, light plants, power plants, transportation systems, heating plants and any other public utilities or works or ways," Carr wrote in his letter.

The latest exchange of letters comes in advance of a scheduled Boulder City Council vote on Tuesday, April 16, on whether to move forward with plans to create a municipal electric utility.

In November 2011, voters gave the Boulder City Council the authority to create a municipal utility, with conditions. Those conditions require rates to be cheaper, carbon emissions to be reduced, more energy from renewable sources, and that Boulder be able to offer power as reliably as current provider Xcel Energy. Voters also approved a \$1.9 million annual budget to study the plan for five years.

The research process has been controversial. Xcel Energy has made clear that the company does not want to sell its Boulder assets. Boulder could go through a condemnation process in the future to acquire Xcel's assets, Huntley said on April 9. In such a process, a government has the legal right to exercise eminent domain to take private property for public use after compensating a property owner.

Heather Bailey, the city's executive director for energy strategy and electric utility development, in February recommended "for technical and efficiency reasons" that Boulder acquire all six of the electrical substations that serve its residents – including two in unincorporated Boulder County near the city's borders.

BANKING & FINANCE

- 10A | Venture-Capital Firms
- 11A | Funding startups
- 12A | VC for Dummies

FOCUS: VENTURE CAPITAL

Life-science companies lead VC race

Clovis tops local firms for luring investor pledges

BY BETH POTTER
bpotter@bcbr.com

BOULDER — Cancer drug research company Clovis Oncology Inc. received the most venture capital funding in the last five years — \$146 million — of any company in the region, according to Thomson Reuters data compiled by PricewaterhouseCoopers LP.

The Boulder-based company (Nasdaq: CLVS) received the investment commitments of \$146 million in 2009 as the company formed its management team and started searching for drug candidate products to license, said Anna Sussman, a company spokeswoman. Company leaders used a small amount of the money to pay for start-up costs, Sussman said.

Patrick Mahaffy, former head of bioscience company Pharmion Corp., started Clovis with other members of his former executive team. Pharmion was acquired by Celgene Corp. in 2008 for \$2.9 billion.

In November 2009, Clovis entered a partnership with Clavis Pharma ASA in Oslo, Norway, to develop a pancreatic cancer drug. Under terms of that agreement, Clovis paid the Norwegian company \$15 million from the venture capital it had raised, Sussman said. Clovis took an additional \$50 million from the venture



COURTESY CLOVIS ONCOLOGY INC.

Patrick Mahaffy, co-founder and chief executive of Boulder-based Clovis Oncology Inc., has led the bioscience company since its inception in 2009, and since then, the company has raised \$146 million in venture capital.

“Clearly, the venture capital funding was critical to getting Clovis up and running and establishing our development pipeline.”

Anna Sussman
COMPANY SPOKESWOMAN,
CLOVIS ONCOLOGY INC.

capital pot to start developing the drug, Sussman said.

Venture capital firms investing in Clovis Oncology have included:

Aberdare Ventures in San Francisco; Abingworth LLP in London; Domain Associates LLC, with a West Coast office in San Diego; Frazier Health-

care, which has a Seattle office; New Enterprise Associates Inc. in Menlo Park, California; ProQuest Investments in Princeton, New Jersey; and Versant Ventures, Inc., with an office in Menlo Park, according to the PricewaterhouseCoopers data.

“Clearly, the venture capital funding was critical to getting Clovis up and running and establishing our development pipeline,” Sussman said.

Clovis Oncology was able to raise more capital by going public with an initial stock offering in 2011, Sussman

► See **Life-science, 11A**

More venture capitalists have heads in the cloud

BY BETH POTTER
bpotter@bcbr.com

BOULDER — SolidFire Inc. founder Dave Wright is on the cusp of a national venture capital trend.

Wright plans to raise \$20 million to \$50 million from venture capital firms and other investors for his Boulder cloud-computing company in the coming months. SolidFire makes computer programs that allow companies to move more of their computing functions to the “cloud,” or Internet. “Cloud” computing is the practice of storing data on remote



Wright



Roberto



Parsons

servers over the Internet, rather than on servers at a company’s physical location.

Since moving to Boulder from Atlanta two years ago, SolidFire has grown rapidly. Wright has hired about 90 people, and raised a total

of \$37 million from venture capital firms. The company’s most recent funding round was for about \$25 million in October 2011.

Raising the additional

money will help the company grow even faster, Wright said. His business plan currently calls for 20 percent growth in 2013.

“The space we’re focused on with cloud computing ... is a very large trend right now,” Wright

said.

New Enterprise Associates in Menlo Park, California, Valhalla Partners and Novak Biddle Venture Partners, both in the Washington, D.C. metro area, and individual investors such as Greg Papadopoulos, former chief technology officer at Sun Microsystems Inc., are current investors in SolidFire.

SolidFire is just one of the many local cloud-computing and information-technology companies in the region seeing the venture capital investment trend, said Keith Parsons, a spokesman at Pricewa-

► See **Venture, 12A**

BUSINESS REPORT LIST VENTURE-CAPITAL FIRMS

(Ranked by capital under management by firms based in Boulder and Broomfield counties.)

RANK	Company	Capital under management Capital invested 2012 Capital invested 2011	No. of current investments Preferred investment amount	Maximum investment amount Minimum investment amount	Preferred industries Stages	Phone Website	Person in charge Year founded
1	SEQUEL VENTURE PARTNERS 4430 Arapahoe Ave., Suite 220 Boulder, CO 80303	\$410,000,000 N/A N/A	N/A \$5,000,000 to \$7,000,000	\$10,000,000 \$1,000,000	Information technology and life sciences. Early stage.	303-546-0400 www.sequelvc.com	John Greff partner 1997
2	BOULDER VENTURES LTD. 1941 Pearl St., Suite 300 Boulder, CO 80302	\$300,000,000 \$5,100,000 \$12,800,000	19 \$3,000,000	\$4,000,000 \$1,000,000	Information technology and life sciences. Startup, early stage and emerging growth.	303-444-6950 www.boulderventures.com	Peter Roshko Jonathan Perl Kyle Lefkoff general partners 1995
3	HIGH COUNTRY VENTURE LLC 831 Pearl St. Boulder, CO 80302	\$50,000,000 N/A N/A	19 N/A	N/A N/A	Life sciences and internet technology. Early stages.	303-381-2638 www.highcountryventure.com	Mark Lupa Chris Marks principals 2005
4	GREENMONT CAPITAL PARTNERS II 1634 Walnut St., Suite 301 Boulder, CO 80302	\$43,000,000 N/A N/A	4 N/A	N/A N/A	Lifestyles of health and sustainability (LOHAS), natural/organic consumer products. Early to growth.	303-444-0599 www.greenmontcapital.com	David Haynes Todd Woloson managing directors 2007
5	INFIELD CAPITAL 939 Pearl St., Suite 200 Boulder, CO 80302	\$38,000,000 N/A N/A	10 N/A	N/A N/A	N/A Early stage.	303-449-2921 www.infieldcapital.com	C. David Moll founder, managing director 2007
6	ARAIPA VENTURE FUND LLC 319 Foxtail Court Boulder, CO 80305	\$9,500,000 \$9,000,000 \$7,000,000	8 250,000 to 1,000,000	\$2,000,000 \$150,000	Colorado based, efficiency-tech, (technologies that improve the use of resources), and low-capital intensive: companies that expect to need to raise less than \$5 million after Aravaipa's first investment. Early stage, beyond research project stage.	303-323-5661 www.aravaipaventures.com	Robert Fenwick-Smith Tim Reeser founder, senior managing director managing director 2008
7	FOUNDRY GROUP 1050 Walnut St., Suite 210 Boulder, CO 80302	\$675,000 \$100,000,000 \$100,000,000	52 \$5,000,000 to \$10,000,000	\$20,000,000 \$250,000	Software, internet. All.	303-642-4050 www.foundrygroup.com	Brad Feld Seth Levine Ryan McIntyre Jason Mendelson managing directors 2007
NR	MORGENTHALER VENTURES 4430 Arapahoe Ave., Suite 220 Boulder, CO 80303	N/A N/A N/A	N/A \$15,000,000-\$20,000,000	N/A N/A	Medical device and biopharmaceuticals. Early stage.	303-417-1601 www.morgenthaler.com	Ralph E. Christoffersen general partner 1968
NR	AWEIDA CAPITAL MANAGEMENT 500 Discovery Parkway, Suite 300 Superior, CO 80027	N/A N/A \$2,000,000	N/A \$500,000	\$1,000,000 \$100,000	Data storage, software, life sciences. Seed through late stage.	303-664-9520 www.aweida.com	Jesse Aweida Dan Aweida managing partners 1988

Researched by Mariah Gant

N/A: Not available.

Source: Business Report Survey

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VC fundraising continues to fuel startups

BY BETH POTTER

bpotter@bcbr.com

BOULDER — When it comes to fundraising, it appears that many venture capital companies in the region are red-hot.

While the amounts of venture capital funds raised in 2012 run the gamut — from \$5 million to \$225 million — they serve as one measure of how busy the region is in courting and funding new start-up companies. Many investors are traditionally tight-lipped about such investment funds.

Well-known venture capital firms in the region such as the Foundry

Group have raised new funds in the past year. Several others plan to raise money this year, according to the firms and to documents filed with the U.S. Securities and Exchange Commission.

Foundry Group raised \$225 million at the end of 2012 and does not plan to raise any more for at least three years, said Brad Feld, a managing partner of the firm.

David Cohen, a founder of the TechStars startup business incubator, said the group manages \$70 million through a collection of funds. TechStars does not plan to raise any other money separately at the moment, he said.

In 2012, Cohen announced that

he had raised \$25 million in the Bullet Time Ventures II fund, a separate venture.

Access Venture Partners in Westminster raised \$45 million recently. Access has funded Boulder companies such as software companies Log-Rhythm Inc. and Tendril Networks Inc.

The nonprofit, Denver-based Rockies Venture Club plans to raise \$5 million to \$10 million this year, said executive director Peter Adams. The “super angel fund” is expected to invest small amounts of money — approximately \$250,000 — into various startup companies, Adams said.

“Angel” investors are individual

investors in companies.

Adams says the new fund can help angel investors diversify their portfolios by helping them do due diligence in companies.

Rockies Venture Club holds various events in the venture capital community, including an upcoming angel capital “summit” in Denver where companies looking for funding will present information to potential investors. In addition, Adams, a Boulderite, is co-writing the book “Venture Capital for Dummies,” for the national book brand.

“We want to do things that catalyze companies even more. That’s the

► See **Fundraising, 12A**

LIFE-SCIENCE from 9A

said. The company also was able to generate cash and license fees for a deal with the New York-based biopharmaceutical company Pfizer Inc. (NYSE: PFE) for the drug candidate rucaparib in 2011. The drug candidate is used to treat breast and ovarian cancer.

Clovis isn’t the only notable local life-science company that has been successful with venture capital investments in recent years, said Kyle Lefkoff, a partner at Boulder Ventures Ltd. in Boulder.

Scientists and discoveries at the University of Colorado have spun out numerous interesting companies that continue to draw interest from venture capital companies, Lefkoff said. He pointed to the BioFrontiers Institute at the University of Colorado-Boulder, headed by Nobel prize winner Tom Cech and other notable industry leaders, as a place expected to spin off more innovative companies.

The BioFrontiers Institute is “a huge deal for Boulder,” Lefkoff said. “Over the next 25 years, it’s going to dominate the landscape.”

According to the PricewaterhouseCoopers data, all of the largest venture capital investment recipients during the past five years in the Boulder Valley were life-sciences companies.

Other companies following Clovis Oncology include:

- Somalogic Inc., which received \$35 million in 2008 and \$15 million in 2010. The Boulder company researches possible new drugs;

- OPX Biotechnologies Inc., which received \$36.5 million in 2011 and \$12.1 million in 2009. The Boulder company makes biologically based chemicals used in paint and gasoline;

- GlobeImmune Inc., which received \$17.5 million in 2010 and \$13 million in 2009. The Boulder company researches new drug candidates, including one to treat hepatitis C.

- Crosstrees Medical Inc., which received \$12.03 million in 2008. The Boulder company makes a medical device to treat fractured vertebrae.

- MiRagen Therapeutics Inc., which received \$12 million in 2009. The Boulder company makes drug candidates to treat cardiovascular disease.



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Venture Club officers write guide 'for Dummies'

BY BETH POTTER
bpotter@bcbr.com

BOULDER — Peter Adams, executive director of Rockies Venture Club, is co-writing a book about the secrets of venture-capital funding for the national "Dummies" book series.

The "Venture Capital for Dummies" book is expected to sell for \$22 and be on bookstore shelves sometime in late August, Adams said.

Nicole Gravagna, director of operations at Rockies Venture Club, is the other co-author of the book. RVC is a Denver-based nonprofit



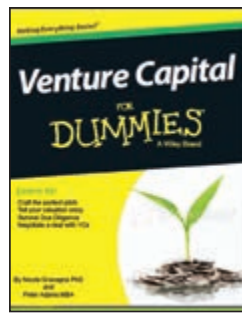
Adams



Gravagna

business development group funded by members. It features activities mostly in Boulder and Denver. Adams is based in Boulder.

Adams said he has done much of



the research for the book by talking to principals at various venture capital firms around Boulder. Venture capital-specific terms such as "liquidation preference" are outlined in the book, for example. "Liquidation preference" is a term used to explain how much investors might expect to get back if a company fails.

