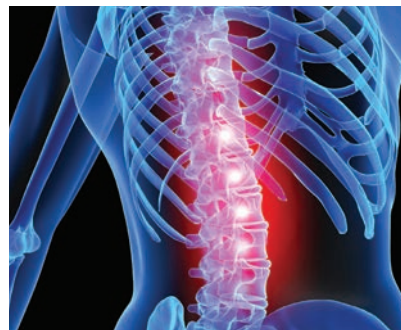


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11A

Serving Boulder and Broomfield Counties
Volume 31 | Issue 3 | Feb. 3-9, 2012

Range Fuels at 'end of road'

BY PAULA MOORE
news@bcbr.com

BROOMFIELD — Range Fuels Inc., a Broomfield-based biofuels company, appears to be out of business with the recent foreclosure sale of its troubled cellulosic ethanol plant near Soperton, Georgia.

The company's headquarters office near the Interlocken business park is vacant, and its phone number is answered

Failed biofuel production plant takes toll on firm in Broomfield

by an automated system. Its website, www.rangefuels.com, is inactive.

Recent messages left for Range Fuels CEO David Aldous in Colorado and company founder/investor Vinod Khosla of Khosla Ventures LLC in Menlo Park, California, were not returned.

"Range Fuels has met the end of the road," said Kalib Kersh, an analyst at Lux Research Inc. in Boston who followed the Colorado company.

"With Range Fuels, the issue wasn't funding," said Alejandro Zamorano Cadavid, a biofuels analyst at New

York-based Bloomberg New Energy Finance. "The problem with them was absolutely technological. Their situation tells you that money doesn't guarantee something's going to work."

But Christine Shapard, executive director of the Colorado Cleantech Industry Association, believes the state's biofuels industry overall still has plenty of potential. She singled out companies such as ZeaChem Inc.

► See **End, 15A**

FDIC has Mile High Banks on short leash

Bank's capital condition 'continues to deteriorate'

BY BETH POTTER
bpotter@bcbr.com

LONGMONT — Mile High Banks is "significantly undercapitalized," according to a document released Jan. 27 by the Federal Deposit Insurance Corp.

The Longmont-based bank is operating under a "supervisory prompt correction action directive" issued by the FDIC on Dec. 1. Its Tier 1 leverage capital ratio was 2.67 percent on Sept. 30, an amount below the 4 percent deemed acceptable by banking regulators. At that time, the bank showed a little more than \$948 million in assets.

Tier 1 leverage capital ratios are one measure of how healthy a bank is. If a bank's Tier 1 ratio is 2 percent or less, the law stipulates that a federal regulator has to take action, said Greg Hernandez, an FDIC spokesman.

► See **Banks, 19A**

BOULDER AND BEYOND

Boulder Economic Council's 2012 forecast event paints brighter picture



JONATHAN CASTNER

Cindy Schmidt, director of the office of government affairs at the University Corporation for Atmospheric Research in Boulder, said the White House is interested in promoting collaboration between university labs and the private sector. Schmidt was one of the speakers at the Boulder Economic Council's 2012 Forecast: Boulder and Beyond, held Jan. 27. **See story, 6A.**

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City of Boulder hires condemnation experts

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 e-mail each weekday. Just click on "Register for E-Newsletters" at www.BCBR.com.

BY BUSINESS REPORT STAFF
news@bcbcr.com

BOULDER — The city of Boulder has hired a Denver-based law firm that specializes in eminent domain condemnations to assist it as it considers whether to municipalize the city's electrical system.

Boulder chose the firm of Duncan, Ostrander & Dingess PC to act as an adviser and to represent it in any potential condemnation proceedings, the city said in a release Monday.

In November, voters narrowly approved two measures that gave Boulder the authority to take over the electric distribution system from Xcel Energy Inc. and extended a tax to provide the money needed for engineering and legal work.

Duncan, Ostrander & Dingess will help the city determine the fair value of the system and lead the legal fight if the city does decide to acquire the system and cannot agree to a sale

price with Xcel Energy.

Duncan, Ostrander & Dingess was chosen from a field of 10 candidates that was narrowed down to three finalists, according to the release. Boulder considered the firms' prior experience representing governments in condemnation proceedings, and the nature and extent of its Colorado practice, the release said.

BCBRdaily

Duncan, Ostrander & Dingess have served as lead counsel for projects such as the Regional Transportation District's FasTracks project, the E-470 toll road, the "T-REX" highway expansion of Interstate 25 in the south metro Denver area, and the White Cliffs Pipeline and the Rocky Mountain Express Pipeline, according to the release.

Posted Jan. 18.

InPhase to sell patents

LONGMONT — The intellectual property of holographic data-storage firm InPhase Technologies Inc. will be up for sale or license, starting in February.

Signal Lake Management LLC, majority shareholder of Longmont-based InPhase, has hired Drakes Bay Company LLC in California to handle sale or license transactions, the

company said in a statement. Terms of the deal were not disclosed. Drakes Bay is an intellectual property brokerage firm.

InPhase developed technology for holographic data storage, but has been in financial trouble for several years as it tries to bring the technology to market.

The company's strategy in selling patents is to generate enough interest from potential buyers to be able to continue its work in one form or another, said Bart Stuck, managing director of Signal Lake, an investment company in Westport, Connecticut. InPhase employees currently are working from their homes, Stuck said.

The intellectual property is valued in the "tens of millions of dollars," Stuck said.

"We believe this will help us get money, and that's why we're doing it," Stuck said.

InPhase has an intellectual property portfolio of more than 200 U.S. and foreign patents and applications, the company said. Previous InPhase patent licensees include Hitachi Maxell Ltd., Bayer Material Science, and Nichia Corp., the company said.

InPhase filed for Chapter 11 bankruptcy protection in October to stave off an auction of assets to satisfy creditors. The U.S. Bankruptcy Court filing in Denver came as the company

tried to restructure its business, Stuck said at the time.

Posted Jan. 19.

Evol takes on partner

BOULDER — Frozen natural food maker Evol Foods received new capital from private equity firm Alliance Consumer Growth in New York.

Financial terms of the investment were not disclosed, but Alliance Consumer Growth took a minority stake in the company.

Alliance's managing partner, Trevor Nelson, will join Evol's board of directors, said Tom Spier, Evol's co-founder and chief executive officer. San Francisco-based Bee Partners also participated in the transaction.

Boulder-based Evol plans to use the funds to add new products, market them and expand nationwide distribution, Spier said. Evol makes and sells frozen burritos, frozen pizzas, frozen flatbreads and frozen entrees packaged in bowls.

"We will be launching new products this year," Spier said, pointing to the company's burrito and entree products as potential areas for growth. "We will continue to innovate, and maximize our opportunity. There's a lot in the works."

Evol generated revenue of about \$10 million in 2011, after experienc-

► See **BCBRdaily, 17A**

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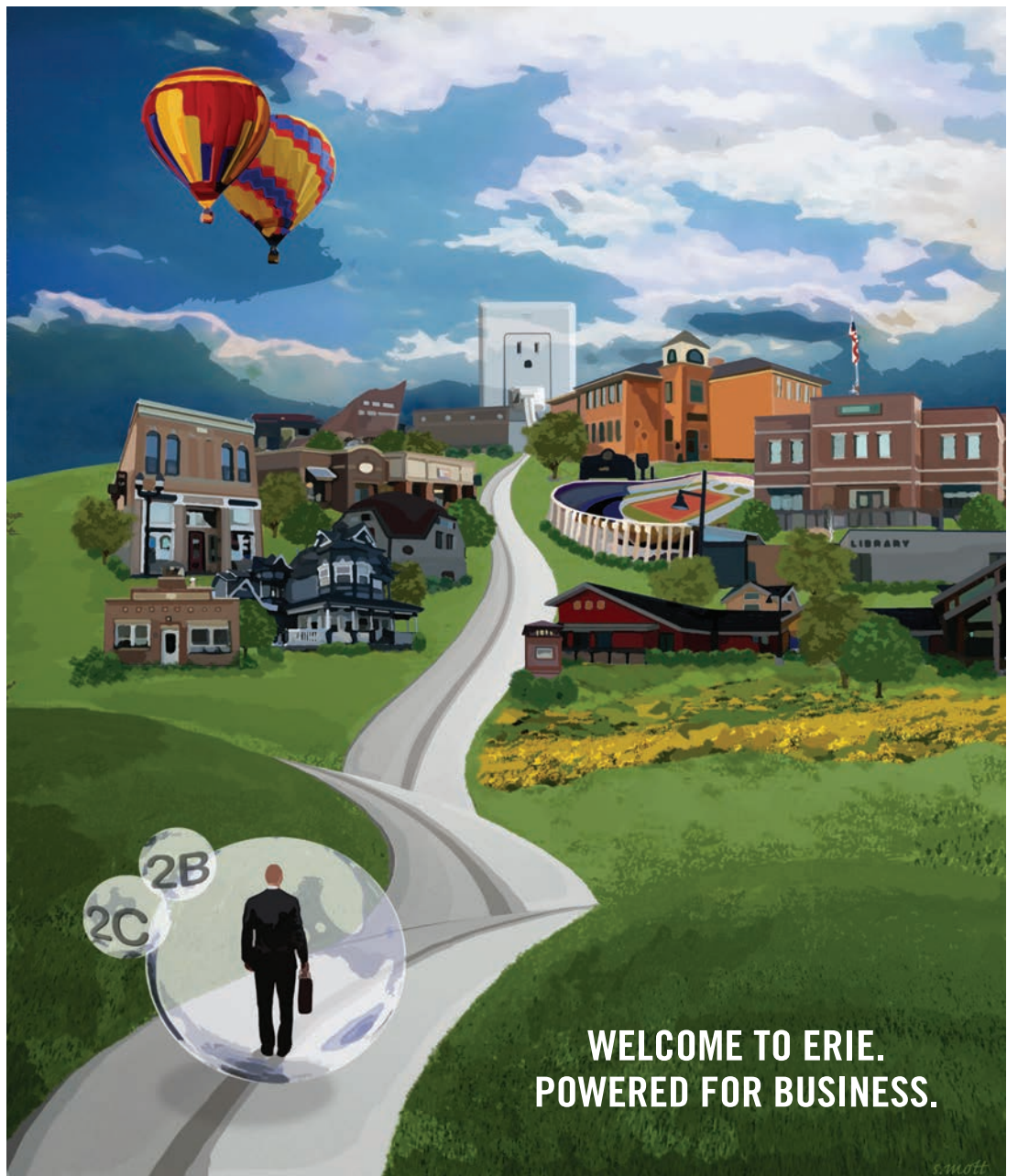
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TechStars scores free Microsoft software

BY BETH POTTER
bpotter@bcbr.com

BOULDER — Startup companies in the business incubator TechStars will be able to use \$60,000 worth of computer software for free for two years under a new arrangement with Microsoft Corp.

Companies involved in TechStars' programs in Boulder, Boston, New York, Seattle and Texas will be able

to use the Windows Azure computing and data-storage programs, under the BizSpark Plus program.

Windows Azure software offers computer users a platform to access Web applications and services.

"Access to technologies such as Windows Azure and other software and services from Microsoft through the BizSpark Plus program gives our companies a leg up in the all-encompassing race to scale and succeed,"

said David Cohen, founder and CEO of TechStars.

Microsoft also will make the software available to groups involved in the Global Accelerator Network. The network is a group of nearly 40 organizations around the globe that use a mentorship-based startup accelerator model similar to the TechStars model to help new companies.

TechStars led the effort to form the Global Accelerator Network in

2010 as part of the White House's Startup America Initiative. The government program's goal is to create 25,000 new jobs by 2015 across the country.

TechStars was founded in 2006 and is funded by more than 50 venture capital firms and 25 angel investors. The TechStars community currently includes more than 300 mentors, more than 1,500 investors and more than 120 alumni TechStars companies.