Adams said he plans to offer "Angel Investing 101" seminars and "mini-angel capital summits" in selected cities around the United States in the fourth quarter of this year to promote the book. "Angel" is the term used for an individual who wants to invest sums of money directly into a company looking for funding.

More than 1,800 books have been written for the national instructional/educational "Dummies" book series, which is published by John Wiley & Sons in Hoboken, New Jersey.



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VENTURE from 9A

terhouse Coopers LP's Denver office. In fact, cloud computing, information technology and consultant companies that work on related computing service are expected to see the biggest infusion of venture capital investment of any industry in the United States this year, Parsons said.

While no industry-specific data is yet available for the first quarter of 2013, the Boulder region has seen an increase in venture capital investment in IT services in recent quarters, Parsons said. PricewaterhouseCoopers compiles and puts out quarterly data about the venture capital industry using data from the Thomson Reuters media group.

Storage of health-care data is driving the growth of "cloud" computing companies, Parsons said. So is general Internet storage of all sorts of data-heavy files, from videos to music.

Anecdotally, the Boulder Valley has a large amount of cloud-computing investment and related services because of its legacy as a storage technology hub, Wright said. He said he moved SolidFire to Boulder specifically to attract local expertise from workers. Current and former "legacy" computer storage companies such as Storage Technology Corp. in Louisville, Sun Microsystems Inc.'s Broomfield location, IBM's Boulder office and Lefthand Networks in Boulder all gave Wright a positive vibe for finding new workers, he said.

FUNDRAISING from 11A

impetus for this fund," Adams said.

Tahoma Ventures I LP, run by Boulder angel investor John Ives, is expected to raise \$5 million in the near future, based on a document filed with the SEC in January.

Smaller funds such as Infield Capital LLC and Aravaipa Ventures also have roles to play in the local venture capital investment scene, their principals said.

While the overall venture capital sector is "pretty challenged right now," 2013 is expected to be a good year, said David Moll, a partner at Infield. Infield has made 14 invest-

"It's a pretty deep talent area," Wright said.

Wright declined to give specific revenue numbers for SolidFire, other than to say the company's software product has been well received in the market since it was launched last year.

Ed Roberto, chief executive at cloud infrastructure company Lagrange Systems Inc., says he also may see new venture capital investment this year. Lagrange Systems recently secured an undisclosed amount of Series A, or initial, venture capital financing, Roberto said.

"We've spoken to a lot of smart investors who are actively looking ahead of the technology curve for opportunities in the cloud and enterprise software space," Roberto said.

Investment group such as the TechStars business incubator, started by local venture capital leaders Brad Feld and David Cohen, are driving outside venture capital interest in the region, Parsons said.

Cohen, a founder of TechStars, started Bullet Time Ventures in 2009. He announced in 2012 that Bullet Time Ventures II had raised \$28 million in capital. Feld is a principal at Foundry Group venture capital firm in Boulder, and a founder of TechStars. Foundry Group closed a \$225 million effort in 2012 and does not plan to raise more money for another three years or so, Feld said in a recent email.

ments to date, Moll said without giving overall funding amounts. "We're enthusiastic about the performance in our portfolio, but we have miles to travel," Moll said.

Aravaipa Ventures LLC in Boulder has raised \$10 million at about \$2 million per year, and plans to raise \$10 million more in coming years, said Robert Fenwick-Smith, principal at Aravaipa.

The fund invests solely in Colorado companies, most of which are involved in energy efficiency, Fenwick-Smith said. The company does not charge management fees and has investors from around the globe.

Banks finding ways to make up for lost fees

Many bankers locally and nationally still are on the hunt for strategies to make up lost fee income.

New federal regulations in the Durbin Amendment of the Dodd-Frank Wall Street Reform and Consumer Protection Act in 2010 capped the amount of debit card interchange fees paid by merchants. Separate Federal Reserve regulations in 2010 curbed checking overdraft fees.

Regionally, some bankers look to wealth-management programs and foreign exchange as places to make up the lost revenue. Others say their strategies are to build revenue through growth while they try to keep fees down.

Vectra Bank is one looking to make up lost fee income through wealth-management services and foreign exchange, among other things, according to Kirk Monroe, Denver-based executive vice president and manager of the wholesale banking group for Vectra Bank Colorado. Mortgage loans are another source of income, Monroe said. Vectra Bank has three local branches.

BBVA Compass is on the same track as Vectra — looking to “carve out a little bit” of income in U.S. Treasury management products and services as well as wealth-management services and foreign exchange, said Cedric Buchanon, Denver city president for the bank. BBVA Com-

pass has seven local branches.

FirstBank of Colorado takes a slightly different approach — working to keep fees down as much as possible to stay competitive and grow in the marketplace, said Brian



BANK NOTES

Beth Potter

Larson, market president for the bank's Boulder branches. Lakewood-based FirstBank Holding Co. has 10 branches in Boulder and Broomfield counties.

“Our thought is that this helps us build the banks and help compensate for the lost fees that we're seeing from new regulations,” Larson said. “We continue to grow the banks and build revenue through that method.”

FirstBank continues to offer free checking for consumers, Larson said. The bank has seen local growth in mortgage lending programs in the past several months as well, Larson has said.

Financial savvy

You can have fun and possibly win a prize while brushing up on your financial Ps and Qs by playing a new smartphone scavenger hunt.

The mobile device game is being sponsored by the Federal Reserve Bank of Chicago. To get the rules to

“Money Smart Hunt” and download the app go to www.moneysmart-week.org/hunt.

As you play the game, you take pictures of tasks that show you are financially savvy. For example, you might attend a financial seminar and have another attendee take your picture there.

Winners of the national game can receive Apple and Visa gift cards. The scavenger hunt started at the beginning of April as a promotion for Money Smart Week April 20-27.

Local events include a special story time for children at the Carbon Valley Regional Library, 7 Park Ave., Firestone. To find out more about all Colorado events that week, go to www.moneysmart-week.org.

Another app

Bank of the West also is going more mobile with a new app called “Quick Balance.”

You don't even have to log into your account to check your balance with the new app, according to a press statement from the San Francisco-based bank. In addition, you can deposit checks by taking a picture with your phone of a physical check, pay bills on your phone and transfer funds between accounts.

Bank of the West has two branches in Boulder and Broomfield counties and \$86 million in local deposits.

Small-business lending

Small-business lending in Colorado is up by more than \$214.8 million from a “baseline” year running from mid-2009 to mid-2010, according to a new report from the U.S. Department of the Treasury.

What that means is that regional small businesses have access to capital as the economy rebounds, according to the report.

“This quarter's report shows that participants of the Small Business Lending Fund are continuing to help thousands of small businesses invest, hire and expand in their local communities,” Neil Wolin, deputy treasury secretary, said in a press release.

In all, lending has increased to Small Business Lending Fund banks by about \$8.9 billion since 2009 in Colorado, according to the report. Those community banks lent money to small businesses, creating an estimated 38,000 new small-business loans over that time period.

The investment comes in the wake of the Small Business Jobs Act that President Obama signed into law in 2010.

Across the nation, the U.S. Treasury invested more than \$4 billion into 332 community banks as part of the Small Business Lending Fund. Those banks operate more than 3,000 branches across the country.

Beth Potter can be reached at 303-630-1944 or bpotter@bcbr.com.

Ex-Bank of Choice CEO charged with fraud

BY MOLLY ARMBRISTER

marmbrister@ncbr.com

GREELEY — Darrell McAllister, former president and chief executive of Bank of Choice, has been charged with securities fraud.

Colorado Banking and Securities Commissioner Fred Joseph filed civil charges against McAllister, alleging that McAllister violated the registration and anti-fraud provisions of the Colorado Securities Act.

McAllister has 21 days to respond to a request for injunction, which would ban him from participation in the financial-services industry and return the \$500,000 lost by a group of investors.

The charges allege that in summer 2008, while acting as president, CEO and chairman of the bank, formerly based in Greeley, McAllister conducted an unregistered preferred stock offering in Bank of Choice Holding Co. to the public.

The complaint states that this stock offering was made in the hopes of improving capitalization at the bank. The bank was put under a consent order in early 2011, with regulators directing the bank to increase capital.

About 40 investors purchased preferred shares of Bank of Choice Holding Co., resulting in combined investment of about \$7.8 million, according to the complaint. None of the investors received a return of their principal, the document states.

The charges also allege that McAllister directed bank employees to solicit bank customers to trade their fully insured bank certificates of deposit for preferred stock without providing employees with supervision, oversight or training to inform customers of potential risk.

One Bank of Choice employee, Anita Adolf, is named in the complaint. McAllister allegedly instructed Adolf to contact some of her “large depositors” about the offering, even though Adolf had no background or experience in securities offerings and received no training from Bank of Choice or anyone else.

The complaint alleges that investors were encouraged to cash out the CDs and then invest the funds in the stock offering, according to a release from the Division of Securities. It is alleged that at least four investors traded in their CDs for stock.

The CDs paid a fixed interest rate,

were fully insured by the Federal Deposit Insurance Corp. and had no risk of loss. The complaint goes on to allege that these investors were told that the stock investment paid 7.28 percent, a higher rate than the CD, according to the release.

The investors received quarterly interest payments until Sept. 2, 2009, at which point they received a letter from McAllister stating that the preferred stock dividends were being discontinued, according to the complaint.

The investors later learned that Bank of Choice had been closed and the stock they had purchased was worthless, according to the allegations.

It is alleged that these investors combined lost more than \$500,000 from these investments. The complaint also states that the investors were all farmers, and were related.

McAllister served as CEO and chairman of the bank from 2003 until 2010. He now works as a financial adviser for Morgan Stanley Smith Barney.

“There are a lot of different issues involved in this and it's not quite that simple,” McAllister told the Denver Post. “There's been a lot of effort trying to settle this dispute.”

Attorney Martin Berliner told the Post that McAllister's defense will be “vigorous” and could get ugly.

“We intend to name parties at fault who are not named as defendants,” Berliner told the Post. “We told the state about others in the bank who were closer to the bone than Darrell, who were not named, and in their investigative process got them to roll over on Darrell.”

Bank of Choice was once Greeley's largest community bank, holding \$1.07 billion in assets and encompassing 17 branches. The bank took on some larger loans from New Frontier Bank, which was liquidated in 2009.

Bank of Choice was closed by regulators in July 2011 because of insolvency. The bank was bought by a holding company now called NBH Holdings Co.

Bank of Choice now operates under the name Community Banks of Colorado, another institution purchased by NBH Holdings. It has no branches in Boulder or Broomfield counties.

Joe Bonner, who took over at the helm of Bank of Choice in October 2010, left the bank in late February, for “personal reasons,” according to a bank spokesperson.

BUSINESS REPORT LIST PUBLIC-SECTOR EMPLOYERS

(Employers ranked by number of full-time employees in Boulder and Broomfield counties.)

RANK	Employer	Full-time local employees	Budget 2012 Budget 2011	Health insurance carrier(s)	Top elected official or administrative executive Human resources administrator	Year founded locally Website
1	UNIVERSITY OF COLORADO-BOULDER 565 UCB, University of Colorado-Boulder Boulder, CO 80309 303-492-6893/303-492-4491	7,300	\$1,271,800,000 \$1,220,400,000	University of Colorado Health and Welfare Trust (CU Health Plans)	Philip DiStefano, chancellor	1876 www.colorado.edu
2	BOULDER VALLEY SCHOOL DISTRICT 6500 Arapahoe Ave. Boulder, CO 80303 303-447-1010/720-561-5830	4,133	\$337,142,602 \$335,799,278	Great West; Kaiser Permanente	Bruce Messinger, superintendent	1961 www.bvdsd.org
3	ST. VRAIN VALLEY SCHOOL DISTRICT 395 S. Pratt Parkway Longmont, CO 80501-6527 303-776-6200/303-682-7366	3,806	\$213,878,794 \$213,110,732	Cigna, Kaiser Permanente, MetLife Dental	Don Haddad, superintendent	1965 www.stvrain.k12.co.us
4	BOULDER COUNTY 2020 13th St. Boulder, CO 80302 303-441-3500/303-441-3494	1,902	\$321,707,822 \$288,696,651	N/A	Cindy Domenico, chairwoman of the board of county commissioners	1861 www.bouldercounty.org
5	CITY OF BOULDER 1777 Broadway Boulder, CO 80306 303-441-3090/303-441-4478	1,258	\$254,693,000 \$230,274,000	United Healthcare	Matthew Appelbaum, mayor Jane Brautigam, city manager	1871 www.bouldercolorado.gov
6	CITY OF LONGMONT 350 Kimbark St. Longmont, CO 80501 303-651-8601/303-651-8590	835	\$216,680,000 \$218,001,802	Kaiser Permanente, Delta Dental	Dennis Coombs, mayor Harold Dominguez, city manager	1873 www.ci.longmont.co.us
7	CITY AND COUNTY OF BROOMFIELD 1 DesCombes Drive Broomfield, CO 80020 3034693301/303-438-6296	703	\$419,296,063 \$187,568,523	self-funded, Kaiser Permanente	Patrick Quinn, mayor Charles Ozaki, city and county manager	1961, 2001 www.broomfield.org
8	FRONT RANGE COMMUNITY COLLEGE 3645 W. 112th Ave. Westminster, CO 80031-2199 303-404-5000/303-466-1623	434	\$84,501,148 \$83,698,317	United Health Care, Kaiser Permanente, Anthem	Andy Dorsey, president	1968 www.frontrange.edu
9	CITY OF LOUISVILLE 749 Main St. Louisville, CO 80027 303-335-4532/303-335-4724	194	\$43,700,000 \$33,490,800	Kaiser Permanente	Bob Muckle, mayor Malcolm Fleming, city manager	1878 www.louisvilleco.gov
10	CITY OF LAFAYETTE 1290 S. Public Road Lafayette, CO 80026 303-665-5588/303-665-2153	177	\$45,730,840 \$45,041,424	Kaiser Permanente	Carolyn Cutler, mayor Gary Klaphake, city administrator	1878 www.cityoflafayette.com
11	TOWN OF ERIE 645 Holbrook St. Erie, CO 80516 303-926-2700/303-926-2706	158	\$28,975,841 \$32,675,300	Anthem Blue Cross	Joseph A. Wilson, mayor A.J. Krieger, town administrator	1874 www.erieco.gov
12	COURTS-20TH JUDICIAL DISTRICT-CLERK OF THE COURT 1777 Sixth St. Boulder, CO 80302 303-441-3750	114	N/A N/A	N/A	Roxanne Bailin, chief judge	1876 www.courts.state.co.us
13	TOWN OF SUPERIOR 124 E. Coal Creek Drive Superior, CO 80027 303-499-3675/303-499-3677	27	N/A \$39,000,000	N/A	Andrew M. Muckle, mayor	1896 www.superiorcolorado.gov
14	SOCIAL SECURITY ADMINISTRATION 4949 Pearl East Circle, Suite 101 Boulder, CO 80301 800-772-1213/303-494-4750	18	N/A N/A	N/A	Jeremy Young, district manager	1946 www.socialsecurity.gov
15	TOWN OF NEDERLAND 45 W. 1st st. Nederland, CO 80466 303-258-3266/303-258-1240	15	N/A \$2,182,709	N/A	Joe Gierlach, mayor Alisha Reis, town administrator	1874 www.nederlandco.org
16	TOWN OF LYONS 432 Fifth Ave. Lyons, CO 80540 303-823-6622/303-823-8257	15	\$5,658,344 \$4,065,262	United Health	Julie Van Domelen, mayor Debra Anthony, town clerk	1891 www.townoflyons.com
17	BOULDER VET CENTER, DEPT OF VETERANS AFFAIRS 4999 Pearl East Circle, Suite 106 Boulder, CO 80301 303-440-7306/303-449-3907	6	N/A N/A	N/A	Michael Pantaleo, team leader	1982 www.vetcenter.va.gov
NR	LAFAYETTE URBAN RENEWAL AUTHORITY 1290 S. Public Road Lafayette, CO 80026 303-665-5588	N/A	\$189,269 N/A	N/A	Gary Klaphake, executive director	N/A www.cityoflafayette.com/ urbanrenewal

Researched by Mariah Gant

N/A: Not available.

Source: Business Report Survey

AEROSPACE

Sequester squeezing contractors

*Uncertainty stalls local firms' hiring*BY SALLY McGRATH
news@bcbr.com

BOULDER — The month-old federal budget sequester is leading to hiring freezes or slowdowns, budget-planning uncertainty and stalled growth for aerospace companies in the Boulder Valley.

"It is safe to say that there will be job losses associated with sequestration nationally and in Colorado," said Vicki Lea, executive director of the Colorado Space Coalition at the Denver Metro Economic Development Corp. "Our feeling is that, no, it's not happening, yet. The immediate action is that companies are not hiring. Programs are being put on hold. The expectation is that in the next year or so, job losses will follow."

Sequestration is the formal term for mandatory cuts to federal programs — the process of cordoning off money that may have been authorized by Congress but now is prohibited from being spent. Literally, the money is being "sequestered" — taken away from the federal agencies affected. President Obama issued the sequestration order March 1 after Congress was unable to reach a budget agreement, leaving Colorado's large aerospace industry in limbo. Defense agencies are losing 7.8 per-



COURTESY BALL AEROSPACE & TECHNOLOGIES CORP.

A worker at Boulder-based Ball Aerospace & Technologies Corp. adjusts the U.S. Air Force Space Test Program's Standard Interface Vehicle in a clean room. Ball Aerospace, the area's largest aerospace company in Boulder with more than 2,200 employees and annual revenue of \$876.8 million in 2012, is not yet feeling the effects of the sequester.

cent of their fiscal year 2013 funding, and nondefense agencies such as NASA are losing 5 percent.

Colorado's aerospace industry is ranked third in the nation in terms of civil space programs that will be most negatively impacted, according to a study released in December by researcher Stephen S. Fuller, professor and director for regional analysis at George Mason University.

Commissioned by the Aerospace Industries Association, Fuller found 11 "impact clusters" where effects

will be greatest. The only states to bear a heavier burden in terms of income and jobs are Texas and California. The study forecasts that more than 2,000 Colorado jobs could be lost this year in the civil space industry alone. The impacts are not just to the aerospace and defense companies; the flow-down effect to its supply chain is significant, given the high rate of subcontracted work.

Clif Harald, executive director of the Boulder Economic Council, said the budget cuts do not just affect

aerospace companies. "There is a significant multiplier effect and the potential to affect many sectors of the economy," Harald said.

The cuts have the potential to affect many sectors of the economy, from academic institutions and research laboratories such as the Boulder-based National Center for Atmospheric Research and National Oceanic and Atmospheric Administration to bioscience companies and the community's industrial base — all

► See **Sequester**, 17A



JONATHAN CASTNER

Altius Space Machines Inc.'s founder Jonathan Goff shows the company's Sticky Boom, a robotic arm that can grab objects in space.

Altius has high hopes for Sticky Boom

BY JEFF THOMAS
news@bcbr.com

LOUISVILLE — Space may be the final frontier, but for Jonathan Goff it may also be the new Silicon Valley.

"There's a huge amount of money to be made in space. In telecommunications and GPS there's already more than \$100 billion a year," said the founder of Altius Space Machines Inc. of Louisville. "The problem is that there's not that many launches that go up in any given year."

Altius in 2011 developed a business plan focusing on small-load deliveries to the International Space

“There's a huge amount of money to be made in space.”

Jonathan Goff
FOUNDER,
ALTIVUS SPACE MACHINES INC.

Station, employing a robotic arm the company was developing, the Sticky Boom. Altius Space Machines won the \$25,000 grand prize in the 2011 Heinlein NewSpace Business Plan Competition, hosted by the Space Frontier Foundation, which helped

to focus the efforts of this small Louisville startup on a very specific but necessary aspect of space support and research.

That award not only helped determine the focus of this small engineering startup in Louisville but also gave it a certain cachet to approach other technology organizations working in the space industry. In all, space industry development is not that different from the Internet-based companies of the 1990s, Goff said, where strategic partners cooperated hoping to quickly develop the technologies that would gain widespread commercial application.

► See **Altius**, 17A

BUSINESS REPORT LIST AEROSPACE COMPANIES

(Companies in Boulder and Broomfield counties ranked by number of employees.)

RANK	Company Address	Local employees Local offices Headquarters	Products/services	Phone/Fax Website	Person in Charge Year founded
1	BALL AEROSPACE & TECHNOLOGIES CORP. 1600 Commerce St. Boulder, CO 80301-2734	2,350 2 Boulder	Develops and manufactures spacecraft, advanced instruments and sensors, components, data exploitation systems and RF solutions for strategic, tactical and scientific applications.	303-939-4000/303-939-5367 www.ballaerospace.com	Robert D. Strain, president 1956
2	DIGITALGLOBE INC. 1601 Dry Creek Drive, Suite 260 Longmont, CO 80503	749 1 Longmont	Commercial high-resolution earth imagery products and services.	303-684-4000 www.digitalglobe.com	Jeffrey R. Tarr, president, CEO 1992
3	LABORATORY FOR ATMOSPHERIC AND SPACE PHYSICS (LASP) 1234 Innovation Drive Boulder, CO 80303-7814	461 2 Boulder	Planetary, atmospheric and space sciences research; engineering division designs and builds space flight hardware; mission operations division operates spacecrafts.	303-492-6412/303-492-6444 lasp.colorado.edu	Daniel Baker, director 1948
4	SIERRA NEVADA CORP. 1722 Boxelder St. Louisville, CO 80027	300 1 Sparks, Nevada	Mechanisms providing critical spacecraft functions.	303-530-1925/303-530-2401 www.sncspace.com	Fatih Ozmen, CEO 1963
5	NORTHROP GRUMMAN ELECTRONIC SYSTEMS INC. 6120 Longbow Drive Boulder, CO 80301	290 1 Baltimore	Satellite ground stations supporting missile warning and missile defense.	720-622-6008 www.ngc.com	Ron Alford, director of Colorado operations 1939
6	AIR COMM CORP. 3330 Airport Road Boulder, CO 80301	90 1 Boulder	Climate-control systems for civil and military aircraft.	303-440-4075/303-440-6355 www.aircommcorp.com	Keith Steiner, CEO 1987
7	INTREX AEROSPACE INC. 1815 Boxelder St. Louisville, CO 80027	75 1 Lansing, Michigan	CNC machining, turning, milling, CNC Swiss.	303-665-1154/303-665-0082 www.intrexcorp.com	LaVonda Jeffrey, president 1977
8	CUSTOM MICROWAVE INC. 24 Boston Court Longmont, CO 80501	48 1 Longmont	Precision design, manufacture, and test of high performance feeds for reflector antennas used on satellites. Precision fabrication of microwave components.	303-651-0707 ext. 19/303-651-0706 www.custommicrowave.com	Clency Lee-Yow, president 1965
9	ABSL SPACE PRODUCTS INC. 1751 S. Fordham St. Longmont, CO 80503	45 1 Longmont	Supplier of lithium-ion batteries for spacecraft and launch vehicles.	303-848-8081 www.abslspaceproducts.com	Kevin Schrantz, business development manager 2005
10	COMPOSITE TECHNOLOGY DEVELOPMENT INC. 2600 Campus Drive, Suite D Lafayette, CO 80026-3359	36 1 Lafayette	Composite products for energy, aerospace, and defense including electrical and thermal insulation, composite tanks, solar arrays, and satellite components. Offer testing and design services.	303-664-0394/303-664-0392 www.ctd-materials.com	Naseem Munshi, president 1988
11	MORGAN TECHNOLOGIES INC. 8101 I-25 Frontage Road, Unit 4 Erie, CO 80516	35 1 Erie	Manufacturer of aerospace parts. Medical, research companies.	303-651-1990/303-651-2017	William Morgan, president 1971
12	ST. VRAIN MANUFACTURING INC. 819 S. Lincoln St. Longmont, CO 80501	30 1 Longmont	Precision machining for aerospace, medical and high-tech industries. 3, 4 and 5-Axis CNC Milling, CNC Turning, Wire EDM. Quality System based on AS-9100 Zeiss / B&S CMMs ITAR Registered	303-702-1529/303-702-1534 www.stvrainmfg.com	Bob Bergstrom, president 1995
13	LEFT HAND DESIGN CORP. 7901 Oxford Road Longmont, CO 80503-8704	23 1 Longmont	Precision positioning components: fine-steering mirrors, fast-steering mirrors, active isolation systems, motion simulators, linear electro-magnetic actuators, pointing systems.	303-652-2786/303-652-2021 www.lefthand.com	Lawrence Germann, president 1993
14	COMPUTER ACCESS LLC 317 Bross St. Longmont, CO 80501	20 1 Longmont	Software engineering, database design, development and operations, satellite engineering, information technology, network administration and telecommunications.	303-684-9555/303-684-9669 www.phosci.com	Diane Kirkpatrick, CEO 1996
15	COLDQUANTA INC. 1600 Range St., Suite 103 Boulder, CO 80301	18 1 Boulder	Devices, accessories and services to simplify the creation of cold and ultracold matter.	303-440-1284/303-974-1117 www.coldquanta.com	Rainer Kunz, president 2007
16	PHASE IV ENGINEERING INC. 2820 Wilderness Place, Unit C Boulder, CO 80301	18 1 Boulder	Developer and manufacturer of wireless sensing and RFID systems. Supplies battery-free wireless sensor systems for aircraft tire pressure monitoring and carbon fiber fabrication sensing.	303-443-6611/303-443-8379 www.phaseivengr.com	Richard S. Pollack, CEO, president 1992
17	SPORIAN MICROSYSTEMS INC. 515 Courtney Way, Suite B Lafayette, CO 80026	12 1 Lafayette	Provides novel sensors, microelectromechanical systems (MEMS) design and packaging services.	303-516-9075/303-516-9116 www.sporian.com	Brian Schaible, president Michael Usrey, vice president 2000
18	BOULDER INNOVATION GROUP INC. 4824 Sterling Drive Boulder, CO 80301	10 1 Boulder	Manufacturer of real-time, free-hand, 3-D digitizer of points in 3D space for medical and industrial applications; involved in manufacturing of camera systems, scanners, trackers, fiber optic systems.	303-447-0248/303-447-3905 www.boulderinnovators.com	Ivan Faul, president 2001
19	REDSTONE AEROSPACE CORP. 105 S. Sunset St., Suite T Longmont, CO 80501	8 1 Longmont	Cryogenic subsystems and components and opto-mechanical subsystems and components for science and defense markets.	303-684-8125/303-684-8100 www.redstoneaerospace.com	Robert Levenduski, president 1998
20	INTELLIPROP INC. 105 S. Sunset St., Suite N Longmont, CO 80501	8 1 Longmont	Provider of SATA, SAS and RAID-based IP cores, bridges, port multipliers. ASIC and FPGA customized designs. Provider of SSD chip.	303-774-0535/303-774-0535 www.intelliprop.com	Ami Patel, general manager 1999

Researched by Mariah Gant

N/A: not available. If your company should be on this list, please request a survey by emailing research@bcbr.com or calling our research department at 303-440-4950.