Music mixer



MICHAEL MYERS

David Glasser, seated at right, chief engineer at Airshow Inc. in Boulder, works with musicians Steve Smith, left, and Chris Sanders of Desert Night Music from Las Cruces New Mexico.

Glasser adapts Airshow to harmonize with industry

BY ELIZABETH GOLD
news@bcbr.com

BOULDER — With projects commissioned by talent like the Grateful Dead and Hot Tuna, David Glasser's work sounds like a dream come true to resolute rock 'n' roll fans.

"Obviously people are excited about the music, and I am too," Glasser said. "But when they come here, they're pretty businesslike and have a goal — it's not like a rock 'n' roll party at all.

"But then again, it's not like selling insurance, either," he laughed.

"Here" to Glasser is his mastering, mixing, recording and restoration studio in Boulder: Airshow Inc. For the past 25 years, the company has turned music by local and worldwide artists into collections that sit in most of our CD racks.

Airshow's roots started with Glass-

“People are still making CDs, but they're relying more on download sales. CDs are probably more of a promotional tool rather than a main source of income.”

David Glasser

FOUNDER/PRINCIPAL,
AIRSHOW INC.

er recording live concerts in 1983.

"I started in Virginia with my first business partner, Charlie Pilzer," he

said. "When I moved here he took over the East Coast studio."

As founder and one of three principal owners, Glasser opened the Boulder studio in 1987. Ann Blonston, the third principal owner, works in the 4,000-square-foot studio in Boulder.

Together, the two studios employ a total of 10 employees.

"Personally I only do mastering, which is about 60 percent of our business," Glasser said. "About 30 percent is recording in the studio, and the rest is mixing and archiving."

One of his recent fond projects was working on the Grateful Dead's 73-CD set, released in September 2011. The more than 70 hours of Grateful Dead covers the iconic band's entire Europe 1972 tour.

"In Grateful Dead land, that was

► See **Mixer**, 19A

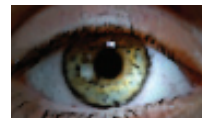
Tebo acquires hearse that carried JFK

Real estate developer and investor Stephen Tebo's famous car collection just got a new, somewhat morbid addition.

Tebo, an avid car collector, purchased the hearse used to carry John F. Kennedy's body from the hospital in Dallas where he died to Air Force One for its final flight to Washington, D.C.

The white Cadillac was not used to transport JFK's body during the famous funeral procession to Arlington National Cemetery.

THE EYE



Tebo purchased the hearse at Barrett-Jackson Auction Co.'s classic car auction in Scottsdale, Arizona. His bid was \$160,000, plus a \$16,000 buyer's premium, according to the Associated Press.

Tebo's purchase gathered a fair bit of media attention, both nationally and locally. According to reports, the vehicle is one of about 400 vintage vehicles Tebo owns and could be included in the museum Tebo is considering building.

Bumper sticker: Why not slip into something nice: Unconsciousness.


"Winning!"

Charlie Sheen's dad, Martin, will be honored with the Master of Cinema Award at Boulder International Film Festival that is scheduled for Feb. 16-19.

Sheen and William H. Macy are slated to attend this year's festival. Macy is slated to speak at 7:15 p.m. on Friday, Feb. 17, in A Conversation with William H. Macy. will receive his award the afternoon of Saturday, Feb. 18.

The festival kicks off with a screening of "Darling Companion" starring Diane Keaton and Kevin Kline at 6 p.m. Thursday, Feb. 16. Other movies festival director Kathy Beck has lined up include "Chasing Ice," "5 Brok19en Cameras," and "Salmon Fishing in the Yemen."

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Business leaders: Worst is over

Local experts see signs for improved economy in Boulder Valley

BY MICHAEL DAVIDSON
mdavidson@bcbr.com

BOULDER — The economic recovery appears to be gaining traction both locally and nationally, and more businesses are looking to invest and more businesses are being formed, according to local experts who participated in the Boulder County Business Report's latest CEO Roundtable.



The roundtable was devoted to generating an economic outlook for 2012 and gaining perspective on how the national and international economies are affecting the Boulder area and Colorado.

"Colorado entered the recession later, came out later and seems to be accelerating faster than the rest of the country," said economist Richard Wobbekind, executive director of the Business Research Division at the University of Colorado's Leeds School of Business.

The Boulder area has weathered the recession better than most areas in Colorado, and its strength in the professional and business services sec-

PARTICIPANTS

Seleyn DeYarus, CEO, Best Organics Inc.; Frances Draper, vice chancellor for strategic relations, University of Colorado Boulder; Clif Harald, executive director, Boulder Economic Council; Pete Lorenzen, vice president of global SO transition/transformation and quality assurance, and Boulder senior location executive, strategic outsourcing delivery, IBM Corp.; Patrick O'Brien, Boulder market president, Guaranty Bank and Trust Co.; Brad Power, director of economic development, city of Longmont; D.B. Wilson, managing broker, Re/Max of Boulder; Richard Wobbekind, executive director, Business Research Division, Leeds School of Business, University of Colorado Boulder; David Wolf, chief investment officer, BSW Wealth Partners.

tor, which includes lawyers, accountants, corporate executives, scientists and software developers, should help boost its economic prospects, Wobbekind said.

Concerns about the fragile state of Europe's economy and its potential negative effects on international trade make the big picture less clear, but Wobbekind remains optimistic there will be job growth nationally and locally.

Executives at the roundtable said they have seen signs for optimism in their industries.

"Companies are starting to spend money again, they're buying hardware and they're buying software," said Pete Lorenzen, an IBM Corp. vice president and the Boulder senior location executive.

Patrick O'Brien, Boulder market president of the Guaranty Bank and Trust Co., said his bank has seen a surge of request for loans from clients looking to invest the money back into their businesses.

Many companies slashed operating expenses and payroll dramatically during the recession.

"In general, businesses just cut to the bone," O'Brien said.

The requests indicate companies that survived are healthy and getting ready for growth.

More businesses are forming and needing legal advice, said Giovanni Ruscitti, founding partner of Berg Hill Greenleaf & Ruscitti LLP. There also is a demand for more help with mergers and acquisitions and securing

investment.

"We're seeing it on the ground level," Ruscitti said. "There's a lot of activity going on"

Boulder area residents continue to come up with great ideas for new businesses, Best Organics Inc.'s CEO Seleyn DeYarus said.

"I'm always amazed when I go to these events and there are 120 people, and there are a bunch of new bright-eyed people with a new product," DeYarus said.

DeYarus' experience primarily is in the natural and organic products industry, which has held its own despite tough times.

"We've had sustained growth in our sector. Obviously there's been a slowdown (because of the recession), ... but nevertheless we're growing," DeYarus said.

Local governments are trying to help and are changing their strategies, Longmont's economic development director Brad Power said.

Economic development organizations have historically focused on the "Big Kahuna" projects that will bring hundreds of jobs to a community by opening a plant or regional office, Power said. The proposed Phillips research facility in Louisville is a prominent local example.

Economic developers are starting to recognize they may do their best work with small companies, or with large companies that want to start a small office, Power said.

"Our best work is with those people," Power said. **► See Worst, 5A**

Boulder Economic Council 2012 Economic Forecast: Boulder & Beyond

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BOULDER COUNTY BUSINESS REPORT

Volume 31 : Issue 3
Feb. 3-9, 2012

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The Boulder County Business Report (USPS 018-522, ISSN 1528-6320)
Is published biweekly, with an extra issue in December, by BizWest Media LLC, a Colorado corporation, 3180 Sterling Circle, Suite 201, Boulder Colorado, 80301-2338.
Periodical Postage Paid at Boulder, CO and at additional mailing offices.
Subscriptions are \$49.97. International subscriptions are \$180.00.

POSTMASTER; Send change of address notices to:
The Boulder County Business Report, P.O. Box 1399, Fort Collins, CO 80522.
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WORST from 4A

ple who are bringing 20 jobs at a time, 70 jobs at a time," he said.

Longmont also is looking inward to help firms already in the city.

"We're trying to say to the companies that are already there, we want you to grow in place," Power said.

That has long been the strategy pursued by Boulder.

"It would be foolhardy for us to spend a lot of time trying to court new companies," Boulder Economic Council's executive director Clif Harald said. "Largely it's a retention game for us, and we have a lot to retain."

"We really do have a competitive advantage in four or five industries that distinguish us on an international scale," Harald said. "That diversification of businesses in our economy is a real asset, and it does distinguish us from other communities that are more dependent on 'elephant hunting.'"

Boulder's challenge is to ensure that companies can make the transition from startups to thriving, mature companies without uprooting. Most firms that started in Boulder want to remain, but finding space to expand is difficult, he said.

"There's an incredible allegiance to Boulder that is gratifying to hear. Our job is to make them know they're appreciated here and can grow here," Harald said.



BETH POTTER

Brad Power, second from right, Longmont's director of economic development, said economic developers are starting to recognize they may do their best work with small companies, or with large companies that want to start a small office. "Our best work is with those people who are bringing 20 jobs at a time, 70 jobs at a time," he said. Power, along with, from left, Frances Draper, CU's vice chancellor for strategic relations; D.B. Wilson, managing broker, Re/Max of Boulder; and Patrick O'Brien, Boulder market president of the Guaranty Bank and Trust Co.; participated in the Boulder County Business Report's CEO Roundtable on the economy.

Businesses remain concerned the city of Boulder might municipalize its power system and are still trying to understand what effect that will have on rates and reliability.

"It's a conversation I have almost daily with businesses," Harald said.

The University of Colorado at Boulder has its own concerns that could dramatically affect the local economy. The university continues to fight for support from the U.S. and state government, and the outcome will affect the quality of teaching

and research at the university, CU's vice chancellor for strategic relations Frances Draper said.

"One of the things we want to do is build a pretty bad-ass university," Draper said, despite Colorado ranking 48th in the amount of public funding for higher education.

Out-of-state students are subsidizing in-state students, and the university has become dependent on federal grants to conduct research. The government's budget for research is shrinking, though, making competi-

tion among universities more relentless, Draper said.

The benefits of CU's research dollars go beyond academia and benefit local high-tech companies such as Ball Aerospace & Technologies Corp., Harald said.

"This research money goes into the economy as a whole," Harald said.

The roundtable was hosted in the office of Berg Hill Greenleaf & Ruscitti LLP, which co-sponsors the event with Ehrhardt Keefe Steiner & Hottman PC.

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JONATHAN CASTNER

Economist Richard Wobbekind said Boulder is slightly ahead of the curve of the rest of the state in several statistical areas, but of concern to economists is the growing wealth gap between more educated people and less educated people in the United States. That's expected to continue, both locally and nationally, he said.

Forecast 2012: 'steady' economic improvement

Uncertain future for funding of federal labs creates concern

BY BETH POTTER
bpotter@bcbr.com

BOULDER — The Boulder Valley should see slow but steady improvement for the regional economy in 2012, although potential funding cuts at federal labs may create a dark spot on the horizon.

That was the word from economist Richard Wobbekind of the University of Colorado, Boulder, and four community leaders who spoke at the Boulder Economic Council's 2012 Forecast: Boulder and Beyond, held Jan. 27.

Ric Porreca, chief financial officer at the University of Colorado, Boulder; Cindy Schmidt, director of the office of government affairs at the University Corporation for Atmospheric Research; Jane Brautigam, Boulder's city manager; and Susan Graf, president of the Boulder Chamber; also spoke.

Boulder is slightly ahead of the curve of the rest of the state in several statistical areas, Wobbekind said. In addition, federal labs based in the city and the heavy emphasis on research at the University of Colorado have created a strong base for funding that has been somewhat resistant to economic factors at play in other parts of the country, panelists said.