Source: Business Report Survey

SEQUESTER from 15A

engines of growth and job creation for the Boulder area, Harald said.

The impact on larger companies so far is less significant than that on small companies, said Diane Dimeff, executive director of eSpace, a partnership of the University of Colorado and Nevada-based Sierra Nevada Corp., an aerospace company employing 230 people locally, mostly in Louisville. eSpace is a collaboration of industry, government and academia working to accelerate commercial space technologies.

“What’s sad is that the sequester doesn’t impact just large companies,” Dimeff said. “It impacts the entire chain, including companies relying on research grants. This puts small companies at risk. Larger companies can absorb the (budget cuts), but some smaller companies cannot.”

Blue Canyon Technologies LLC in Boulder is one such company feeling the impacts and facing uncertainty about its future. Blue Canyon, which specializes in small-spacecraft component design and development, is one of 13 companies incubated by eSpace.

“The level of uncertainty is higher than it’s been before,” said George Stafford, company president. “The major effect (the sequester) has had on us is the amount of proposal efforts this year. All the proposals we have submitted have been delayed. Some of the programs have been canceled.”

Stafford said \$3 million to \$4 million in pending work has been delayed. That’s a lot of money to a company with projected annual revenue of \$600,000.

So far, the company has not had to lay off any of its 10 employees. “We haven’t gotten to that, yet,” he said. However, if the funding does not materialize by the end of the year, layoffs are a real possibility, Stafford said.

On the other end of the spectrum, Ball Aerospace & Technologies Corp., The largest aerospace company in Boulder with more than 2,200 employees and annual revenue of \$876.8 million in 2012, is not yet feeling the effects of the sequester, said company spokeswoman Roz Brown.

“We are very early into the seques-

ter — but to date we have no immediate plans for layoffs,” Brown said. “To date, there are no projects at Ball Aerospace that have been put on hold due to budget uncertainty.”

Debra Facktor Lepore, Ball’s vice president and general manager for strategic operations, said the company has not been notified of “anything that would cause us concern. We are watching and waiting along with everyone else to learn what the full effects of sequestration will be; we look forward to the government issuing the (fiscal year 2014) budget later this month.”

With much of Ball’s funding coming from the federal government for civilian and defense projects, Ball is exploring potential growth opportunities that are not dependent upon federal funding such as building satellites for private companies and foreign countries. New changes in export regulations could lead to growth of the latter market.

Colorado’s congressional delegation is focused on changing export regulations to benefit aerospace companies.

“The aerospace industry is an integral part of Colorado’s economy, and Washington should not be impeding growth and innovation with poor policies like sequestration,” said Sen. Michael Bennet, D-Colo., a member of the Senate Finance Committee.

Bennet and Rep. Mike Coffman, R-Colo., recently announced a bipartisan working group to evaluate current aerospace export regulations and recommend how to make them more efficient while still protecting national security interests. This builds upon the delegation’s work that led to Obama signing into law reforms giving greater flexibility to aerospace companies to export their satellites abroad.

“This effort is critical to enabling Boulder County’s companies, with decades of aerospace expertise, to export commercially overseas,” said Kristin Lynch, Bennet’s press secretary.

Bennet also helped secure a satellite patent office in Denver, which will help aerospace companies patent their new ideas and inventions more efficiently.

ALTIUS from 15A

Essentially, the Altius Sticky Boom is a 10- to 100-meter robotic arm that allows a spacecraft to reach and grab objects, such as an incoming payload vehicle that wasn’t necessarily designed to hook up with the receiving craft. That would enable the space station to receive these smaller just-in-time payloads from commercial launches, instead of being tied to the larger payloads that are received on a more infrequent basis from cooperating space-station nations.

“Most countries will have their own launch vehicles, but you could have a lot more vehicles in a commercially driven market” that employs smaller launch and satellite vehicles, Goff said. “We’re doing what we can do to try to increase that pace.”

That could be a boon for researching many new technologies at the space station, such as quickly developing new vaccines — a process that’s difficult to fit into the slower pace of the larger payloads. Getting a technology

employed on the space station is necessarily an intricate and time-consuming process, but Goff noted that there are many more shorter-term applications where a multiple-use robotic arm could come in handy, such as stocking space fuel depots, servicing satellites, aiding in manned space flights or helping rid Earth’s orbit of space debris.

The company’s robotic arm for “non-cooperative capture” already has attracted attention from American space agencies. For instance, last year Altius signed a non-reimbursable space act agreement with NASA’s Langley Research Center to jointly create a “Compactly Stowable Manipulator,” a robotic capture arm that could be stored easily aboard spacecraft such as the manned Orion Multi-Purpose Crew Vehicle being built by Lockheed Martin for NASA.

Altius also has been contracted for engineering services by the Jet Propulsion Laboratory to help develop new capture technology to assist with the

Defense Advanced Research Projects Agency’s Phoenix project. The project would retrofit older satellites, which still have functioning antenna and solar-power systems, with new components that aid military applications.

The project is exciting because such retrofits also could have commercial applications, Goff said, and the capture technology itself is an extremely interesting technological advancement. The first Sticky Boom had an electrostatic capture end, but the new boom will incorporate JPL’s synthetic Gecko adhesive technology.

The capture technology mimics the lizard’s ability to walk upside down using billions of invisible hairs on its feet, which create a bond similar to that of Velcro. However, it is believed that a gecko’s hairs adapt so precisely to a surface that they actually form a loose molecular bond between surfaces, known as a Van der Waal force.

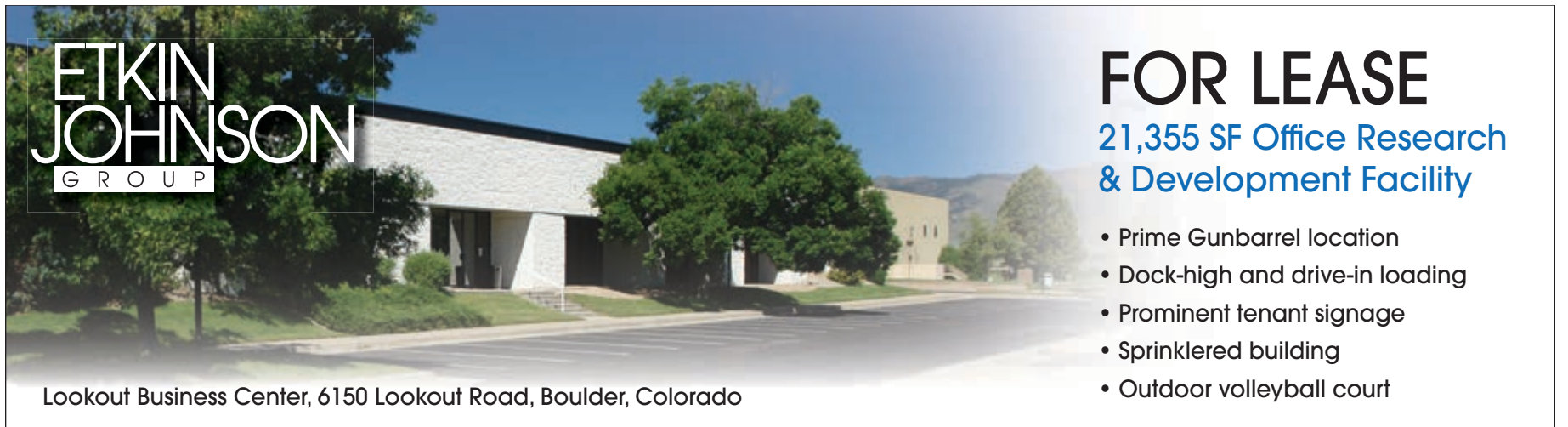
“If you are trying to grab and stabilize a spinning object in space, you

don’t have to exert a huge force,” Goff said. “These are not super, super strong connections, it’s not an electronic locking, but it can grab onto an object and handle misalignment and relative speeds.”

While the Sticky Boom may not find its way onto the space station in the near term, the award has helped Altius gain entry with national labs and commercial partners. One such partner is next door in Boulder’s SpaceX, as the Sticky Boom could have application in the company’s reusable Dragon space vehicle.

“We’re looking at some more near-term deployments right now,” Goff said. “We’re trying to find the right mix of opportunities and the partners to help market them (the resulting technologies).”

“It is an exciting and interesting market, and I really believe in trying to create new markets in space. At the same time, we do keep an eye out for terrestrial applications.”



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Business Hall of Fame luncheon tickets on sale

BY BUSINESS REPORT STAFF
news@bcbr.com

LONGMONT — Tickets are on sale for the Boulder County Business Hall of Fame's 21st Annual Induction Luncheon to be held Wednesday, April 24, at the Plaza Conference Center in Longmont, home of the Hall of Fame.

Serial entrepreneurs in retail, natural products, travel and healthy living are among the prominent business leaders who will be inducted into the Hall of Fame this year.

The Class of 2013 consists of Linda Cain, Tom Chapman, Court Dixon, Scott Nix, Mark Retzloff and Jirka

Rysavy. In addition, three members of the prominent Hover family of Longmont — Charles, Katherine and Beatrice — will be inducted posthumously.

Hall of Fame tickets can be purchased for \$55 at www.halloffamebiz.com. Corporate tables and sponsorship opportunities are available. For more information call event manager De Dahlgren at 970-232-3132.

Cain is chief executive of The Cain Travel Group Inc. in Boulder, which employs 60 people and posted annual sales of \$104 million in 2012.

Chapman is managing partner of First MainStreet Insurance Ltd. in Longmont, a full-service independent

insurance agency serving Longmont, the St. Vrain Valley, Boulder County and beyond.

Dixon was a longtime partner and owner of three businesses on the Hill in Boulder: Kinsley & Co., Kinsley Outfitters LLC and An Orvis Shop. Kinsley & Co. was a local, trend-setting haberdashery founded in 1949, providing men's and women's clothing.

Nix is owner and president of Nixcavating Inc., a Longmont-based excavating company that he launched in 1982.

Retzloff is a co-founder and chairman of Alfalfa's Market Inc., an iconic Boulder-based natural and organic grocer. He also co-founded Aurora

Organic Dairy Corp. and Horizon Organic Dairy Inc.

Rysavy is founder and chairman of Louisville-based Gaiam Inc. and founder of corporate Express.

Charles and Katherine Hover moved to Colorado from Chicago in the early 1900s, purchasing property on the west edge of Longmont. Charles Hover became a successful farmer and businessman. His wife, Katherine, founded Hover Manor, a retirement community where senior citizens could live in dignity. Beatrice, adopted at age 9 by the Hovers, continued to shepherd her mother's vision for the retirement community, which continues to thrive.

EMINENT from 1A

cash price of \$3.5 million at the end of March, Ginsborg said. Dillard's holds veto power over any redevelopment of property at the site.

For the first time in an open session, Ginsborg shared details of the negotiations with the urban renewal authority. He said Dillard's in early 2012 indicated that it didn't want the department store to be located in an open-air shopping center. At that point, Ginsborg said, he offered \$2.35 million to buy the property.

After several months of discussion, Ginsborg increased his offer by 21 percent to \$2.85 million in December. About the same time, a city appraisal conducted in November put the price for the building and land at \$3.03 million, according to Brad Power, the city's economic director.

In January, Bill Dillard, founder and chairman of Dillard's in Little Rock, Arkansas, told Ginsborg that the company had changed its mind and wanted to be involved in the project, Ginsborg said. In response, Gins-

borg offered Dillard's a \$1 million remodeling incentive for the building façade, and said he would not charge the retailer a fee to help operate a common area of the shopping center for two years. If store executives still wanted to sell after that time, Ginsborg said, he told them he would buy them out for \$4 million.

"We thought that would cover every scenario, and that's a 70 percent premium over what we had originally offered Dillard's," Ginsborg told the urban renewal authority.

On March 27, a Dillard's real estate representative said the company had again decided it didn't want to be in the project and was interested in selling the store for \$5 million.

Store representatives also said they did not want to be located near a theater, Ginsborg said. A 12-screen theater owned by Regal Cinemas parent Regal Entertainment Group is considered a key tenant of the space.

In response, Ginsborg said he made a final cash offer of \$3.5 million to

Dillard's at the end of March, and the company has not responded.

No Dillard's Inc. representatives spoke at the meeting. Dillard's Inc. spokeswoman Julie Bull was not immediately available for comment on Wednesday. Bull has given a polite "no comment" in response to questions about negotiations and possible eminent-domain plans.

The new shopping center also will include a "large-format club warehouse" retailer and a natural grocery store when it opens, Ginsborg told the urban renewal authority. He declined to name either retailer, citing nondisclosure agreements.

Now that the eminent-domain process has been approved, the first step is for Longmont to send a formal letter to Dillard's Inc. to say that the urban renewal authority intends to acquire the property, said Robert Duncan, an eminent-domain lawyer hired by the city.

If there is no sale deal, the urban renewal authority would file a "peti-

tion of condemnation" with the court, Duncan said. The court would determine the amount of money the urban renewal authority must deposit to get possession of the property, Duncan said. From that point, the city could take immediate possession of the property, although the entire process could take another six months to a year to be finalized, he said.

NewMark Merrill would pay the amount of money required by the court, Power said.

The Dillard's building and land were assessed at \$3.799 million for a 2008-2010 assessment period, according to the Boulder County Assessor's Office. A new assessment value is expected at the end of April, using a time frame of July 2010 to June 2012.