There's uncertainty about how future federal budgets may be used to fund federal labs in the future, however, Schmidt said. An estimated \$1.5 billion annually goes into the Colorado economy from the 1,600 direct and indirect jobs created by labs such as the National Oceanic and Atmospheric Administration in "The White House is interested in promoting university labs and private-sector collaboration, so that's good,"

Schmidt said.

Companies laid off some employees in the professional services and information technology sectors when the latest economic recession hit, and the rehiring curve so far in the recovery has been slower than it was in previous recoveries, Wobbekind said. Such jobs make up an estimated 23 percent of the total employment picture in the region, Wobbekind said, giving IBM Corp. locally as an example of professional services jobs.

"We're very dependent on high-tech jobs," Wobbekind said. "We have the stability of the labs and the university, but those are not areas of big growth."

Of concern to economists is the growing wealth gap between more educated people and less educated people in the United States, Wobbekind said. That's expected to continue, both locally and nationally, he said.

In the Boulder region, 57.5 percent of residents over age 25 have a bachelor's degree. Colorado is the second-highest educated state in the country, Wobbekind said.

"There has been a tide that lifted all boats ... since the 1980s time frame," Wobbekind said. "As income rates have fallen, and unemployment rates have risen, we have seen a much more bi-modal economy of the educated versus the less educated."

On the other side of the coin, companies such as DigitalGlobe Inc., Ball Aerospace and Technologies Corp., Google Inc. and Trada Inc. all have scrambled to hire additional employees in recent years, Graf said.

"Software engineers are a desperate need," Graf said.

13 Boulder Valley firms received VC in Q4

BY DOUG STORUM
dstorum@bcbcr.com

DENVER — Thirteen of the 27 companies in Colorado that received venture capital in fourth quarter 2011 are based in the Boulder Valley.

Companies in the Boulder Valley - Boulder and Broomfield counties - received \$81,050,300 in the fourth quarter, according to the quarterly MoneyTree report developed by PricewaterhouseCoopers LLP and the National Venture Capital Association and based on data from Thompson Reuters.

Investments in Colorado-based companies increased slightly from the prior quarter with \$166 million going into 27 companies, compared to \$160 million going in 27 companies in the third quarter.

For 2011, venture capital investing in Colorado in 2011 increased 28 percent in dollars and 11 percent in deals from the prior year. \$619 million went into 98 deals in Colorado, a significant increase compared with 2010 when \$483 million went into 88 Colorado companies.

"2011 has been a solid year for venture capital investing in Colorado," said Keith Parsons, lead partner for PwC's Colorado Technology and Cleantech practice. "Investment dollars are up 28 percent over 2010 levels. And, Colorado bucked the national trend, experiencing an increase in VC investing in the fourth quarter while the country as a whole saw a 26 percent decline in dollars invested in Q4 compared to the third quarter of 2011. Colorado was one of only seven regions in the country to experience an increase in VC funding in the fourth quarter."

Boulder-based software company SolidFire Inc. led the Boulder Valley receiving \$23 million in the quarter, according to the MoneyTree Report. But company officials told the Business Report it raised a \$25 million Series B funding round, increasing the amount of venture capital it has raised in less than a year to \$37 million.

SolidFire develops solid-state data-storage systems for cloud ser-

Venture capital investments in Boulder and Broomfield counties			
Fourth-Quarter 2011 (Listed by amount of funding raised.)			
Fourth-quarter investments in Boulder Valley: \$81,050,300		2011 investments in Boulder Valley: \$307,576,100	
Fourth-quarter investments in Colorado: \$166,336,500		2011 investments in Colorado: \$618,715,500	
Fourth-quarter investments in United States: \$6,565,830,700		2011 investments in United States: \$28,425,075,400	
Company	Nature of Business	Amount Raised	Investors
SolidFire Inc. Boulder	Software	\$23,000,000	Individuals, New Enterprise Associates Inc., Novak Biddle Venture Partners, Valhalla Partners
Symplified Inc. Boulder	Software	\$17,500,000	Two undisclosed firms
NexGen Storage Inc. Louisville	Computers/ peripherals	\$10,000,000	Access Venture Partners, Grotech Ventures, Next World Capital
Trada Inc. Boulder	IT services	\$9,000,000	Google Ventures, undisclosed firm
Next Big Sound Inc. Boulder	Media/entertainment	\$6,417,200	IA Ventures, Individuals, TechStars, undisclosed firm
PlaceIQ Inc. Boulder	Software	\$4,200,000	IA Ventures, Individuals, U.S. Venture Partners, undisclosed firm, Valhalla Partners
Xfire Inc. Louisville	Software	\$4,000,000	Clearstone Venture Partners, Individuals, Intel Capital, TomorrowVentures LLC
Standing Cloud Inc. Boulder	Software	\$3,000,000	Avalon Ventures, undisclosed firm
Skedul.me Inc. Boulder	Telecommunications	\$1,475,200	Google Ventures, Individuals, SoftBank Capital, SoftTech VC, undisclosed firm
TeamSnap Inc. Boulder	Media/entertainment	\$909,900	Individuals, Trinity Ventures, eonBusiness Corp.
Daily Inches Inc. Boulder	IT services	\$848,000	High Country Venture LLC
Graphicy Inc. Boulder	Software	\$500,000	DFJ Mercury, undisclosed firm
Collective Intellect Inc. Boulder	IT services	\$200,000	Apian Ventures Inc., Grotech Ventures

Source: PricewaterhouseCoopers/Thomson Venture Economics/National Venture Capital Association MoneyTree Survey

vice providers. The company was founded last year and moved to Boulder in the spring. Its office and a development laboratory are at 1620 Pearl St.

"We are very fortunate to be working with a very hot technology in a very hot market. It draws a lot of interest from the investment community," founder and chief executive Dave Wright said in an interview in November.

The money will go to expand the sales and marketing departments and build the technical development team.

Participating in the round are New Enterprise Associates, a global venture capital firm that has offices in Menlo Park, California, and New York City; Valhalla Partners, which is based in Vienna, Virginia; and Novak Biddle Venture Partners, located in Bethesda, Maryland.

The company also received indi-

vidual investments from advisers Frank Sloomman, former CEO of Data Domain; David Schneider, former vice president of Worldwide Sales at

Data Domain; and Greg Papadopoulos, former vice president and chief technical officer of Sun Microsystems.

BOULDER GREEN BUILDING AWARDS

The deadline for entering is April 6.

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:

- The Best Green Restaurant, Coffee Shop or Eatery
- The Best Green Commercial Retrofit or Remodel
- The Best Green Residential Retrofit or Remodel
- The Best Green Retail or Store Front
- The Best Green Commercial Alternative Energy Building
- The Best Green Apartment or Multifamily Building
- The Best New Green Home
- The Best Green Open Category Award (different building type than above or other product or service business).

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 the Events section of section of www.BCBR.com or visit www.BGBG.org by April 6.

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Mindful Business Solutions
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BUSINESS DIGEST

OPENINGS

Broomfield resident Ryan Gunderson opened a **Synergy HomeCare** franchise in Louisville. Synergy is a national nonmedical home-care franchisor. The service includes companionship, personal care and homemaking assistance. Clients include the elderly to those recovering from surgery to new mothers. Contact Gunderson at 720-263-6060 or email rylan@synergyboulderdenver.com.

St. Louis-based discount grocer **Save-A-Lot** plants to open a store in February at 1750 Main St. in Longmont in the building that formerly housed SmartCo Foods. Goodwill Industries plans to also open a store in the same building.

Affordable Vet LLC in Lyons has begun offering offer mobile veterinarian services. Owner Kyra Toledo has been a practicing veterinarian in Boulder County since 1995. She plans to offer service to pets in most of Boulder County as well as some of Larimer and Weld counties. She said she can offer less expensive veterinary service from a mobile unit than that offered by veterinarians. To find out more, go online at www.theaffordablevet.com.

Software development and consulting company **Gorilla Logic Inc.** based in Boulder opened offices in New York City and Bangalore, India. The new offices will support demand for the company's enterprise software development and its mobile phone application testing tools.

Moe's Original Bar B Que will open a restaurant at 675 30th St. in Boulder, in the shopping

center west of the Williams Village dormitory at the University of Colorado at Boulder. The menu features barbecue sandwiches and a full bar. The restaurant includes a 16-seat patio and will be furnished with refurbished ski chairs from Colorado ski areas.

BRIEFS

Fort Collins-based **The Institute of Business & Medical Careers Inc.**, which has a campus in Longmont, is offering a \$700 tuition waiver to employees of the Poudre Valley Health System to be used toward a medical terminology course at any IBMC campus throughout the Front Range.

North Metro Fire Rescue District's new headquarters in Broomfield received the energy efficiency Gold LEED level of certification established by the U.S. Green Building Council.

Car manufacturer BMW will partner with Boulder-based clean-energy firm **Tendrill Networks Inc.** to develop a demonstration "smart energy home." The demonstration home, to be built in Mountain View, California, will give BMW the opportunity to test how well its electric vehicles and charging stations integrate with the home. BMW will use the energy management software developed by Tendrill to connect its future electric vehicles to a home charging station and provide data to users, the automaker and utilities. Tendrill Connect will link the vehicle and its home charging station. The company also will provide information to local utilities, energy service providers and BMW. Tendrill Energize, an online software application with a home energy management web portal, will monitor the charging station.

Broomfield-based **Noodles & Co.** will launch Coca-Cola Freestyle beverage machines in restaurants nationwide. The fast-casual restaurant chain offers noodles, soups, salads, and sandwiches. Coca-Cola Freestyle provides more than 100 sparkling and still beverage brands including more than 70 low/no-calorie options, more than 90 caffeine-free choices and 80-plus brands.

CONTRACTS

Boulder Diagnostics Inc. and **Portland State University** entered a license and collaboration agreement to develop rapid diagnostic tests for homocysteine and related compounds based on a highly specific dye technology developed at PSU. Under the agreement, Boulder Diagnostics will finance further research at the Department of Chemistry, and PSU will be entitled to royalties on future sales of the licensed technology.

Louisville-based **Zayo Group** will add dark fiber to **ExteNet Systems Inc.**'s open network. ExteNet designs, builds, owns and operates outdoor and indoor wireless networks for wireless service providers, government agencies, and transportation corridors throughout North America. Zayo will provide a metro dark fiber network in and around Indianapolis.

Boulder-based **Amadeus Consulting**, a custom-software development company, developed the mobile applications and website for mobile couponing site **Veebow**, which offers consumers special savings without requiring prepayment or purchasing coupons. Veebow is named after company CEO Tom Vitale's celebrity wife, Valerie Bertinelli.

St. Louis-based **Amerinet** will use Louisville-based **Global Healthcare Exchange LLC's** accounts payable and contract compliance systems for 2,900 of Amerinet's acute-care hospital members.

Software developer **Autodesk Inc.** will use Longmont-based **Dot Hill Systems Corp.'s** AssuredSan 3000 Series 8GB Fibre Channel storage product as part of Autodesk's turnkey solution for 3-D visual effects and finishing.

Murdoch's Ranch & Home Supply has selected Louisville-based **Envysion Inc.** as its exclusive video provider and is deploying Envysion Insight to all its stores. Murdoch's, a general merchandise and ranch supply retailer, will utilize Envysion's MVaaS solution to improve loss prevention and merchandising efforts, increase HR efficiency in issue resolution and drive store-level profitability.

SERVICES

Longmont-based employee benefit agency **Volk & Bell** has expanded its services by offering on-site or virtual human resources. Volk & Bell is now offering a hands-on team of professionals to small businesses without HR staff, or larger companies with a full HR team, to better manage time and cost related to HR operations.

Deadline to submit items for Business Digest is three weeks prior to publication of each biweekly issue. Mail to Editor, Boulder County Business Report, 3180 Sterling Circle, Suite 201, Boulder, CO 80301-2338; fax to 303-440-8954; or e-mail to news@bcbcr.com with Business Digest in the subject line. Photos submitted will not be returned.