NewMark Merrill bought the indoor mall for \$8.5 million last year. The existing mall is scheduled to be demolished, starting this summer, Ginsborg has said, and the new shopping center is slated to open for the 2014 holiday shopping season.

BEFOREPLAY from 5A

Unintended Pregnancy, said Greta Klingler, family planning supervisor for the health department.

Statewide market research conducted for the initiative showed the target age group shied from discussing the topic.

"One of the things we were surprised about ... is somewhat of a reticence to discuss frankly STDs and family planning," Morehouse said. Vermilion tailored the campaign based on the data. "The theme, 'Just talk about it,' is one we try to drive home over and over," Morehouse said.

Pregnancy prevention campaigns aimed at teens and children often focus on abstinence or delayed sexual activity. This initiative aimed at young adults focuses on unbiased information meant to inform decisions.

"Something we heard pretty often when doing the initial research ... was that it's important to be funny and lighthearted, and they didn't want to feel like they were being told what to do," Klingler said.

With billboards proclaiming, "I'm a little naughty, but I keep it safe. Birth

control. Just talk about it," coupled with the image of a 20-something woman clad in pink leggings and a T-shirt, the advertising is creative and engaging rather than preachy. People in their 20s felt they lacked trusted information on contraception, STD testing and sexual health, Klingler said, with available information often feeling too medical or containing an underlying agenda ranging from a moral message to a contraceptive sales pitch.

Vermilion brought California-based PR firm Bluetone Marketing and Public Relations into the mix to help spread the Beforeplay message. Bluetone president and founder Jonathan Abramson agreed a catchy, nonjudgmental tone connects with the target demographic.

"We don't want to politicize this; don't want to make it liberal or conservative," Abramson said.

With the program starting only a year ago, hard data on how it's working isn't yet available, but anecdotal evidence indicates interest and engagement that could mean success, Klingler said. She points to frontline health clinics report-

ing an increased buzz around the topic and more questions about some contraceptive methods. She recalled a young woman at an outdoor event pulling up a phone photo of a Beforeplay bus panel with the text, "I have riff-raff in my hoo-hoo" — an ad meant to increase STD awareness, which the woman had shared with friends.

Vermilion designed the campaign using the language of the 18-to-29 set. Many of the website videos show young people rather than authority figures.

"The idea is peer-to-peer education," Morehouse said. "It doesn't want to be offensive, but it wants to break through the clutter."

Addressing the topic across the spectrum of media platforms is essential, Morehouse said, as the 18-to-29 demographic isn't tuned to traditional media. Beforeplay ads and outreach pop up everywhere from Facebook and blogger websites to bathrooms and outdoor concerts. The campaign runs in both English and Spanish and targets the LGBT community as well as a straight audience, Abramson said. The campaign also launched an anonymous

text app at "text b4play" where users ask sexual health questions and get a quick response from an expert. The line received hundreds of messages in March, Abramson said. The Beforeplay.org website had more than 140,000 page views, Morehouse said.

Unintended pregnancies can lead to a raft of future risks, including poverty, loss of education, relationship instability and domestic violence, Klingler said, something that keeps her passionate about the work.

"If we can address this one thing, it has the potential to impact so many others," Klingler said. The initiative is funded through the end of the year, something she hopes to extend. It has a unique feel compared to other unintended pregnancy campaigns across the nation.

The possible benefit of the Beforeplay.org campaign fits Vermilion's philosophy. Whether working with other nonprofits, such as the Gill or Robert Wood Johnson foundations, making a difference matters, Morehouse said. Vermilion works on the project at a lower, nonprofit rate, he said.

OFFICE from 7A

months to get ready, we'd be looking for temporary quarters because we want to get started."

Graveline said he would be in Boulder later this month to make the final site selection.

According to a company press statement, Hybris wants its office in Boulder to include on-site gym amenities such as cycling rooms, treadmills and stationary bicycles, a coach and massage therapists, and athlete-oriented kitchens with juicers and blenders. The theory, according to the statement, is that "endurance sports attract hard-working, passionate and results-oriented people, and the amenities that cater to their lifestyles will be offered in exchange for hard work.

Companies compete fiercely for software engineers. The median salary for a software developer in 2010 was \$90,530 in 2010, according to the Bureau of Labor Statistics, which predicts 30 percent job growth in the field by 2020. Graveline hopes the on-site perks will give Hybris an edge in recruiting — as well as in productivity once the workers are hired.

"At Hybris, we recognize the value of great people and the characteristics that make great employees," Graveline said in the press statement. "By nature, endurance sports attract a type of person who strives to work hard, have passion and determination, and a desire to be their best. In Boulder, we hope to bring together two ideals under one roof: high-performance software development and endurance training. Employees will be encouraged to strike a balance between work and life in a way that no other employer has before. It is about wanting to create great software and technology in a great environment."

Hybris is looking to staff the new office with software engineers, quality-assurance professionals and technical writers. Interested candidates can read more about the initiative and apply for jobs, at endurancecrew.hybris.com.

Hybris was founded in 1997 as a privately held company, and since 2011 has been under the control of majority owner Huntsman Gay Global Capital, a Salt Lake City-based private-equity investment firm founded by Jon Huntsman Sr., Robert C. Gay and Steve Young. Huntsman is the father of former Utah governor and 2012 Republican presidential hopeful Jon Huntsman Jr., Gay was a longtime Bain Capital managing director and Young was a star quarterback for Brigham University and the San Francisco 49ers who was inducted into the college and professional football halls of fame.

Hybris in March raised a \$30 million round of investments led by Silicon Valley-based venture capital firms Meritech Capital Partners and Greylock Israel.

Yeiser named to lead Foothills United Way

BY DOUG STORUM
dstorum@bcbr.com



Yeiser

BOULDER — Doug Yeiser has been appointed president and chief executive of Foothills United Way.

Yeiser started the job Monday, April 8, replacing Barbara Pingrey, who stepped down in March after leading the nonprofit organization for the past 15 years. She joined it in 1998 when it was called Boulder County United Way.

Yeiser has 24 years of experience in nonprofit leadership and resource development. He previously worked with United Way of San Antonio and

Bexar County in Texas, and has held key positions advancing the United Way mission throughout the United States and serving as interim senior vice president of resource development for United Way Worldwide.

"The Foothills United Way's board of directors conducted a national search. Doug Yeiser brings vast experience with United Way

programs throughout the United States to benefit Boulder and Broomfield counties," said Jon Kottke, board chairman.

"I am looking forward to building upon Foothills United Way's partnership with our community," Yeiser said. "Foothills United Way offers our neighbors a better opportunity to succeed. We want to improve people's lives."

Yeiser received a bachelor's degree from Baylor University, completed the University of Michigan Executive Leadership Program and has participated in the United Way Academy of Voluntarism.

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BUSINESS DIGEST



COURTESY THE CREATIVE ALLIANCE

Lafayette-based The Creative Alliance produced a "Report to the Aviation Community: An Investment in Aviation Safety" on behalf of its client Global Aerospace, an international provider of insurance and risk management service for the aviation industry. The report highlights Global Aerospace's cumulative financial investment of \$1.5 million in aviation safety programs since 2010, and includes an infographic illustrating this safety program investment.

OPENINGS

The Boulder-based **University Corporation for Atmospheric Research** has opened an office in Washington to pursue business-development opportunities with private-sector businesses and foundations that have an interest in atmospheric research. The new office, at 1201 New York Ave. NW, is co-located with the Consortium for Ocean Leadership. Michael Henry will oversee government relations in the office, and Ari Gerstman will join the office as director of business development.

Organizers of the **Bolder Boulder** 10-K running race opened a store April 1 at the Twenty Ninth Street retail district in Boulder. Registrations will be accepted and race gear will be on sale at the store, which is located at the top of the escalator and across from the movie theater at Twenty Ninth Street. Hours are 10 a.m. to 7 p.m. The 35th annual race will be held Memorial Day, May 27.

The **Kitchen Coop** in Broomfield is up and running with six small natural-food companies renting food manufacturing space and culinary equipment to produce their products. Clients include **Jen's Zen LLC** of Louisville, a chocolate sauce maker; **Bella Gluten-Free LLC**, a gluten-free baking mix company incorporated in Longmont; and **Kolat Inc.**, the trade name of Kolat Superfood Fusions, a nut butter company registered in Denver, according to documents filed with the Colorado Secretary of State's office. The Coop is planning a grand opening May 1, to show off its commercial kitchens, the co-working office spaces and other amenities. Clients pay a monthly minimum rent of \$1,000, and rent varies based on time, space used and which amenities in the kitchens are used. Located in a 22,000-square-foot office and warehouse building at 8835 W. 116th Circle, the Coop has five employees.

Picasso's Olive Oil Co. opened at 2055 Ken Pratt Blvd. in Longmont, offering extra-virgin olive oils and balsamic vinegars. The store will feature daily tastings and will assist with recipes. Picasso's also carries sea salt, gourmet mustards, hand made pastas, pestos, relishes and gourmet olives. Phone is 928-242-3708. Website is picassosoliveoil.com.

MOVES

Coldwell Banker Residential Brokerage in Longmont has moved from 1707 Main St., to 600 S. Airport Road, Suite J, in the Meadow View Shopping Center. The new office will continue to be managed by Kris Anderson, a long-time Colorado Realtor and branch manager for Coldwell Banker. To reach the office or Anderson, call 303-772-7478.

BRIEFS

Tensentric Inc. was approved to receive rebates of up to \$40,000 in sales and use taxes and permit-related fees from the city of Boulder. Boulder-based Tensentric, founded in 2009 by Wade Lukianow and Jeff Gentry, designs and

develops medical devices and life-science equipment for original equipment manufacturers. It recently purchased and remodeled a building at 2900 Center Green Court.

The **Thomas Stix Guggenheim** family has donated \$2.25 million to the **Leeds School of Business** at the University of Colorado-Boulder to establish a faculty position that will educate students on the core drivers of successful businesses. The classes offered will explore the factors that allow some firms to succeed while others fail. A global search has been launched to find a professor for the start of the fall semester in 2014.

The Firestone-based **National Honey Board** is looking for four new volunteer members: one "first handler" honey company representative, a person from a company that handles honey directly; one importer company representative; a marketing cooperative representative; and a honey-producer company representative. It also wants an alternate member for each seat, according to a press release. The all-volunteer board reviews marketing and research activities that benefit the honey industry. More information is online at www.honey.com.

The unemployment rates in Boulder and Broomfield counties slightly increased in February compared with January, while Colorado's jobless rate decreased one-tenth of one percentage point over the month to 7.2 percent, according to a labor report released by the Colorado Department of Labor and Employment. The rate in Boulder County in February increased two-tenths of a percentage point to 5.7 percent compared with January's 5.5 percent. The rate was 6.6 percent rate in February a year ago, the report said. In Broomfield County, the rate increased three-tenths of a percentage point in February to 6.8 percent compared with January's 6.5 percent. The rate was 8.4 percent in February a year ago.

A study commissioned by Broomfield-based **Webroot Software Inc.**, a web-security software company, revealed that eight in 10 companies suffer Web-borne attacks. The study found that a vast majority of organizations that allow employees to freely access the web are experiencing high rates of malware threats, including phishing attacks, spyware, keyloggers and hacked passwords. The major trends that are driving businesses and information technology today — mobility, social networking, BYOD (bring your own device) and cloud computing — also are making organizations more susceptible to security attacks, according to the report.

The **Walgreens** drug store at 2870 28th St. in Boulder will be among 22 in Colorado to have solar panels installed during the coming months. Walgreens (NYSE: WAG) (Nasdaq: WAG) hired Solar City (Nasdaq: SCTY) based in San Mateo, California, to install the systems. The systems cumulatively will reduce more than 47.5 million pounds of carbon dioxide emissions over the next 20 years, which is comparable to planting 25,711 trees, according to a Walgreens press statement.

EARNINGS

NeoMedia Technologies Inc., a pioneer in mobile barcode management solutions, reported a net loss of \$19.4 million for its fiscal year 2012, while its revenue increased by approximately 3.4 percent from fiscal year 2011. Boulder-based NeoMedia (OTC BB: NEOM) reduced operating costs by 6.3 percent because of the continued adoption of its barcode scanning app, NeoReader, its barcode management platform, NeoSphere, and its new intellectual property licensees, the company said. On a cash basis, NeoMedia recorded \$4.9 million in sales, a 61 percent growth rate compared with 2011. On an accrual basis, NeoMedia generated \$2.3 million in revenue. On an accrual basis, revenue is recognized over the life of a deal; on a cash basis, it is recognized when the cash comes in.

Real Goods Solar Inc. reported a loss of \$3.8 million for its fourth quarter and a loss of \$47.2 million for its fiscal year that ended Dec. 31. Louisville-based Real Goods Solar (Nasdaq:

RSOL) installs solar-energy systems for residential, commercial and utility customers, and is a subsidiary of Louisville-based Gaiam Inc. (Nasdaq: GAIA). Revenue for the quarter declined to \$26.8 million, compared with \$40.2 million for the same period a year ago. Revenue for 2012 declined to \$92.9 million compared with \$109.2 million in 2011. Operating expenses were approximately \$8.9 million for the fourth quarter of 2012 compared with \$9.5 million for the same period last year.

CONTRACTS

UQM Technologies Inc. will begin a two-year refurbishment program on the generators and motor controllers used in the **Regional Transportation District's** fleet of hybrid buses. Financial details of the contract were not released. These 30 hybrid buses have covered more than 1 million miles in daily service since 2004, according to Longmont-based UQM Technologies (NYSE: UQM). The buses use UQM's PowerPhase Select electric generators and controllers as part of the hybrid powertrain.