ON THE JOB



Dominguez

Dusel

Kintner



Marshall

Matthias

Strain



Taylor

AEROSPACE

Boulder-based Ball Aerospace & Technologies Corp. hired **Rob Strain** as chief operating officer effective in March. Strain will oversee the company's operations, managing all four of its strategic business units: Civil and Operational Space, Tactical Solutions, National Defense and Systems Engineering Solutions. He will lead the support functions responsible for executing company programs, including engineering, program execution, mission assurance and information technology. Strain currently serves as director of NASA's Goddard Spaceflight Center.

ARCHITECTURE, CONSTRUCTION

Boulder-based Melton Construction, a design/build remodeling firm, hired **Clay Dusel** as a project development manager. For nearly 10 years prior to joining Melton, Dusel owned and operated a custom remodeling company in Boulder County. He has been active in the community, donating time and materials to the Center for ReSource Conservation and serving on the board of directors of the Boulder Green Building Guild.

BANKING, FINANCE

Boulder-based Flatiron Bank added **Steve Koonce** to its board of directors. Koonce is former chairman of Inovonics Wireless Corp. in Louisville.

EDUCATION

The University of Colorado Boulder appointed former University of Colorado president **Alexander E. "Sandy" Bracken** to the Quigg and Virginia S. Newton Endowed Chair in Leadership at the University of Colorado Boulder.

GOVERNMENT

The city of Longmont selected **Harold Dominguez** as its new city manager, replacing Gordon Pedrow who is retiring after an 18-year career as Longmont's city manager. Dominguez has been the city manager in San Angelo, Texas since 2004. The received more than 80 applications for the job and narrowed that list to six. Dominguez was selected as the top candidate after a two-day round of meetings and interviews with community members, community organizations, city staff and the Longmont city council. Dominguez has signed a letter of intent to join the organization and has resigned from San Angelo. The contract must be approved by the Longmont city council Feb. 14.

The town of Erie hired **Steven R. Felten** as finance director. Felten has more than 30 years of experience in various accounting and finance roles in the government, nonprofit and for-profit sectors. Felten

served as director of accounting at Franklin University in Columbus, Ohio since 2008. He also served as the director of accounting/controller for the Colorado Housing and Finance Authority from 2005 to 2008 and prior to that, as the finance director for the city of Boulder from 2001 to 2005.

HEALTH CARE

Dr. Mark Wisner was named an inaugural Meaningful Use Vanguard, or MUVer, by the Office of the National Coordinator for Health Information Technology. MUVer's meet standards set forth by the Centers for Medicare/Medicaid Services, demonstrating they are using certified technology in the areas of e-prescribing, electronic exchange of health information and submitting data to meet clinical quality measures.

HIGH TECH

Boulder-based Napkin Labs, a developer of apps for Facebook users, hired **Jeff Scurlock** as director of business development, **Chandler Hoisington** as software developer and **Alexander Diner** and as designer/developer. Scurlock previously was with BrandJuice. Hoisington is experienced with a variety of different coding languages. Diner's expertise is in web design, branding, front-end development and UI/UX design with both [Blue Moon Works](#) and [Zenman Productions](#).

Boulder-based Amadeus Consulting promoted **Peter Lacin** to director of its client support division. A 15-year veteran of the technology, marketing and public relations industries, Lacin has been with Amadeus Consulting since 2011 augmenting the technical and business capacity of the firm's digital marketing practice.

Boulder-based InspiringApps, hired **Miles Matthias** to its team of software engineers. Matthias, a graduate of University of Nebraska at Omaha, comes most recently from Lockheed Martin as a software engineer associate. Experienced in computer science and information assurance, he will focus mainly on JavaScript development, including HTML5.

Longmont-based DigitalGlobe Inc. (NYSE: DGI) hired **Marcy Steine**, **Tim Hascall** and **Grover Wray** to its management team. Steine will serve as senior vice president of government relations. Hascall will be senior vice president of operations. Wray will be chief human resources officer.

MANUFACTURING

Boulder-based Product Architects Inc., maker of the

Polar Bottle insulated sport bottle, hired **Adam Shinn** as a sales associate, concentrating primarily on exploring new markets and expanding the Polar Bottle brand to those markets. **Alazim Faye** and **Ian Sharp** have been hired to assist in the preparation, production and packaging of the bottles.

NONPROFIT

The March of Dimes appointed **Kathryn Marshall** as state director for Colorado. Marshall most recently served as the chairwoman of the March of Dimes Denver-area board of directors and has been a long-time fundraiser and supporter of the organization. Marshall was founder and president of Blue Tiger Group, a Boulder-based business consulting firm specializing in helping businesses improve operations and financial results, and uncover new growth opportunities.

Tim Kitchell joined the staff of 36 Commuting Solutions as marketing and education specialist. Kitchell has nine years of marketing education and experience. 36 Commuting Solutions is dedicated to reducing congestion and improving active transportation along the U.S. 36 corridor.

The I Have A Dream Foundation of Boulder County elected new officers and board members. They are **Michael Greenwood**, Greenwood & Myers Funeral Services, chairman; **Patrick O'Brien**, Guaranty Bank, vice chairman; **Sue Bailhache**, community volunteer, secretary; and **Rajul Pandya**, UCAR, past chairman. New board members are **Perry Ashley**, Longmont Tutoring Club; and **Shannon Dunlap**, MBA candidate at CU's Leeds School of Business.

Boulder-based Global Education Fund promoted **Karen Ashmore** from deputy director to executive director. The nonprofit aids children living in poverty around the world. Ashmore has more than 25 years of experience in social change philanthropy. Previously, she was the executive director of the Lambi Fund of Haiti.

OTHER

The Boulder History Museum named **Carol Taylor** curator of adult programs and research, and **Emilie Elmore Kintner** as curator of education. Taylor writes a Boulder County history column for the Daily Camera and is the former librarian and archivist for the paper. She was most recently the librarian with the High Plains Library District at Erie Community Library. Kintner gained experience in educational program planning and administration with the CA Center for the Arts, and more recently, Opera Colorado.

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 e-mail to news@bcbcr.com with On the Job in the subject line. Photos submitted will not be returned.

AWARDS

University of Colorado's Technology Transfer Office presented awards to researchers and companies at the Tivoli Turnhalle in Denver. Award winners were: Serial University Start-up Entrepreneur: **Michael Bristow**.

Inventor of the Year: **Linda Watkins**, CU-Boulder professor.

New Inventor of the Year: **Wei Zhang**, CU-Boulder assistant professor of chemistry and biochemistry. Bioscience Company of the Year: **OPX Biotechnologies Inc.**, Boulder.

Physical Sciences/Engineering/IT Company of the Year: **Phobos Energy** in Lafayette and Menlo Park, California.

Inventor of the Year: **Jeffrey Olson**, CU-Denver associate professor.

New Inventor of the Year: **Richard Johnson**, CU-Denver researcher.

New Inventor of the Year: **Anatoliy Pinchuk**, CU-COLORADO SPRINGS assistant professor.

Business Adviser of the Year: **S. Gail Eckhardt**, medical oncology department administrator at the Anschutz Medical Campus.

The Louisville Chamber of Commerce honored its award winners for 2011 on Jan. 26 at the Gatehouse. Award winners were:

Large Business of the Year: **Three Leaf Concepts**, Lenny and Sara Martinelli, owners of The Huckleberry and Zucca Italian Ristorante.

Small Business of the Year: **Instant Imprints**, Mike and Linda Boyd.

Lawrence Enrietto Volunteer of the Year: **Dale and Patty Ferguson**.

Pioneer of the Year: **George Brown**. Awarded by the Historical Commission.ere

NONPROFIT NETWORK

GOOD DEEDS

Boulder Housing Partners Foundation received a \$2,800 donation from the **Unitarian Universalist Church of Boulder** and its congregation in support of the affordable housing programs that Boulder Housing Partners administers for the city of Boulder.

Boulder shoppers donated more than 10,100 meals to local food charity **Community Food Share** through Whole Food Market's Grab 'n' Give program, which ran two months ending Dec. 31, 2011. The program, in its fourth year, raised more than \$253,400 this season from three locations in Boulder including Baseline Road, Alpine Avenue and Pearl Street.

GRANTS

The city of Boulder's **Department of Housing and Human Services** will allocate \$2,377,262 to support nonprofits this year through its Human Services Fund. The fund will allocate \$2,158,858 to nonprofits that support human service programs that provide basic health and safety needs of residents. The remaining \$218,404 will go toward the Youth Opportunities Program, which grants money to 13 nonprofits that provide educational, cultural and recreational opportunities to youth. For a list of funded agencies and programs or more information on how to apply, visit www.BoulderColorado.gov or call 303-441-4059.



PRIVATE-SECTOR EMPLOYERS

(Private-sector employers ranked by number of employees in Boulder and Broomfield counties.)

RANK	PREV. RANK	Company Address Phone/Fax	Local employees worldwide	Products/Services	Revenue 2011 Revenue 2010 Fiscal year end	Public/Private	Headquarters Web site Parent company	Person in charge Year founded
1	1	IBM CORP. 6300 Diagonal Highway Boulder, CO 80302 303-924-6300	3,400 B 426,751	Computer software, hardware and services.	\$106,900,000,000 \$99,870,000,000 Dec. 31	Public	Armonk, New York www.ibm.com	Virginia Rometty, CEO Pete Lorenzen, V.P. Global Strategic Outsourcing 1911
2	2	ORACLE CORP. 500 Eldorado Blvd. Broomfield, CO 80021 303-464-4000/303-272-9065	3,300 108,000	Computer software, hardware and services; network computer systems.	\$35,622,000,000 \$26,820,000,000 June 30	Public	Redshores, California www.oracle.com	Jonathan Schwartz, Director 1982
3	5	BOULDER COMMUNITY HOSPITAL 1100 Balsam Ave. Boulder, CO 80304 303-440-2273/303-441-0478	2,300 N/A	Emergency, cardiology, oncology, ICU, orthopedics, neurology, general medical-surgical care, rehabilitation, stroke care, radiology (imaging), laboratory.	\$298,184,000 \$281,174,558 Dec. 31	Private	Boulder www.bch.org	David Gehant, President/CEO 1922
4	4	LEVEL 3 COMMUNICATIONS INC. 1025 Eldorado Blvd. Broomfield, CO 80021 720-888-1000/720-888-5085	2,262 10,968	Operates fiber-optic networks and sells a variety of communications services.	N/A \$3,650,000,000 Dec. 31	Public	Broomfield www.level3.com	James O. Crowe, CEO 1998
5	3	BALL CORP. 10 Longs Peak Drive Broomfield, CO 80021 303-469-3131/303-460-2127	2,017 14,500	Provides metal packaging products for beverage, food and household customers; aerospace unit provides imaging, communications and information systems, products, software and services to government and commercial aerospace customers.	\$8,630,000,000 \$7,630,000,000 Dec. 31	Public	Broomfield www.ball.com	John A. Hayes, President and CEO 1880
6	7	COVIDIEN, ENERGY-BASED DEVICES, RESPIRATORY AND MONITORING SOLUTIONS 5920 Longbow Drive, 6135 Gunbarrel Ave. Boulder, CO 80301-3299 303-530-2300/303-530-6285	1,860 41,000	Manufactures medical systems using electrical, radio frequency and microwaves as power sources, which allow surgeons to conduct a range of procedures, including vessel sealing, ligation and tissue ablation. Respiratory and Monitoring Solutions makes products for managing ventilation, blood oxygen levels, airways, body temperature and sleep-disordered breathing.	\$11,574,000,000 \$10,429,000,000 Sept. 30	Public	Dublin, Ireland www.covidien.com Covidien PLC	Bryan Hanson, President, Energy- based Devices Pete Wehrly, President, Respiratory and Monitoring Solutions 1967
7	NR	UNIVERSITY CORPORATION FOR ATMOSPHERIC RESEARCH (UCAR) 1850 Table Mesa Drive Boulder, CO 80305 303-497-1000/303-497-1172	1,394 1,539	Research and development related to atmospheric sciences, provides advanced research facilities for the science community, technology transfer.	\$269,911,000 \$241,190,000 Sept. 30	Private	Boulder www.ucar.edu	Thomas J. Bogdan, President 1960
8	6	EXEMPLA GOOD SAMARITAN MEDICAL CENTER 200 Exempla Circle Lafayette, CO 80026 303-689-4000/303-689-6999	1,374 N/A	Cardiovascular care, level II neonatal care, emergency and trauma services, KidsTrek, Bone & Joint Institute, general surgery, occupational medicine, OB/GYN, neurosurgery, pediatrics, lab and radiology, breast care, accredited chest pain center.	N/A \$858,176,000 N/A	Private	Denver www.exempla.org/goodsamaritan Exempla Healthcare	David Hamm, CEO, President 2004
9	9	LONGMONT UNITED HOSPITAL 1950 W. Mountain View Ave. Longmont, CO 80501 303-651-5111/303-678-4050	1,256 1,256	Cardiology, orthopedics, cancer treatment, women services, neurosurgery, diagnostic imaging, rehabilitation, 24/7 emergency.	\$445,446,000 \$452,109,000 Dec. 31	Private	Longmont www.luhcares.org	Mitchell Carson, CEO 1959
10	8	WAL-MART STORES INC. 702 S.W. Eighth St. Bentonville, AR 72716 479-273-4000/479-273-4053	1,240 2,100,000	Retail/discount department stores and Sam's Club warehouse.	\$421,849,000,000 \$408,214,000,000 Jan. 31	Public	Bentonville, Arkansas www.walmart.com	S. Robson Walton H. Lee Scott 1969
11	10	SEAGATE TECHNOLOGY LLC 389 Disc Drive Longmont, CO 80503 720-684-1900	1,120 53,775	Hard disk, solid state and hybrid drives, storage solutions for enterprise, desktop, mobile computing, consumer electronics and retail markets.	\$11,000,000,000 \$11,400,000,000 June 30	Public	Cupertino, California www.seagate.com Seagate Technology LLC	Steve Luczo, CEO 1979
12	15	TARGET CORP. 1625 Owens St. Lakewood, CO 80215 612-304-6073/612-696-3731	890 355,000	Discount retail chain.	\$67,390,000,000 \$65,357,000,000 Jan. 31	Public	Minneapolis, Minnesota www.target.com	Gregg Steinhafel, CEO, President 1962
13	11	WHOLE FOODS MARKET INC. 2905 Pearl St. Boulder, CO 80301 303-545-6611/303-545-6633	873 64,200	Organically grown produce, fresh-baked goods, deli foods, florist.	\$10,107,790,000 \$9,000,000,000 Sept. 30	Public	Austin, Texas www.wholefoods.com	John P. Mackey, CEO 1980
14	12	HUNTER DOUGLAS INC., WINDOW FASHIONS DIVISION One Duette Way Broomfield, CO 80020 303-466-1848/303-876-3630	853 N/A	Manufactures custom window coverings.	N/A N/A Dec. 31	Private	Pearl River, New York www.hunterdouglas.com	Hurley Mitchell, President Manufacturing Group Richard Pellett, President, General Manager of Window Fashions Division 1946
15	13	INTRADO INC. 1601 Dry Creek Drive Longmont, CO 80503 720-494-5800/720-494-6600	836 1,160	Services supporting telecommunications service provider and government public safety 911 operations.	N/A N/A Dec. 31	Private	Longmont www.intrado.com West Corp.	George Heinrichs, President 1979
16	19	SAFeway INC. 6900 S. Yosemite St. Englewood, CO 80112-1412 303-843-7600/303-843-7939	785 180,000	Retail grocery.	\$41,050,000,000 \$40,850,700,000 Jan. 1	Public	Pleasanton, California www.safeway.com	Scott Grimmett, Denver Division President 1927
17	14	AMGEN INC. 4000 Nelson Road Longmont, CO 80503 303-401-1000/303-401-7601	725 17,000	Manufacturer of biologics; this location makes bulk ingredients for Epogen and Aranesp for anemia.	\$15,053,000,000 \$14,642,000,000 Dec. 31	Public	Thousand Oaks, California www.amgen.com	Kevin W. Sharer, CEO, Chairman, President 1980
18	20	EMERSON PROCESS MANAGEMENT, MICRO MOTION DIVISION 7070 Winchester Circle Boulder, CO 80301 800-522-6277/303-530-8459	683 2,400	Manufacturer of precision flow and density meters.	\$24,222,000,000 \$21,039,000,000 Sept. 30	Public	St. Louis, Missouri www.micromotion.com Emerson	Neal Ingram, President 1977
19	22	DIGITALGLOBE INC. 1601 Dry Creek Drive, Suite 260 Longmont, CO 80503 303-684-4000/303-682-3848	658 715	Provider of high-resolution commercial satellite imagery and geospatial information products.	N/A \$322,200,000 Dec. 31	Public	Longmont, Colorado www.digitalglobe.com	Jeffrey R. Tarr, CEO, President 1992
20	16	AVISTA ADVENTIST HOSPITAL 100 Health Park Drive Louisville, CO 80027 303-673-1000/303-673-1048	630 N/A	Provides comprehensive medical services, including 24-hour emergency care. Maternity care and advanced total joint replacement provider.	\$80,283,000 \$79,171,000 June 30	Private	Louisville www.avistahospital.org Centura Health	John Sackett, CEO 1990
21	18	SANDOZ INC. 2555 W. Midway Blvd. Broomfield, CO 80020 303-466-2400/303-438-4474	600 23,000	Manufactures generic drugs, tablets and capsules.	N/A \$51,561,000,000 Dec. 31	Public	Basel, Switzerland www.us.sandoz.com Novartis AG	Bernhard Hampl, CEO 1946
22	25	TRANSFIRST 12202 Airport Way Broomfield, CO 80020 800-745-2659/877-788-9670	465 1,000	Processes credit- and debit-card transactions.	N/A N/A June 30	Private	Dallas, Texas www.transfirst.com	John Shlonski, CEO 1995
23	21	WHITWAVE FOODS CO. 12002 Airport Way Broomfield, CO 80021 303-635-4000/303-635-5657	460 1,480	Horizon offers organic and natural dairy products; Silk offers soy and almond milk products; International Delight nondairy coffee creamer; Land O' Lakes liquid and cultured dairy products; The Organic Cow organic dairy products.	N/A \$1,800,000,000 Dec. 31	Public	Dallas, Texas www.whitwave.com Dean Foods Co.	Blaine McPeak, CEO, President 2004
24	23	MWH GLOBAL INC. 380 Interlocken Crescent, Suite 200 Broomfield, CO 80021 303-533-1900/303-533-1901	440 7,000	Provides water, wastewater, energy, natural resource, program-management, consulting and construction services to industrial, municipal and government clients in the Americas, Europe, Middle East, India, Asia and the Pacific Rim.	\$1,188,200,000 \$1,139,165,000 Dec. 30	Private	Broomfield www.mwhglobal.com	Alan J. Krause, CEO 1945
25	24	EPSILON/ABACUS, A DIVISION OF EPSILON 2550 Crescent Drive Lafayette, CO 80026 303-410-5100/303-410-5300	405 840	Marketing data, databases and email marketing solutions.	N/A \$2,791,420,000 Dec. 31	Public	Dallas, Texas www.epsilon.com Alliance Data Systems Corp.	Bryan Kennedy, CEO, President 1969
26	26	SPECTRA LOGIC CORP. 6285 Lookout Road Boulder, CO 80301 303-449-6400/303-939-8844	314 384	Defines, designs and delivers innovative data protection through tape, de-duplication and disk-based backup, recovery and archive storage solutions.	N/A N/A June 30	Private	Boulder www.spectralogic.com	Nathan C. Thompson, CEO, Chairman 1979

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

1 IBM will only release statewide employment. Employment listed here is a Business Report estimate.

SOURCE: BUSINESS REPORT SURVEY

RESEARCHED BY Beth Edwards



PUBLIC-SECTOR EMPLOYERS

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

RANK	PREV. RANK	Employer Address Phone/Fax	Full-time local employees Full-time employees in CO	Budget 2011 Budget 2010	Health insurance carrier(s)	Top elected official or administrative executive Human resources administrator	Year founded locally Website
1	1	UNIVERSITY OF COLORADO BOULDER 914 Broadway Boulder, CO 80309 303-492-8908/303-492-8866	6,876 N/A	\$1,206,000,000 \$1,140,000,000	Anthem Blue Cross Blue Shield, Kaiser Permanente	Philip DiStefano, Chancellor	1876 www.colorado.edu
2	2	BOULDER VALLEY SCHOOL DISTRICT 6500 Arapahoe Ave. Boulder, CO 80303 303-447-1010/720-561-5830	4,000 N/A	\$335,799,278 \$319,070,235	Delta Dental, Great West Healthcare, Kaiser Permanente	Bruce Messinger, Superintendent	1961 www.bvbsd.org
3	3	ST. VRAIN VALLEY SCHOOL DISTRICT 395 S. Pratt Parkway Longmont, CO 80501-6527 303-776-6200/303-682-7366	3,238 N/A	\$199,881,837 \$211,731,950	United Healthcare, Kaiser Permanente	Don Haddad, Superintendent David Burnison, Human Resources Administrator	1965 www.stvrain.k12.co.us
4	4	BOULDER COUNTY 2020 13th St. Boulder, CO 80302 303-441-3500/303-441-3494	1,848 1,848	\$288,696,651 \$282,112,798	Cigna	Cindy Domenico, Chairwoman of the Board of County Commissioners	1861 www.bouldercounty.org
5	5	CITY OF BOULDER 1777 Broadway Boulder, CO 80306 303-441-3090/303-441-4478	1,225 1,225	\$230,274,000 \$201,678,000	PacifiCare, Kaiser Permanente	Matthew Appelbaum, Mayor Jane Brautigam, City Manager	1871 www.bouldercolorado.gov
6	6	NATIONAL OCEANIC & ATMOSPHERIC ADMINISTRATION (NOAA) 325 Broadway Boulder, CO 80305-3337 303-497-6000/303-497-6951	902 B N/A	N/A N/A	U.S. Government self-funded program.	Don Mock, Executive Director, NOAA Boulder Laboratories	1954 www.boulder.noaa.gov
7	7	CITY OF LONGMONT 350 Kimbark St. Longmont, CO 80501 303-651-8601/303-651-8590	816 816	\$218,001,802 \$205,273,865	Kaiser Permanente	Dennis Coombs, Mayor Harold Dominguez, City Manager	1873 www.ci.longmont.co.us
8	8	CITY AND COUNTY OF BROOMFIELD 1 DesCombes Drive Broomfield, CO 80020 303-438-6300/303-438-6296	595 595	\$187,568,523 \$159,378,217	Anthem Blue Cross Blue Shield, Kaiser Permanente	Patrick Quinn, Mayor Charles Ozaki, City and County Manager	1961 www.broomfield.org
9	9	FRONT RANGE COMMUNITY COLLEGE 3645 W. 112th Ave. Westminster, CO 80031-2199 303-404-5000/303-466-1623	400 649	\$83,698,317 \$60,366,046	Anthem Blue Cross and Blue Shield, Kaiser Permanente	Andy Dorsey, President	1968 www.frontrange.edu
10	11	CITY OF LAFAYETTE 1290 S. Public Road Lafayette, CO 80026 303-665-5588/303-665-2153	178 178	\$51,119,966 \$45,696,669	Kaiser Permanente	Carolyn Cutler, Mayor Gary Klaphake, City Administrator	1878 www.cityoflafayette.com
11	10	CITY OF LOUISVILLE 749 Main St. Louisville, CO 80027 303-335-4532/303-335-4724	155 155	\$33,490,800 \$35,567,640	Kaiser Permanente	Bob Muckle, Mayor Malcolm Fleming, City Manager	1878 www.louisvilleco.gov
12	12	TOWN OF ERIE 645 Holbrook St. Erie, CO 80516 303-926-2700/303-926-2706	135 135	\$32,675,300 \$31,567,500	Anthem Blue Cross Blue Shield	Joseph A. Wilson, Mayor A.J. Krieger, Town Administrator	1874 www.erieco.gov
13	13	COURTS-20TH JUDICIAL DISTRICT-CLERK OF THE COURT 1777 Sixth St. Boulder, CO 80302 303-441-3750	100 N/A	N/A N/A	N/A	Roxanne Bailin, Chief Judge	1876 www.courts.state.co.us
14	14	TOWN OF SUPERIOR 124 E. Coal Creek Drive Superior, CO 80027 303-499-3675/303-499-3677	25 25	\$39,000,000 \$38,954,452	Anthem Blue Cross Blue Shield	Andrew M. Muckle, Mayor Matthew G. Magley, Interim Town Manager	1896 www.townofsuperior.com
15	17	TOWN OF NEDERLAND P.O. Box 396 Nederland, CO 80466 303-258-3266/303-258-1240	23 23	\$2,182,709 \$2,182,609	Colorado Employer's Benefit Trust	Joe Gierlach, Mayor Alisha Reis, Town Administrator	1874 www.nederlandco.org
16	16	TOWN OF LYONS 432 Fifth Ave. Lyons, CO 80540 303-823-6622/303-823-8257	16 16	\$4,065,262 N/A	United Health Care	Julie Van Domelen, Mayor Debra Anthony, Town Clerk	1880 www.townoflyons.com
17	15	SOCIAL SECURITY ADMINISTRATION 4949 Pearl East Circle, Suite 101 Boulder, CO 80301 800-772-1213/303-494-4750	16 N/A	N/A N/A	Several options.	Jeremy Young, District Manager	1946 www.socialsecurity.gov
18	18	COLORADO DIVISION OF MOTOR VEHICLES 2850 Iris Ave. Boulder, CO 80301 303-442-3006	9 N/A	N/A N/A	Several options.	Joan Vecchi, Senior Director	N/A www.colorado.gov/revenue/dmv
19	19	COLORADO DIVISION OF MOTOR VEHICLES 917 S. Main St., Unit 600 Longmont, CO 80501 303-776-4073	7 N/A	N/A N/A	Several options.	Joan Vecchi, Senior Director	N/A www.colorado.gov/revenue/dmv
20	20	VIETNAM VETERANS OUTREACH CENTER 4999 Pearl East Circle, Suite 106 Boulder, CO 80301 303-440-7306/303-449-3907	5 N/A	N/A N/A	Anthem Blue Cross Blue Shield	Michael Pantaleo, Team Leader	1982 www.vetcenter.va.gov