The federal General Services Administration has awarded Broomfield-based **Level 3 Communications Inc.** a multiyear competitive contract worth up to \$285 million. The contract, called GSA Region 4 Integrated Telecommunications Services II, allows Level 3 (NYSE: LVT) to bid on and provide communications services to all federal agencies and organizations authorized to use GSA sources of supply and services in the southeastern United States. The contract, which has an economic price adjustment built in, has a total estimated potential value of up to approximately \$285 million, which includes the four-year base term with six additional option years. Level 3 was named as a provider in all four categories, including voice, data, converged services and other wired telecom services.

Longmont-based **Dot Hill Systems Corp.** (Nasdaq: HILL), a provider of SAN storage solutions, entered into an agreement with **Mega Networks Pvt Ltd.** in India, which will market Dot Hill's AssuredSAN Pro 5000 Series real-time tiering solution for mid-range environments. Dot Hill also signed distribution agreements with **Synnex Corp.** (NYSE: SNX) and CMS Distribution to distribute Dot Hill's products. Synnex will reach resellers and markets throughout the United States and Canada, and CSM will reach clients in the United Kingdom and Ireland.

Boulder-based **Campus Publishers** added the **University of North Dakota** to its family of 40-plus Official University Visitor Guides. The Guide will reach 40,000 members of the UND community. Campus Publishers also publishes the University of Colorado and University of Northern Colorado Guides.

Boulder-based **Catapult PR-IR**, a public relations firm targeting technology companies, was retained by the nonprofit Agile Alliance as its agency of record for the seventh consecutive year. to provide public relations services and counsel. The Agile Alliance supports the advancement of Agile software development principles and practices.

Boulder-based advertising agency **TDA Boulder**, was hired by **French's**, a division of Reckitt Benckiser, as design agency, handling package design, print and nontraditional efforts for both existing products, including French's Mustard, French's French Fried Onions and French's Worcestershire Sauce, and for a new product under development. Budget is undisclosed. First work, for French's Mustard, breaks in April.

MERGERS & ACQUISITIONS

Dallas-based **Texas Industries Inc.'s** shale and clay aggregates manufacturing business near Boulder was part of an exchange of subsidiaries with Dallas-based **Trinity Industries Inc.** The plant near Boulder, renamed **Trinity Shale and Clay**, is located at 11728 Colorado Highway 93 in unincorporated Jefferson County but has a Boulder mailing address. It has 26 employees.

Deadline to submit items for Business Digest

is three weeks prior to publication of each bi-weekly issue. Mail to Editor, Boulder County Business Report, 3180 Sterling Circle, Suite 201, Boulder, CO 80301-2338; fax to 303-440-8954; or email to news@bcbr.com with Business Digest in the subject line. Photos submitted will not be returned.

PRODUCT UPDATE



COURTESY BOULDER BRANDS INC.

Boulder Brands Inc.'s Smart Balance line introduced Blended Butter Sticks, which have 28 percent less saturated fat than regular butter and no trans fat. Made with real butter and an oil blend as well as omega-3s and a naturally sourced ingredient that helps block the cholesterol in the butter.

Broomfield-based **Source Local Foods** launched Source, the Food App, that provides a list of restaurants, grocers, cafes and hotels carrying locally produced products. Initially, the application will be free to consumers and retailers. Source plans to charge retailers a nominal monthly fee to be included in the application.

Massively Parallel Technologies Inc. is rolling out its **Blue Cheetah** cloud software by letting some customers test it. Boulder-based Massively Parallel has at least seven patents on its software program system, which is used to move information from traditional computer storage to "cloud" storage. "Cloud" storage in computer industry terms is a central location for computer servers where information can be stored.

Boulder-based **Mighty Fudge Studios Inc.** completed animating its second iPad app for children, "**The Stink Bottom Boat Sing Along**," which is available for download in the iTunes store for \$1.99. The app, targeted to 3- to 7-year-olds, is based on the 2008 short film. "The Stink Bottom Boat," which was written and directed by Patrick Mallek and produced by Kimberly Mallek of Mighty Fudge Studios.

Boulder-based **Goddess Garden Organics** has launched Continuous Spray Natural Sunscreen, an all-natural, chemical-free continuous spray sunscreen. The product joins Goddess Gardens line of all-natural, chemical-free sunscreen lotions made with certified organic ingredients. Goddess Garden products are nontoxic and biodegradable.

Boulder-based **Orbotix Inc.** maker of the Sphero, a baseball-size ball operated remotely by a mobile device, has launched Sphero – Peacekeeper Edition. It is 3-feet in diameter and weighs approximately 150 pounds.

ON THE JOB

ADVERTISING, COMMUNICATIONS

Niwot-based shoe manufacturer Crocs Inc. promoted **Andy Sackmann** from vice president for marketing to chief marketing officer. Sackmann, who began working at Crocs in June 2011, succeeded Andrew Davison, who left the company in October. Sackmann is overseeing the company's brand efforts, advertising and communications, which includes social media.



Sackmann

CP+B, an ad agency, promoted **Ryan Nikolaidis** to associate director of physical computing. Nikolaidis, who is based in CP+B's office in Boulder, previously was an interactive developer. Prior to CP+B, Nikolaidis studied electrical engineering and music technology at the University of Florida and Georgia Institute of Technology. He then went on to develop iPhone apps for ZOOZ Mobile and worked as a research scientist in the development of Shimon, a robotic marimba player.



Nikolaidis

University of Florida and Georgia Institute of Technology. He then went on to develop iPhone apps for ZOOZ Mobile and worked as a research scientist in the development of Shimon, a robotic marimba player.

ARCHITECTURE, CONSTRUCTION

Louisville-based Boulder Creek Builders hired

David Oyler as director of special projects. Oyler, who came out of retirement to take the job, has 34 years of experience in the home construction industry with a wide range of experience including drafting, design, marketing and management. Most recently, he was division president of Melody Homes. Oyler was active in the Homebuilders Association of Metro Denver, having been chairman of numerous coordinating committees, served on its executive board for four years and was president of the association in 2001.



Oyler

BANKING, FINANCE

Financial analyst **Eddie Liang** has joined Merrill Lynch, Pierce, Fenner & Smith Inc.'s office in Boulder. Liang graduated from Pomona College with a bachelor's degree in economics and a minor in Russian and has been with Merrill Lynch for 10 years. He previously was assistant vice president and senior financial analyst for the Ambrose-Hirschhorn Group based in Los Angeles.



Liang

HIGH TECH

Boulder-based Parallel Path Corp., an online

marketing firm, appointed **Hardy Kalisher** as director of the firm's Strategic Consulting Group. Kalisher has 22 years of entrepreneurial and marketing experience. He is the founder of HK Design + Consulting in Boulder. He also founded two retail apparel companies and two music production companies.

MANUFACTURING

Boulder-based Fresh Produce Holdings LLC, an apparel and accessories brand for women, hired **Lisa Langas** as national sales manager. Langas will execute brand and distribution strategies and lead expansion of the company's wholesale customer base. Prior to joining Fresh Produce, Langas served as vice president and director of sales at Sport Haley Inc. in Denver. From 2004 to 2010, Langas ran her own retail consulting firm, where she partnered with more than 100 retailers to help them set financial goals, improve cash flow, train staff, improve visual merchandising presentation and develop superior customer-service programs.

NONPROFIT

The Boulder-based I Have a Dream Foundation of Boulder County hired **Kasia Szewczyk** as director of development. Szewczyk has more than 16 years of business development and marketing experience in the United States and abroad. She previously was business development director for ProMorphics. Prior to that, she



Szewczyk

spent nearly eight years at Kelly Services working in a variety of senior marketing roles where she created programs and events for branches in the United States, Canada and Mexico.



Carlson



Getches

The Boulder Shelter for the Homeless appointed **Ann Getches**, a retired business owner, and **Jim Carlson**, a management consultant, to its board of directors.

Sarah EchoHawk, executive vice president of First Nations Development Institute in Longmont, will become chief executive of the American Indian Science and Engineering Society in Albuquerque, New Mexico, on May 1. EchoHawk joined First Nations in 2007 as director of development and communications, and eventually became executive vice president. She is an enrolled member of the Pawnee Nation of Oklahoma.

Deadline to submit items for On the Job is three weeks prior to publication of each biweekly issue. Mail to Editor, Boulder County Business Report, 3180 Sterling Circle, Suite 201, Boulder, CO 80301; fax to 303-440-8954; or email to news@bcbr.com with On the Job in the subject line. Photos submitted will not be returned.

CALENDAR

13 Community Food Share presents **Spring Fest 2013: The Denim & Diamonds Gala** at 6 p.m., Saturday, April 13, at the Omni Interlocken Resort, 500 Interlocken Blvd., Broomfield. Includes seated dinner, silent auction, entertainment. Fundraiser for Community Food Share. Cost is \$125 per person. Register online at www.communityfoodshare.org or call 303-652-3663.

17 The Longmont Area Economic Council will present its **14th Annual Cornerstone Awards Luncheon** from 11 a.m. to 1 p.m., Wednesday, April 17, at the Plaza Conference Center, 1850 Industrial Circle, Longmont. The event recognizes contributions of primary employers in the Longmont area. Networking and showcase exhibits at 11 a.m., lunch begins at 11:45 a.m., and the program is from noon to 1 p.m. Cost is \$40 per person, corporate table of eight is \$280. Reservations due Thursday, April 11. For more information contact Donna Miller at 303-651-0128 or laec@longmont.org.

The University of Colorado School of Medicine

will present a panel discussion on **Alternative Practice Models in Primary Care** from 2 to 4 p.m., Wednesday, April 17, at the Hensel Phelps Auditorium East, Anschutz Medical Campus, Aurora. Panelists include Dr. Erika Bliss, Qliance Medical Group of Washington PC, Dr. Clint Flanagan and Dr. David Tusek, North Vista Medical Center and co-founders of Nextera Healthcare, and Dr. Jim Kennedy, Byers Peak Family Medicine. R.S.V.P. by April 12 to Linda Niebauer at linda.niegauer@ucdenver.edu or 303-724-9767.

18 The Louisville and Superior chambers of commerce present **Business After Hours** from 5 to 7 p.m., Thursday, April 18, at Fitness Together, 159 McCaslin Blvd., Suite C. Cost is \$5 with R.S.V.P. and \$10 without R.S.V.P. Register by April 16 by calling 303-666-5747.

22 The **2012 Heart of Broomfield Awards and Grants Celebration**, sponsored by the Broomfield Community Foundation, Broomfield Enterprise, Kaiser Permanente and Omni Interlocken Resort, will be held from 5:30 to 7:30 p.m. Monday, April 22,

at the resort, 500 Interlocken Blvd., Broomfield. Tickets are \$40 per person, \$30 for those 60 and older, or \$1,000 for a corporate-sponsored table of 10. More information at 303-469-7208, broomfieldfoundation.org or Broomfield Community Foundation, P.O. Box 2040, Broomfield, CO 80038. If registering by mail, please include names of those attending.

23 The Louisville, Lafayette and Superior chambers of commerce present a **Networking Breakfast** from 7:30 to 8:30 a.m., Tuesday, April 23, at Exempla Good Samaritan Medical Center, 200 Exempla Circle, Lafayette. Attendees get a minute to introduce themselves and explain about their business. Cost is \$10 for member, \$15 for nonmember. R.S.V.P. by April 19 by calling 303-666-5747.

24 The **Boulder County Business Hall of Fame** will present its class of 2013 at an awards luncheon Wednesday, April 24, at the Plaza Conference Center, 1850 Industrial Circle, Longmont. The Hall of Fame honors individuals who have been instrumental, through business-

related efforts, in providing direction, energy and support to the shaping of Boulder County. Tickets are \$55 each and can be purchased online at www.halloffamebiz.com. To become a sponsor of the 2013 Boulder County Business Hall of Fame program, contact Chris Wood at 303-630-1942, email cwood@bcbr.com, or Kevin Loewen at 303-630-1945, email kloewen@bcbr.com.

29 Slow Money, a Boulder-based nonprofit investment group that focuses on food companies, will host its fourth **Slow Money National Gathering** in April in Boulder. The event is scheduled for Monday and Tuesday, April 29-30, and will be held at four venues: The Boulder Theater, 2032 14th St.; the Event Center at Rembrandt Yard, 1301 Spruce St.; eTown Hall, 1531 Spruce St.; and the Hotel Boulderado, 2115 13th St. The event will feature guest speakers, a session for entrepreneurs to make pitches for funding, information on how to integrate elements of microlending, philanthropy and crowdsourcing, and an Entrepreneur of the Year award ceremony. Register at www.slowmoney.org.

NONPROFIT NETWORK

The **Broomfield Chamber of Commerce** and **Broomfield Business Resource Center** launched Chamber for Good, a service for nonprofit organizations to help them with financial, volunteer and item needs. The service helps charities raise their visibility within the community and provide businesses and philanthropic individuals with information about a charity's needs. Charities interested in having their profile on the website www.Broomfield-ChamberForGood.com can click on Add My Charity at the top of the page. Once approved, they will be notified by email and can begin posting needs. Businesses interested in sponsoring the website should contact Saunders at 303-466-1775, ext. 6.