N/A: Not available.

1 Includes federal employees, affiliates at CU Boulder and Colorado State University and contract workers.

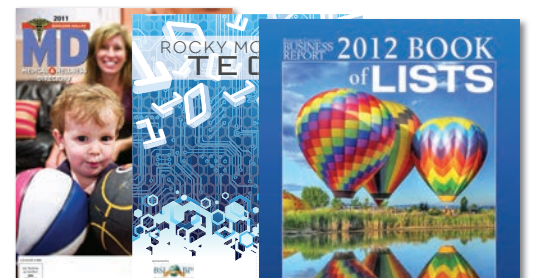
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RESEARCHED BY Beth Edwards

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HEALTH CARE & WELLNESS

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12A | Medical File

Oh, my achin' back!

New surgical techniques, rehabilitation regimes reduce pain, recovery time

BY BETH POTTER

bpotter@bcbcr.com

BOULDER — If you go to your doctor complaining of chronic back pain, you're more likely than ever before to face a minimally invasive surgery, or none at all.

Many back doctors in the region now use more minimally invasive procedures, the latest trend in the industry in the last five years.

Others focus more on rehabilitation, treating back injuries with exercise and medication before turning to surgery options. And at least two medical device companies in the Boulder Valley are making back surgery products — Lanx Inc. in Broomfield and Medtronic Navigation Inc. in Louisville (See story, below).

With back pain being the No. 2 reason patients visit their doctors (the common cold is No. 1), it's always important to offer the least invasive surgery options, said Sharad Rajpal, a surgeon at Boulder Neurosurgical & Spine Associates in Boulder.

Rajpal said the medical navigation devices he likes to use during surgery are similar to using a GPS

► See **Back, 12A**

TOP BACK-PAIN COMPLAINTS FROM BOULDER VALLEY PATIENTS

- Back and leg pain, or sciatica, can come from a pinched nerve in the spine.
- Generalized lower back pain can start when the disks in the spine starting to wear out.
- Neck pain can come from bony joints in the back of the neck rubbing together.

Top reasons

- Poor posture
- Poor lifting techniques — a patient may bend and twist at the same time to pick something up. Disks can tear.
- Lack of core muscle strength
- Genetics and/or aging

Nonsurgical treatments

- Strengthen the "core" area of your body with prescribed exercises. Strong back and abdominal muscles help hold everything in place and protect the spine, doctors say.
- Doctors can prescribe anti-inflammatory drugs. If the pain continues, doctors often will treat the spine with cortisone shots.
- If other nonsurgical treatments don't work, doctors may suggest a wide range of surgical options.

Sources: Dr. Gregory Arends, Colorado Center for Spine Medicine in Boulder; Dr. Alan Villavicencio, Boulder Neurological & Spine Associates; interviews with other doctors in the Boulder Valley.



Lanx, Medtronic on cutting edge of back-surgery devices

BY BETH POTTER

bpotter@bcbcr.com

BROOMFIELD — Two companies that make devices that can be used in back surgery, Lanx Inc. and Medtronic Navigation Inc., are teaching doctors how to use them right here in the Boulder Valley.

Broomfield-based Lanx expects to see about \$100 million in revenue in 2012, said Steve Deitsch, chief financial officer. The company's new Timberline spinal fusion device allows for less invasive surgery than previous devices, which is expected to drive sales, Deitsch said.

Surgeons can make incisions on

“They're on the forefront of technology. It's not just plastics and metals, ... but they're doing the most that can be done to keep people as active as they can be with the least amount of recovery.”

Andy Cappuccino,

ORTHOPEDIC SURGEON,
BUFFALO BILLS

the patient's side, rather than on the front or the back, to install the Timberline device, Deitsch said. That can mean smaller incisions, which can mean quicker healing times for

patients and less pain, he said.

“We've been very successful with this product and training a large group of surgeons on it,” Deitsch said.

Andy Cappuccino, a doctor who

serves as assistant to the orthopedic surgeon for the Buffalo Bills football team in New York, said Lanx is looking to revolutionize the field. Cappuccino also evaluates Lanx devices.

“They're on the forefront of technology,” Cappuccino said. “It's not just plastics and metals, ... but they're doing the most that can be done to keep people as active as they can be with the least amount of recovery.”

A previous Lanx back surgery device, the Aspen, has done so well since its launch in 2008, that the company has been able to create a full line of related products, Deitsch

► See **Devices, 11A**

Good news in the health-care arena

First — if you haven't heard, yet — 10 of the world's top-selling drugs are going "off-patent" in the next year or so, which is expected to save American consumers and insurance companies quite a bit of money.

Prices on some top drugs could go down by as much as 80 percent. Industry experts are expecting to see about \$1 billion in savings next year for consumers who take the cholesterol-fighting drug Lipitor.

That's no small feat, given that Lipitor is the best-selling drug ever, accounting for \$106 billion in sales over the last decade. New York-based Pfizer Inc. (NYSE:PFE) recorded global sales of \$10.7 billion for Lipitor in 2010.

Many consumers already have switched to atorvastatin - a generic version of Lipitor - which is expected to retail for about 50 percent less than the brand-name drug, according to industry experts. Lipitor used to cost about \$168 per month.

Pfizer is giving the generics a run for their money by offering Lipitor for \$4 per month for the next couple of months. Patients can sign up online to get the deal under Pfizer's Lipitor For You program. The drug company also is paying pharmacies to mail offers for a \$4 co-pay card to patients, according to media reports.

Lipitor and other statin drugs lower the risk of stroke and heart attack. Statins work by decreasing the amount of artery-clogging cholesterol in the blood. Heart-related diseases are the No. 1 killer in the United States.

If your health plan allows you to stay on Lipitor, you'll probably pay the difference between the brand name and the generic cost, according to industry publications. Co-payments for Lipitor range from about \$25 to \$50, while co-payments for the generic drugs are about \$10.

Thousands of people take Lipitor locally and in Colorado. Although specific statistics are not available for Boulder County, about 32 percent of all Colorado deaths came from heart disease in 2002, the most recent period for which information is available, according to statistics from the Colorado Department of Public Health and Environment.

Hospital pharmacies in Boulder County are watching the Lipitor situation.

Nanette Tinker, pharmacist at Avis-

ta Adventist Hospital in Louisville, suggests patients double-check with their doctors before switching to a generic.

"For 95 percent of the people out there, it doesn't matter if they take a generic or a brand-name drug. But a few people out there can't take different things, because of allergies," Tinker said.

Other drugs coming off patent, nationally, and expected to become less expensive in the next year or two: Plavix, a blood thinner; Seroquel and Zyprexa, drugs used to treat symptoms of schizophrenia and bipolar disorder; Actos, a drug to treat Type 2 diabetes; Enbrel, which treats rheumatoid arthritis; Singulair, which treats symptoms related to asthma and allergies; Levaquin, which treats pneumonia and other diseases; Concerta, which controls attention deficit hyperactivity disorder, and Protonix, which treats symptoms that cause the stomach to produce too much acid.

Mobile medical records

Secondly, Kaiser Permanente has taken the electronic medical records idea one step further — to your mobile device.

More than 500,000 patients in Colorado now have the capability to look up their health information on an iPhone or Android, if they have one.

Kaiser Permanente rolled out the new mobile application Tuesday, Jan. 24.

Already, 229,000 Colorado Kaiser patients registered online to access the information, which is hosted at Kp.org. In Boulder Valley, about 38,000 Kaiser Permanente members use the service.

The new mobile application helps streamline things even more when it comes to booking appointments and renewing prescriptions, said Amy Whited, a Kaiser Permanente spokeswoman in Denver.

"It's so easy. The nurse sends me an email and says the test result is negative," Whited said. "Getting through to a doctor's office can be frustrating."

So far, the system has been used mostly for test results and getting prescriptions filled. A new Every Body Walk! mobile application that encourages patients to walk more also has grown rapidly in popularity since it was launched two months ago.

Kaiser Permanente patients had the capability to email their doctors for the last five years. In Colorado, the health carrier's patients and doctors sent more than 500,000 emails back and forth in 2010 and got more than 616,000 prescriptions renewed online.

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

BACK from 11A

tracking device in terms of positioning. Such devices allow him to make smaller incisions and still be able to see everything he needs to see inside the body during surgery, Rajpal said. Medtronic Navigation Inc. in Louisville and other companies make such devices.

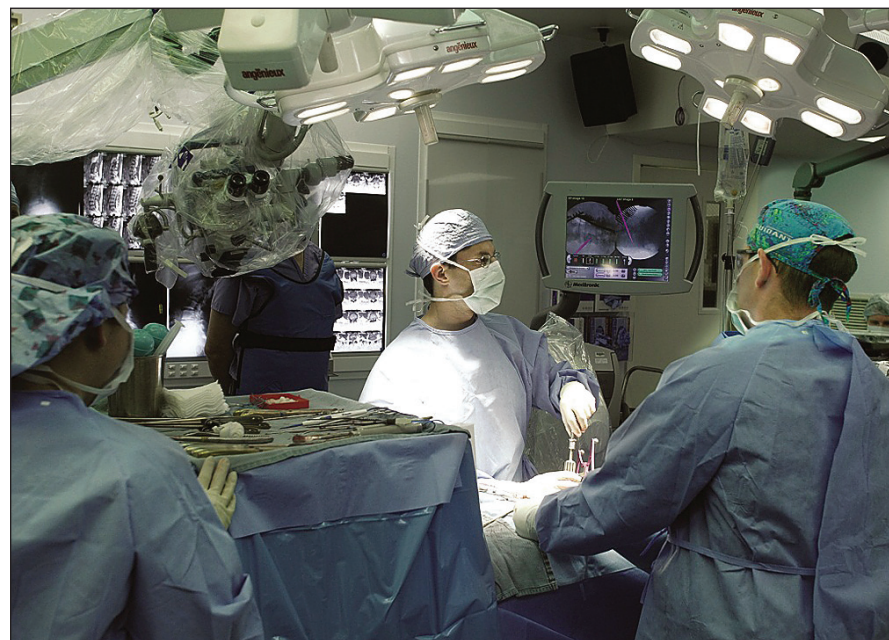
"It's reduced tissue trauma, less hospital duration, less blood loss, and people say it's less pain," Rajpal said of surgery done using such devices.

Boulder Valley residents' active lifestyle make for a busy practice for Rajpal — he handles about four or five surgeries per week. Back injuries he treats with surgery range from bicycle versus car injuries and rock climbing accidents to falls down the stairs, Rajpal said.

Colleague Alan Villavicencio points out that the practice offers a wide range of treatment options in advance of surgery — ranging from anti-inflammatory medications to narcotics, physical therapy, acupuncture, chiropractic care, yoga and Pilates.

"If a patient walks into my office with back pain, they have about a 1 in 10 chance of having surgery," Villavicencio said. "The vast majority of patients do not need surgery. They can be treated conservatively."

Villavicencio does kyphoplasty procedures for spinal compression fractures for patients who have osteoporosis. Doctors can elevate a fracture back to its normal height



COURTESY BOULDER NEUROLOGICAL & SPINE ASSOCIATES

Dr. Alan Villavicencio, center, performs back surgery on a patient with the help of nurse Carrie Riantong, left, and Alex Ashton, a physician assistant. Villavicencio said surgery, however, is a last resort. "If a patient walks into my office with back pain, they have about a 1 in 10 chance of having surgery," Villavicencio said. "The vast majority of patients do not need surgery. They can be treated conservatively."

and inject bone cement into the space left behind in the kyphoplasty procedure. But spinal fusion surgeries remain the most common, mainly because they have become a "standard of care" to deal with back pain, Villavicencio said.

Cliff Gronseth at Spine West LLC is a physiatrist — a rehabilitation doctor who focuses on treating

patients without surgery.

"We look at the whole person, the whole system, and discuss how they interact," Gronseth said. "If somebody comes to us and complains about neck pain, we ask about their job, and what might be corrected there."

Patients can often avoid surgeries if they change some things in their environments or in their bod-

ies, Gronseth said. That can include having molded foot orthotics made for shoes to relieve knee and back pain. As a doctor, Gronseth said he's trained to look for cancers and other medical issues that need to be treated surgically, too.

"We're movement and function specialists. If people can't do the things they want to do, like hike or bike or walk to the mailbox or garden, it's a functional issue, and we try to figure out why they can't do that," Gronseth said.

If a patient needs an anti-inflammatory medication, Gronseth may recommend an herbal remedy, or a cortisone shot. Another colleague at SpineWest does acupuncture, and physical therapy is emphasized. SpineWest personnel also spend a lot of time teaching people how to prevent re-injury, Gronseth said.

Dr. Gregory Arends at the Colorado Center for Spine Medicine finds he does spinal injections and focuses on that and other nonsurgical back pain relief methods.

Many back pain issues come from normal wear and tear on the body, just like many other orthopedic problems, Arends said.

"We were not designed to live to 70 to 80 years old. Back in the day, when running around the Sarangeti (desert in Africa), the saber tooth tiger would catch the older folks," Arends said.

THE EDGE

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FOCUS: WELLNESS PROGRAMS

Evaluation key to a better wellness program

BY HEATHER MCWILLIAMS

news@bcbr.com

With rising health-care costs and an increasing focus on prevention, workplace wellness programs make for big business with employers.

Those dedicated to getting the most effective results for their employees and their bottom line need to evaluate the company wellness plan to be sure it pays dividends.

Research supports a \$2 to \$3 savings in health-care costs and absenteeism for every \$1 spent on wellness programs, according to the Centers for Disease Control and Prevention. How to evaluate that savings takes time, consistency and some effort.

A look at employee participation, soliciting employee feedback about the program through surveys or interviews, and tracking trends in health-care costs and claims can lead employers to the proper tweaks needed for the best return on their wellness plan investment.

David Chenoweth, president of

DURING THE IMPACT EVALUATION,

businesses could also examine accident reports and trends in injuries to see if wellness initiatives targeting workplace safety are making a difference.

Chenoweth and Associates Inc., a North Carolina-based international health and econometric data analysis firm, suggests a three step worksite wellness evaluation process.

"The first level is called process level evaluation," Chenoweth said. "It's asking employees formally or informally ... 'Did you like the program? Do you like the cost of the program? What do you think of the overall process?' " Employers can use surveys, questionnaires, group discussions or face-to-face interviews to solicit the information. The key is to focus on how employees experience the program.

Gauging employee participation is another key indicator of a program's success.

"It's important to note that wellness is a state of mind for your employees, so let's start with looking at how many people are engaged," said Christine Leyden, senior vice president and chief accreditation officer at URAC, a nonprofit organization that accredits wellness program vendors. Employers can seize early opportunities for such check-ins.

"You should ask at 30 days," Leyden said, a good time to see how many employees have taken a health-risk assessment or used other wellness plan offerings.

Wellness plans often generate less than 10 percent participation, said James O. Hill, professor of pediatrics and medicine at the University of Colorado's Anschutz Medical Campus,

and while evaluation tracks progress it's not a replacement for research before the program begins.

"I believe they should engage their employees in conversations around what they want and what they are willing to do," Hill said. Hill serves on the board for LiveWell Colorado and is overseeing the development of the new Colorado Center for Health and Wellness slated to open this spring. The center will be a research-based wellness resource for all, Hill said.

Employers not comfortable or interested in assessing employees' wellness needs can hire a reputable outside organization to do it for them, Chenoweth said, something he encourages.

Properly aligned goals boost employee engagement, but don't forget the fun, Hill said. Walking groups, competitions among different divisions around physical activity, even creative, healthier foods at meetings foster participation.

Likewise, health-risk assessments taken early help individuals identify behavioral changes needed, Leyden

► See **Evaluation, 15A**

DEVICES from 11A

said. About 25,000 Aspen devices have been implanted in patients who have degenerative disk disease, he said. Patients can experience degenerative disk disease from dealing with anatomical problems, trauma to the spine, and/or being out of shape, among other things, Deitsch said.

Lanx manufactures prototypes of its devices, and has about 200 employees. The company also has a testing lab accredited by the U.S. Food and Drug Administration, located at its 80,000-square-foot facility at 310 Interlocken Parkway, Suite 120.

At Medtronic Navigation Inc. in Louisville, about 300 workers are

focused on making surgical imaging and surgical navigation tools, including those used in spinal surgery, said Natalie St. Denis, a spokeswoman. There's also a training center for surgeons looking to use the devices. St. Denis declined to discuss company revenue.

Using spinal surgical imaging tools allows doctors to make smaller openings, which helps patients heal faster, said Sharad Rajpal, a doctor who uses the tools in connection with his work at Boulder Neurosurgical Spine Associates in Boulder, where he is a partner.

Medtronic Navigation is a division of the surgical technologies unit of Medtronic Inc., based in Minneapolis.

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END from 1A

of Lakewood and OPX Biotechnologies Inc. of Boulder as success stories.

“That sector has been a little bright spot in the last nine months,” Shapard said. “Our biofuels companies continue to grow, add employees and get money.

Range Fuels’ problems included using technology and processes created for the coal industry for converting wood to cellulosic ethanol, according to biofuels experts.

Aldous blamed the national recession and the general public’s lack of support for sustainable fuels for his company’s difficulties, according to published reports. He also said it’s tough to do something that’s never been done before.

Started in 2006 and initially called Kergy Inc., Range Fuels created a system called K2 to produce cellulosic ethanol from waste materials such as wood chips and paper pulp on a commercial scale for the first time. The company’s two-step process involved using heat, pressure and steam to make synthetic gas, also called syngas, and then converting the gas to biofuels such as ethanol and methanol.

The company received an IQ (Innovation Quotient) Award in the Sustainable Business category in 2007 from the Boulder County Business Report.

The company raised more than \$300 million in government grants and loan guarantees as well as venture capital, planning to spend some \$150 million to build its central Georgia plant. The facility, which is the country’s first commercial cellulosic plant, started construction in late 2007 and

was first scheduled to open in 2008; it finally started operating in 2010.

The plant was to create 250 construction jobs and 70 permanent ones, according to the U.S. Department of Energy.

The facility was expected produce 100 million gallons of ethanol and nearly 3 million gallons of methanol in 2011. But in 2010, the plant did better making methanol — producing only one batch of cellulosic ethanol and roughly 4 million gallons of wood-based methanol, which the U.S. Environmental Protection Agency doesn’t consider a renewable fuel, according to biofuels trade publications. Range Fuels shut down the plant in early 2011, citing a technical defect that limited capacity, and laid off an undisclosed number of workers, according to published reports.

At that time, Aldous told the Boulder Daily Camera a handful of headquarters employees were laid off as well, leaving about two dozen people in Broomfield.

“Range Fuels had unrealistic ambitions and timelines,” Kersh said. “They were getting the technology to work, but it’s a very different thing to get a product to produce at scale.”

After Range Fuels defaulted on an \$80 million loan for the plant from AgSouth Farm Credit in late 2011, the lender foreclosed on the property and sold it in early January 2012 for \$5.1 million to New Zealand-based startup LanzaTech NZ Ltd. Khosla Ventures also is an investor in LanzaTech, which develops technology for converting industrial waste into bioethanol.

PRODUCT UPDATE

COURTESY ZEAL OPTICS INC.

The iON Goggle made by Boulder-based Zeal Optics Inc. allows skiers to shoot videos and snap photos from a camera embedded in lens.

Ski goggles take video, shoot pictures

BY BETH POTTER

bpotter@bcbr.com

BOULDER - James Bond would be proud.

Skiers can shoot videos and snap photos from a camera embedded in the new iON Goggle made by Boulder-based Zeal Optics Inc. The goggle-wearer pushes buttons located on the outside of the goggles to operate the camera.

The goggles have a viewfinder and controls that run on a rechargeable battery that works for up to six hours. The camera in the goggles has a 170-degree wide-angle lens to capture images in a “wide periphery,” the company said.

“The sophistication and level of detail in the technical design of the internal components, combined with the external, in-trend goggle look,

gives us a unique product that we are proud of,” John Sanchez, vice president of product development at Zeal Optics, said in the press statement.

The goggles come with software that allows users to adjust camera settings. Videos and pictures can be downloaded to computers through a mini-USB connection. The goggles also have a micro-SD card that can be used to show the videos and pictures on computers and TVs.