FUNDRAISERS

Medicus Financial will present **Wine, Women and Chocolate — and a Few Good Men** from 5:30 to 8 p.m. Thursday, April 25, at the Dove House, 1055 S. 112th St. (U.S. Highway 287) in Lafayette. The event will include wine

tasting, chocolate tasting, networking and shopping, and a portion of the proceeds will be donated to Coal Creek Meals on Wheels. Items not sold will be donated to Goodwill and Sister Carmen Community Center. Contributors of gently used sale items are asked to drop them off by Friday, April 19, at the Lafayette Chamber of Commerce, 1290 S. Public Road, Lafayette. Purchase advance tickets for \$30 at www.lafayettecolorado.com or 303-666-9555.

Puttin' on the Leash, the **Humane Society of Boulder Valley's** annual event to help homeless and abandoned animals, will begin at 6 p.m. Saturday, April 27, at the Coors Event Center on the University of Colorado-Boulder campus. The event will include homeless animals helped by the Humane Society, live and silent auctions, animal presentations and food and drink provided by area restaurants. Guests must be 21 or older to attend. Ticket prices start at \$60 per person for general admission and stadium seating. Premium tables are avail-

able. More information at boulderhumane.org/potl or 303-442-4030, extension 655.

Community Food Share, a Niwot-based food bank serving Boulder and Broomfield counties, is recruiting corporations for its annual Compete to Beat Hunger Corporate Challenge, scheduled this year for May 7-13. The friendly competition among local companies is meant to raise both dollars and food for the food bank. Corporations of all sizes are encouraged to participate, and winners receive prizes and bragging rights. For more information or to sign up, contact Susan Finesilver at sfinesilver@communityfoodshare.org or 303-652-3663 extension 209. An enrollment form is available at www.communityfoodshare.org.

GOOD DEEDS

Door to Door Organics, a Boulder-based company that delivers food to schools, homes and businesses, donated more than \$11,000 during 2012 to Colorado schools and nonprofits through its co-op fundraising program. It

has donated a total of more than \$31,000 in the past three years.

Community Food Share's Hunger Hurts the Whole Community food drive collected 1,626 pounds of food March 27, bringing the total to 30,604 pounds in 2013, compared with 27,723 pounds at the same point in 2012. So far this year, the drive has received \$3,750, compared with \$1,180 at this point in 2012. Founded in 1981, the group serves about 33,000 low-income people annually in Boulder and Broomfield counties through various programs.

GRANTS

Lafayette-based nonprofit **WOW! Children's Museum** received a \$2,000 grant from the John G. Duncan Charitable Trust. The organization will use the grant to support its 2013 art programs. WOW! offers a variety of art programming for children and families including weekly tactile and watercolor painting drop-in programs, monthly Craft Club program and seasonal art workshops.



COURTESY ARCH 11 INC.

Renderings of Christy Sports' renovated flagship store at 2000 30th St. in Boulder emphasize use of natural light and an open, spacious feel for shoppers

Christy Sports picks architect for flagship face-lift

BY BUSINESS REPORT STAFF
news@bcbr.com

BOULDER — Arch11 Inc., a commercial and residential architecture firm with offices in Boulder and Denver, has been selected by Christy Sports to renovate its flagship store in Boulder to provide nearly 16,000 square feet of retail space in two stories.

The new Christy Sports retail space at 2000 30th St. will have 12-foot windows to create naturally lit showrooms, two main entrances, high ceilings and an expansive mezzanine. The store will offer additional retail selections while maintaining an open, spacious feel for shoppers.

"This project is special to us," said E.J. Meade, Arch 11 principal and an avid skier, in a press statement. "So many of us in Colorado grew up with Christy Sports."

The store will be closed during the remodeling process. A temporary Boulder store location is open across the street at 2071 30th St. in the Aspen Plaza. The newly renovated store will reopen this fall.

ZAYO LEASES ON 29TH: Telecommunications firm Zayo Group LLC has a new home in the Twenty Ninth Street shopping district.

Zayo, which said in December it would open a new office in Boulder, has leased a 15,520-square-foot space at 1805 29th St. for its new corporate headquarters, the company said in a press statement. About 100 Zayo employees will work at the new office, which is expected to be ready by the end of April.

Zayo will maintain its offices in Louisville and the Denver Tech Center, officials have said.

Zayo, which has operations in 45 states and in Europe, has more than 1,000 employees. The company was founded in 2007 and has grown aggressively since then through purchase of other telecom companies. Probably the most well-known was

Zayo's purchase of AboveNet Inc. (NYSE: ABVT) last summer for \$2.2 billion.

OFFICE SPACE PLANNED: A former auto dealership on a busy Boulder thoroughfare is being marketed as an office redevelopment.

The building at 3200 28th St. is owned by 3200 LLC and being marketed by the Boulder-based Freeman Myre brokerage, whose sign now is posted on the building. Managing broker Andrew Freeman said space from 9,000 to 45,000 square feet will be available for office or flex use.

"The plan is to remodel the outside, expand the second floor from a partial to a full second floor, and turn

the garage space in back to an open office-flex configuration," Freeman said. "We also want to add a rooftop deck to take advantage of the spectacular views." The roof had been used for parking.

CCM Construction of Denver has been retained to do the remodeling, but Freeman said work wouldn't begin until tenants were secured. "We'll sit tight in case a tenant wants a design done differently," Freeman said.

The building once housed Champion Ford and Anderson Kia, and has 22-foot-tall glass walls in the showroom area in front. It was purchased in January 2010 by 3200 LLC, which leased parts of the space to tenants.

The Tire Source Inc. occupied the

building for a time, but the business was purchased by Primoris Energy Solutions Inc., doing business as Green Garage. That business operated there until it moved in November 2012. Optibike LLC, a manufacturer of electric bicycles, opened a 7,500-square-foot retail store and manufacturing facility in the showroom area and continues to operate there, as do other tenants including Boulder Hybrid Conversions LLC and Blue Spruce Auto Sales. Existing tenants have short-term leases.

The Colorado Secretary of State's online database lists Harris Faberman as registered agent for 3200 LLC, and a 2010 press release named

► See **Real Estate, 25A**



BCBR FILE PHOTOGRAPH/DOUG STORUM

EcoSys Management LLC, a project-control software company, has moved its corporate headquarters from Rye Brooke, New York to the fifth floor of the 11-story Central Park Tower at 385 Interlocken Crescent in the Interlocken business park in Broomfield. The building was completed in 2010 and is the tallest along the U.S. Highway 36 corridor. EcoSys occupied the space in March.

REAL ESTATE from 24A

him as owner when the building was purchased.

BROADBAND BUYER: Applied Broadband Inc., a Boulder-based provider of broadband service engineering and software, purchased a 4,750-square-foot building on Mapleton Avenue near 28th Street in Boulder.

Applied Broadband, headed by founder and principal Jason Schnitzer, bought the building from 2741 Mapleton 1 & 2 LLC, a group of local investors, for \$950,000.

Schnitzer said the company will move from 1881 9th St. in Boulder to the building at 2741 Mapleton Ave. sometime during the fourth quarter of this year, after the building has been renovated to accommodate the company's growth.

Privately held Applied Broadband, founded in 2004, conducts research and development and provides service providers, product vendors and research consortiums with network designs and software.

Applied Broadband has 11 employees in Boulder, three at an office in Vancouver, British Columbia, and four working remotely from the East Coast. Schnitzer expects to add more employees in the next 12 to 24 months.

"The type of work we do requires a certain level of expertise, and we will grow that expertise slowly," he said.

Schnitzer has retained Boulder-based Re: Architecture Inc., led by architect Richard Epstein, to redesign the building's interior. The structure was built in 1977. Michael Johan of Center Management Group LLC in Boulder is the contractor.

Terry Kruegel of Kruegel Commercial Real Estate was the listing broker for the building sale, and Dan Ferrick of Gibbons-White Inc. was the selling broker.

BROOMFIELD

ECOSYS MOVES IN: EcoSys Management LLC, a project-control software company, has moved its corporate headquarters to Broomfield from Rye Brooke, New York.

The new headquarters is housed

on the fifth floor of the 11-story Central Park Tower at 385 Interlocken Crescent in the Interlocken business park. That building was completed in 2010 as the tallest along the U.S. Highway 36 corridor. EcoSys occupied the space in March.

Privately held EcoSys — the name refers to enterprise control systems — was founded in 2000. According to the company's publicity, it has worked with more than 250 companies worldwide in industries including energy, construction, mining and government.

The new headquarters will house EcoSys' corporate leadership, including global sales and professional services. It also will open a training facility there for its employees, partners and customers.

Company officials would not reveal how many people work in the Broomfield facility or will be hired there, but did say EcoSys employs 75 people worldwide.

TOPS IN MULTIFAMILY: Two-thirds of multifamily units permitted last year in Colorado were for projects in Broomfield and Denver counties, according to the state's Division of Housing.

There were 1,848 multifamily units permitted in Broomfield County and 4,356 in Denver County, combining for 6,204 of the 9,807 units permitted in the state, an increase of 150 percent from 2011 to 2012.

This matches up with the anecdotal evidence from brokers that the hot spots were downtown Denver and the Boulder Turnpike corridor in 2012.

Boulder County had 464 multifamily units permitted in 2012, a 350 percent increase from 2011.

The other counties that were active for the year in multifamily permitting were Arapahoe, 746 units; Larimer, 691 units; El Paso, 597 units; and Douglas, 590. The number of units permitted in Weld County grew only slightly from zero to 34.

LAFAYETTE

BALL TO EXPAND: Ball Aerospace and Technologies Corp. plans to move about 150 Boulder employees

to a 42,000-square-foot office at the Lafayette Corporate Campus later this month.

Ball Aerospace, a subsidiary of Broomfield-based Ball Corp. (NYSE: BLL), plans to relocate the information-technology services group to the office space at 2675 Crescent Drive in Lafayette, said Roz Brown, a Ball Aerospace spokeswoman. The company's data center and additional offices also will move to Lafayette in mid-April, Brown said.

Ball Aerospace needs the new space to accommodate business growth, Brown said. A remodel to get the space ready for the new tenants is listed at \$1.1 million, according to documents filed with the city of Lafayette.

Falls Church, Virginia,-based Northrop Grumman Corp. was the previous tenant in the building. The government contractor laid off 35 employees and closed the Lafayette office in August.

Etkin Johnson Group in Denver owns the building. GH Phipps Construction Co. is the general contractor.

LOUISVILLE

BCHA BUYS TRACT: With demand high for affordable housing and one of its complexes fully leased, the Boulder County Housing Authority bought a 13-acre tract in Louisville as a possible site for another one.

The county completed the \$2.58 million purchase of the 13-acre parcel on March 22. Located on the west side of Colorado Highway 42 just north of South Boulder Road, it was purchased from Stanley Alkonis of Louisville, a retired Air Force colonel.

Boulder County will work with the city of Louisville and the property's neighbors as it develops a site plan and proposal for development of the land, according to a press statement from the county. One option will be construction of affordable housing similar to the county's nearby Josephine Commons development.

Phase 1 of Josephine Commons, at 455 N. Burlington Ave. in Lafayette, was completed in August and its 74 apartments were leased within four days after the county received the certificate of occupancy. As a waiting list grows longer, construction is to begin this year on Phase 2 of the project, which eventually will include 153 housing units.

Louisville officials are updating the city's Comprehensive Plan with a focus on road connections through the property, and a bike and walking path soon will be extended along the railroad on the property's west side. The intended post-annexation zoning would permit a combination of residential, commercial and mixed-use interests.

BOULDER GREEN BUILDING AWARDS
The deadline for entering is April 22.

The Boulder County Business Report and the Colorado Green Building Guild have teamed up to present the inaugural Boulder Green Building Awards.



This competition recognizes building owners and professionals who are leaders in making green building a common practice in the Boulder Valley. Awards will be presented in eight categories, including:

- Best Green Adaptive Reuse of Existing Building
- Best Green Residential Retrofit or Remodel
- Best Green Educational Facility
- Best Green Improvement on a Historic or Old Building
- Best Green Health-Care Facility
- Best Green Hospitality Facility
- Best Green Multi-Residential Building
- Open Category
- Best Green Improvement on a Commercial Building


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BOULDER COUNTY
BUSINESS REPORT



An overview of the finalists will appear in the Boulder County Business Report May 11 issue and awards will be presented at BCBR's annual Green Summit in late May. To nominate a building go to www.coloradogreenbuildingguild.org by April 22.

Time at last to reform immigration

Few would argue that U.S. immigration laws are working. Ever since passage of the well-intentioned Immigration Reform and Control Act of 1986, signed by President Reagan, shortcomings of that law have been clear: a still-porous U.S.-Mexican border, an inadequate guest-worker program and too-lax penalties for companies that employ illegal workers.

For years, any significant overhaul of U.S. immigration law was considered a pipe dream, with opposition fierce — at least until the border was deemed “secure.” But the politics of this issue has changed, with Republicans eager to reach out to Hispanics after a dismal electoral showing in 2012.

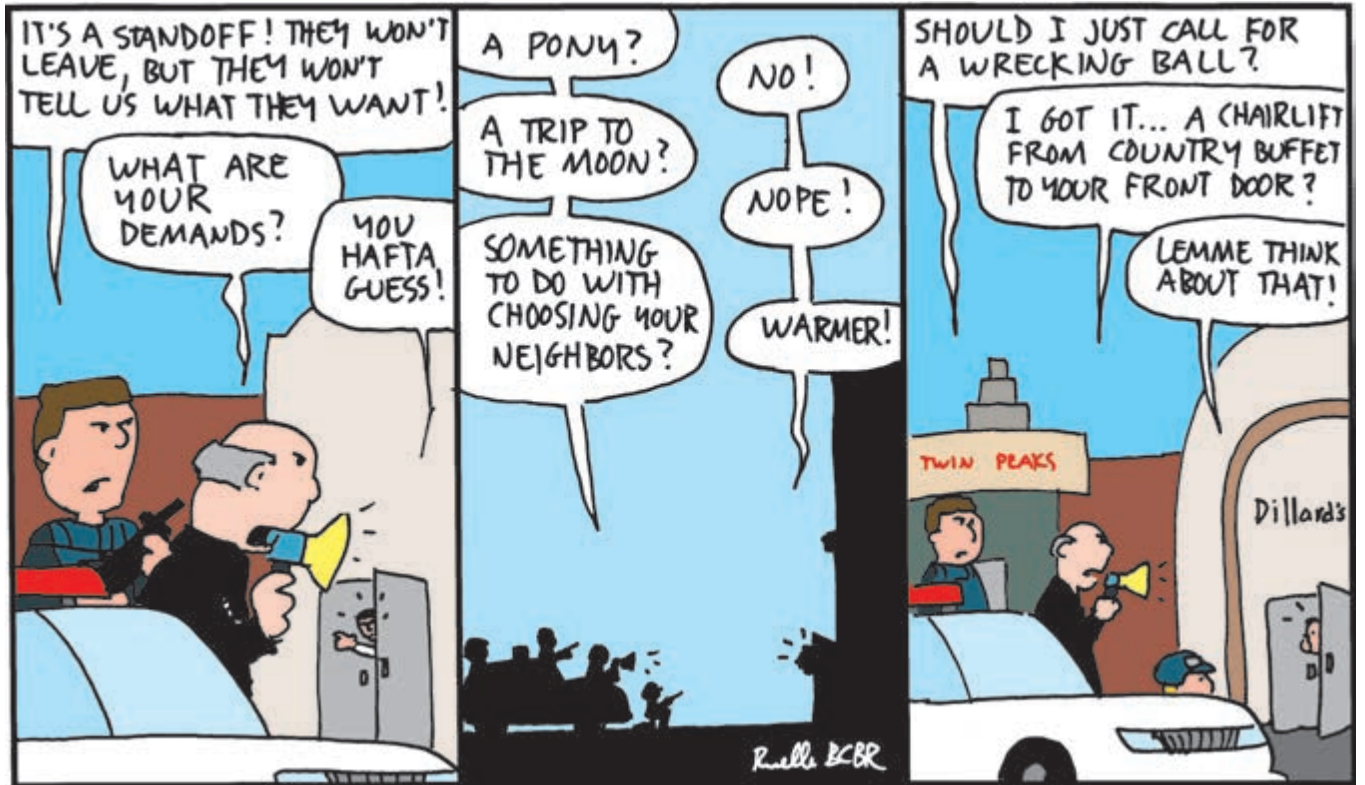
EDITORIAL

Optimism has grown for comprehensive immigration reform, with a “Gang of Eight” U.S. senators shepherding a bill for consideration. Here are the key features we believe are essential for any reform to succeed:

- Truly securing the border. This will require a significant investment by the federal government, not mere window-dressing. Securing the border means closing the floodgates that have allowed an estimated 11 million illegal immigrants to cross into the United States.
- A guest-worker program that provides U.S. agriculture and industry with an adequate supply of seasonal workers who can come to the country legally to address labor needs.
- Stiff penalties for U.S. companies that hire undocumented workers.
- A path to citizenship for existing undocumented workers who desire it, provided that they obtain legal status and pay outstanding fines and taxes.

We would also like to see provisions, either as part of immigration legislation or separately, for the Start-up Visa initiative that would provide legal status for foreigners who want to launch businesses in the United States.

Indications are that each of these measures could be included in a final bill. Could Congress finally get something right?



RFK Jr. to keynote ‘Boulder Earth’

New conference set to highlight business, environmental issues

Visionary environmental business leader and advocate Robert F. Kennedy Jr. will keynote the inaugural “Be — the Boulder Earth Conference,” June 12 in downtown Boulder.

Net proceeds of ticket sales for the event — including Kennedy’s keynote presentation, “A Contract with Our Future” — will benefit the Center for ReSource Conservation, a Boulder-based environmental non-profit advocating the conservation of natural resources.

The conference is presented by the Boulder County Business Report and BizWest Media LLC. The event will highlight major environmental trends and issues facing our planet, nation and region, bringing a mix of global, national and local thought leaders. Speakers and panelists will discuss topics such as renewable energy, cleantech innovation, electric and hybrid vehicles, genetically modified organisms and much more.

Boulder has evolved as a center not only for the global environmental movement but also for entre-

preneurship, sustainable business practices and climate research. A key purpose of the Boulder Earth Conference will be to discuss these trends on a macro level, helping



PUBLISHER'S NOTEBOOK
Christopher Wood

to raise Boulder’s profile and bridge the divide that sometimes separates the business community and the environmental movement. We will tackle difficult issues, with the goal

of fostering communication and understanding. For five years, the Boulder County Business Report conducted the Green Summit, providing a mix of keynote speakers and panel discussions ranging from sustainable business practices to climate change. Be — the Boulder Earth Conference represents the next evolution of the Green Summit, broadening topics to reflect Boulder’s prominence at the center of the environmental movement.

RFK Jr. is, I believe, a perfect choice as keynote. He boasts a long history as a defender of the environment, having been named one

of Time magazine’s “Heroes of the Planet” for his efforts in restoring the Hudson River. Rolling Stone named him one of its “100 Agents of Change.”

Kennedy works as a professor of environmental law at Pace University School of Law and is a senior attorney with the Natural Resources Defense Council. He also is a partner on the clean-tech investment team of VantagePoint Capital Ventures, a Silicon Valley VC firm, so he understands the business side as well.

RFK Jr. is just the beginning for Boulder Earth. We’ll have more announcements of additional speakers and sessions in the days ahead.

Boulder Earth will take place at the Boulder Theater, with some functions at the nearby Rembrandt Yard. Thanks in advance to our initial sponsors, including Western Disposal Inc., the city of Boulder and the Better Business Bureau of Denver/Boulder. For sponsorship information, contact Kevin Loewen at kloewen@bcbcr.com. Tickets are available at www.boulderearth.com — and they’ll go fast.

Christopher Wood can be reached at 303-440-4950 or via email at cwood@bcbcr.com.

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Know what you convey as well as what you say

Studies show that nonverbal communication carries from 65 percent to 93 percent more impact than the actual words spoken, especially when the message involves emotional meaning and attitudes.

These nonverbal cues include facial expressions, eye contact, gestures, posture, body movement, tones of voice, dress, grooming, touch and even your environment — wordless signals that speak volumes.

You cannot avoid sending nonverbal messages to others. However, you can train yourself to send the right ones.

Here are my top five nonverbal communications tactics for achieving maximum performance in the workplace:

Look 'em dead in the eye. When speaking to others, ideally look directly into their eyes at least two to three seconds before looking away or moving to the next person.

Glancing at someone for one second or less is known as “eye-dart” and conveys insecurity, anxiety or evasion. Smile with your eyes.



GUEST OPINION

Darlene Price

Keep your cool even in the face of monumental stupidity. Because your facial expressions are closely tied to emotion, they are often involuntary and unconscious. For example, in a meeting with your boss, he or she may say something to make you angry. However, a pensive scowl, rolling eyes and pursed lips may not help matters. If instead you want to convey a positive collaborative attitude, choose to hold a slight smile, nod occasionally, raise your eyebrows to show interest, and maintain good eye contact.

Pay attention not just to what people are saying, but how they are saying it. Separate the emotion from the actual words being used. Focus and seek to understand the nonverbal elements of your voice and how others are talking, including the tone, pacing, pausing, volume, inflection, pitch and articulation. Try recording your side of several conversations throughout the day. Listen to the recordings and identify what emotions and attitudes your voice tone communicates.

Dress appropriately for the occasion. Make sure your clothing fits the situation. Make sure “business casual” is not “business careless.” Choose high-quality, well-tailored garments that convey professionalism. Depending on your corporate culture, wear a business suit or at least a jacket for important meetings and presentations, especially with senior leaders and customers. Avoid showy accessories, busy patterns and

tight or revealing garments. If career advancement is your goal, convey a polished professional presence in the workplace. Dress for the job you want, not the job you have.

Turn all your electronics off. Turn your smartphone, notebook, laptop, iPhone, iPad and even your iPod off. Don't be the one who causes a distraction. Don't check email, look at your phone, send a text, check the scores or disengage in any way. Stay focused and attentive using open body language. Square your shoulders and point your toes directly toward the people you are meeting with. Lean into the conversation, focusing your eyes, ears and all your energy on them.

Darlene Price is president and founder of Well Said Inc., a training and consulting firm in Atlanta. She is the author of “Well Said! Presentations and Conversations That Get Results” She can be reached at 800-457-8746.

BCBRDAILY from 2A

hours in more than 30 different aircraft, including 22 combat missions in the F-117A Stealth fighter during Operation Desert Storm.
Posted April 8.

Arca BioPharma to sell shares

BROOMFIELD — Cardiovascular drug research company Arca BioPharma Inc. plans to raise \$20 million to pay for a late-stage trial of its drug candidate Gencaro, according to a U.S. Securities and Exchange Commission document.

The Broomfield-based company (Nasdaq: ABIO) said in the document that the per-share stock price for the transaction would be \$2.80. The planned date of the stock sale was not mentioned in the document dated March 25, which said only that information was “subject to completion.”

The funds will be used to see if drug candidate Gencaro can help patients who have atrial fibrillation, the formal name for irregular heartbeat. In general, patients who have atrial fibrillation are predisposed to

getting blood clots, which potentially result in stroke, according to the SEC document. Atrial fibrillation affected about 2.7 million Americans in 2010, according to the document.

In the new study, Arca plans to test the efficacy and safety of Gencaro on 200 heart disease patients, according to the SEC document. Arca plans to collaborate with Medtronic Inc. (NYSE: MDT) on the study.
Posted March 27.

Call for health-care co-op

DENVER — A supporter of universal care and one of the founders of the Foundation for Universal Health-care, state Sen. Irene Aguilar, D-Denver, introduced a bill in the state Legislature March 27 that would create the Colorado Health Care Cooperative.

The cooperative would be a non-profit benefits administrator and payer for health-care services, acting much like an insurance company, collecting premiums and contracting with and making payments directly to health-care providers.

The bill also calls for a fund from which to pay displaced insurance-industry workers.

If the bill becomes law, a universal health-care system would be formed. Employee and employer contributions would be an estimated 9 percent of payroll costs — 6 percent by employers and 3 percent by employees. It also would include a 9-percent increase in income tax.

The system would cover, according to Aguilar's bill, primary and specialty care, hospitalization, pharmaceuticals and durable medical equipment, mental health and substance abuse treatment, emergency and urgent care, health maintenance and disease prevention, dental, vision and hearing benefits, end of life education, long-term services and support at least at the level provided by federal standards and end of life care.

If Aguilar's bill moves forward, it would go to voters for approval in 2014, and it would be implemented by 2016. Two-thirds of each chamber of the Legislature would have to approve it,

and then voters would have to pass it.
Posted March 29.

Wellness programs surveyed

DENVER — Some 41 percent of Colorado companies that offer employee wellness programs said their health-care costs went down in 2012, according to a survey from the Mountain States Employers Council.

Some 65 percent of companies surveyed offered wellness programs to employees in 2012, said Patty Goodwin, director of surveys at the regional trade group. So far, 310 Colorado companies have responded to the health survey, which will be wrapped up later this month, she said.

Of the Colorado companies that reported that their company health-care costs went down, 32 percent used anecdotal evidence and 9 percent tracked specific details, Goodwin said. She said she expects more companies to track such health-care data every year, as more companies decide to offer wellness programs.
Posted April 2.

BLOGPAWS from 3A

paid for their work through contact with pet-product companies.

“We also give back,” said Chloe, noting that \$55,000 in cash and \$10,000 in goods have been donated to animal shelters and rescues around the nation. The money comes from contest winners who get to donate their prize money to shelters or rescues of their choice. Conference keynote speakers also donate their fees to the same organizations.

“There are about 30 different rescues and shelters we've donated to,” she added. “Treats, toys, beds and even office supplies are some of the goods we've donated in addition to

the cash.”

“We have a multi-sided platform with multiple groups of customers,” Collins said. Revenue streams include conference sponsorships, conference admission, advertising on the BlogPaws website and occasional live event coverage for pet-product events.

Conference sponsorships range from \$5,000 to \$50,000 and include ongoing marketing opportunities after the show. Last year's event brought in 54 sponsors.

Conference registration starts at \$199 for three days plus meals. Advertising on the website ranges from \$12

to \$15 for each 1,000 impressions.

BlogPaws membership is free for individuals who meet the requirement of being active online writers writing about pets. “We have a human review to make sure people are active,” Collins said.

BlogPaws is headquartered in Yvonne's and Collins' basement. When they started the company, both already were working in the blogging industry. “We started it under the banner of Windsor Media Enterprises,” said Collins, adding that their start-up costs were time and talent — especially since they secured a sponsor for the first conference one

month into the start.

Through Windsor Media Enterprises, which still exists, they published books, built blogs and helped people start blogs.

In 2012, BlogPaws joined Pet360 Media, an online digital media network for pet bloggers, advertisers and publishers. “We add face-to-face contact for them with our conferences,” Collins said.

How many pet bloggers are out there? “We have 17,000 followers on Twitter, 8,000 likes on Facebook and 2,200 registered members,” Collins said. “The total numbers are a lot larger than that.”

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To Celebrate the Class of 2013!



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