Other goggles from Zeal offer GPS-related information that allows users to track altitude, speed and temperature.

The new goggles retail for \$399, and will be available at specialty sports retail shops and at online stores, including at the Zeal Optics website www.zealoptics.com.

EVALUATION from 13A

said, and can become a powerful evaluation tool down the road when these goals can be used to check for progress during the second step in wellness plan evaluation. Chenoweth calls this the “impact-level” evaluation and it focuses on behavior.

“Is the program promoting health, and are they exercising more, eating better?” Chenoweth said. Employers can check how many employees took action on health-risk assessment goals at 90 and 120 days, for instance, Leyden said. During the impact evaluation,

businesses could also examine accident reports and trends in injuries to see if wellness initiatives targeting workplace safety are making a difference.

Small steps and short-term evaluations likely won’t show immediate financial rewards, though. In fact, companies might notice an initial uptick in claims for preventive care and testing as employees evaluate their baseline health, Leyden said, which will pay off later in healthier employees, fewer absences and less-intensive treatments.

Chenoweth and Leyden emphasize that all wellness program evaluations must respect federal statutes on patient privacy, such as HIPAA, the Americans with Disabilities Act and the Genetic Information Nondiscrimination Act of 2008. This often involves using aggregate data rather than employee-specific reports.

The third evaluation phase, what Chenoweth calls “outcome,” translates the changes in employee behavior into savings for the company.

“That’s where they convert ... the

number of people who stopped smoking or became less diabetic into financial return,” Chenoweth said.

With a research-based wellness plan in place and regular evaluation employers can reap big benefits both financially and in employee health, productivity and goodwill. It can’t be a half-hearted effort, Hill said.

“Employers have to make a commitment. It’s something that really, really works over the long-term, but if you’re going to work on it for six months then quit, it’s not going to work.”

LEADS

BOULDER GREENS LLC, \$1503, CASE #3191381, 12/21/11.

ERIE AUTO SALVAGE INC, \$1367, CASE #3191394, 12/21/11.

2ND TIME AROUND QUALITY THRIFT, \$1366, CASE #3191374, 12/21/11.

ZAPATERIA CHAVEZ INC, \$1357, CASE #3191369, 12/21/11.

BOULDER SECURITY LOCK SAFE INC, \$1356, CASE #3191377, 12/21/11.

LFD LLC, \$1356, CASE #3191372, 12/21/11.

ABOVENET COMMUNICATIONS INC, \$1355, CASE #3191382, 12/21/11.

KARLIL INC, \$1355, CASE #3191380, 12/21/11.

JOHNS CREATIVE ROOFING INC, \$1233.88, CASE #3193595, 12/30/11.

RTS SONS INC, \$771, CASE #3191376, 12/21/11.

ERIE AUTO SALVAGE INC, \$679, CASE #3191379, 12/21/11.

JOHNSTON ASSOC, \$513.05, CASE #3191932, 12/22/11.

LISABVANDAMME, 2934 NOGALES CT, BOULDER 80301-1518, \$501.33, CASE #3191396, 12/21/11.

AIR LIQUIDE AM SPECIALTY GASES, \$356, CASE #3191383, 12/21/11.

Broomfield County

RENAGADE COMPOSITES INC, \$5184.12, CASE #13949, 12/30/11.

BAR LOUIE WESTMINSTER INC, \$3478.99, CASE #13899, 12/29/11.

Warranty deeds**Broomfield County**

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Buyer, buyer's address: PETER J & ANN K WESSLING, 4240 NELSON DR

Address: 4240 NELSON DR
Price: \$460000
Date closed: 12/21/11

Seller: DEBBIE TAYLOR
Buyer, buyer's address: DCKL LIVING TRUST, 14314 WRIGHT WAY

Address: 14314 WRIGHT WAY
Price: \$
Date closed: 12/21/11

Seller: PARKWAY CIRCLE BROOMFIELD LLC
Buyer, buyer's address: TIMOTHY J SHISLER, 13582 VIA VARRA RD

Address: 13582 VIA VARRA RD
Price: \$330000
Date closed: 12/20/11

Seller: F JAMES & CAROL G NEWMAN HOLTZA

Buyer, buyer's address: KEVIN R LEWIS, 1719 DAISY CT
Address: 1719 DAISY CT
Price: \$289000
Date closed: 12/21/11

Seller: KJ REAL ESTATE INVEST LLC
Buyer, buyer's address: ERIN KILE & DANIEL EV KEANE, 12170 CRABAPPLE ST

Address: 12170 CRABAPPLE ST
Price: \$209900
Date closed: 12/23/11

Seller: CITIMORTGAGE INC
Buyer, buyer's address: FEDERAL HOME LOAN MORTGAGE CORP, 5000 PLANO PKWY

Address: 55 EMERALD ST
Price: \$
Date closed: 12/13/11

Seller: JAMES A & KARLETTE N

WRIGHT

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Address: 12405 VRAIN CIR
Price: \$352000
Date closed: 10/15/11

Seller: DOLORES ROMERO
Buyer, buyer's address: CAROLYN B & LEONID K PLOTKIN, 13312 WILD BASIN WAY

Address: 3106 W 134TH CIR
Price: \$185000
Date closed: 12/19/11

Seller: PULTE HOME CORP
Buyer, buyer's address: JERRY W & AUDREY A WILDER, 16130 QUANDARV LP

Address: 16130 QUANDARV LP
Price: \$443400
Date closed: 12/29/11

Seller: PULTE HOME CORP

Buyer, buyer's address: STEPHEN M & LUCIA B BAUMGART, 15965 QUANDRY LOOP

Address: 15965 QUANDRY LOOP
Price: \$667500
Date closed: 12/30/11

Seller: PULTE HOME CORP
Buyer, buyer's address: DANIEL M & TERRA L MUELLER, 16017 ANTORA PEAK DR

Address: 16017 ANTORA PEAK DR
Price: \$346600
Date closed: 12/30/11

Seller: PULTE HOME CORP
Buyer, buyer's address: STEVEN J & TAMARA K WALKER, 16085 QUANDRY LOOP

Address: 16085 QUANDRY LOOP
Price: \$506900
Date closed: 12/30/11

BOULDER VALLEY REAL ESTATE WATCH

Top 10 Boulder County Builders

Year-To-Date through December 2011

Builder	Home Sales	County Market Share
1. Meritage	65	18.1%
2. Richmond Homes	32	8.9%
3. Boulder Creek Builders	30	8.3%
4. Markel Homes	29	8.1%
5. Chanin Development	21	5.8%
5. Northfield Commons/Coast/Markel	21	5.8%
7. Cityview Peloton	17	4.7%
7. Coast to Coast	17	4.7%
9. BMB Builders	13	3.6%
10. Lennar	10	2.8%
10. McStain	10	2.8%
Remaining homebuilders	94	26.2%
Total	359	100%

Source: Home Builders Research

Top-Selling Boulder County Single-Builder Subdivisions

Year-to-date through December 2011

Subdivision	Builder	City	Average Price	Recorded Closings
1. Coal Creek Village 3	Meritage	Lafayette	\$385,300	45
2. Canyon Creek 6	Richmond Homes	Erie	\$316,400	32
3. Renaissance 3 Town Homes	Boulder Creek Builders	Longmont	\$238,700	23
4. Landmark Lofts	Chanin Development	Boulder	\$347,500	21
5. Silver Creek 1	Meritage	Lafayette	\$330,200	20
6. Peloton Condos	Cityview Peloton	Boulder	\$408,000	17
7. Coal Creek Village 1, 2	BMB Builders	Lafayette	\$376,500	13
8. Buena Vista Condos	Coast to Coast	Boulder	\$132,800	11
9. North End Single Family	Markel Homes	Louisville	\$559,300	10
9. Indian Peaks 17 South	McStain	Lafayette	\$445,000	10
9. Hover Crossing 2	Lennar	Longmont	\$251,200	10

Source: Home Builders Research

Video-game developer expands in Boulder

BOULDER — Backflip Studios Inc., the developer of the popular video games Paper Toss, DragonVale and Ragdoll Blaster, has signed a new lease for a 12,000-square-foot office at 1690 38th St. in Boulder.

Backflip Studios was founded in 2009 and is a rapidly growing developer of games for mobile devices. The move will allow the company, which currently employs 40 full-time employees in Boulder, to add another 25 to 35 people, Backflip Studios CEO and founder Julian Farrior said in an email.

"It was very important for us to keep the company in Boulder as we have had great success to date of finding the right blend of artistic and technical talent to rapidly expand the company. In addition, it is a great place from which to recruit outside talent," Farrior wrote. "Given Boulder's familiarity with tech companies, it was relatively easy to find an office that suited our needs ... though we are extremely happy with the current space and the room for expansion."

Backflip Studios' various games have been downloaded more than 100 million times, and many of the apps have achieved the top rankings for their categories in the Apple AppStore and Google Android Marketplace, according to the Backflip Studios website.

The company is gearing up for its next big release. Ragdoll Blaster 3 will be available for downloading Feb. 9, Farrior said.

"It may well be our best game to date," Farrior said.

Backflip Studios' new home formerly was the Microsoft Corp. Boulder office before the company moved



REAL ESTATE
Michael Davidson

'DOWNTOWN' GUNBARREL

Developer proposing mixed-use project



COURTESY BAR ARCHITECTS

The Wolff Co., a Scottsdale, Arizona-based development company, has filed plans with the city of Boulder to build a 9.27-acre mixed-use development at 6685 Gunpark Drive and 6580 Lookout Road in the Gunbarrel neighborhood. The project would have 251 attached residential units and 22,000 square feet of new retail and commercial space, according to the concept plan. The Boulder Planning Board was scheduled to review the project Feb. 2.

to a space downtown.

Todd Walsh of The Colorado Group represented the building's owner. Chris Ball of Cassidy Turley Fuller Real Estate represented Backflip Studios.

POPPING UP: Doc Popcorn International Inc., the Boulder-based makers of naturally flavored popcorn, has leased a new office at 3200 Carbon Place, Unit 103.

The 3,036-square-foot office condo in the Steelyards development will be growing company's "Pop headquarters," co-founder and chief Rob Israel said.

The company leased the space after years of having a "virtual office" because it wants to centralize and maintain its company culture, Israel said. About 13 employees will be

based out of the home office.

Doc Popcorn sells freshly popped, naturally flavored popcorn in high-traffic venues such as arenas, stadiums and shopping malls, Israel said. Currently there are 45 franchise locations nationwide, with 250 more in development. The company has 57 franchisees, or "POPrietors," Israel said.

Jessica Cashmore of The Colorado Group represented the tenant. Hunter Barto and Dryden Dunsmore of Dean Callan & Co. represented the landlord.

'COPTER LANDS: Rafflecopter, a website that helps bloggers run contests and give away products, has a new office on Pearl Street.

Rafflecopter has worked with bloggers on about 90,000 online give-

aways in the last nine months, said Greg Goodson, a co-founder of the company. The start-up company expects to launch an advertising platform on the site to generate revenue in the next two or three months, Goodson said.

The new office at 1200 Pearl St., No. 50, has a "cool, hip, urban feel" to it, said Kyle Rhatigan, a broker at The Colorado Group who handled the transaction. Todd Walsh at The Colorado Group worked with Rhatigan to represent the company.

Candace Emerson at Broadway Suites represented the landlord.

Rafflecopter currently has two employees. It is "prerevenue" and self-funded, Goodson said.

REHAB THRIFT STORE: Green-
➤ See **Real Estate, 21A**

REAL ESTATE from 20A**Highest-Priced Home Sales in Boulder County**

December 2011

Sale Price	Buyer, Address
\$2,790,000	Shawn Rucks, 1710 Sunset Blvd., Boulder
\$2,225,000	Jason E. Dunn, 3737 22nd St., Boulder
\$1,500,000	Leif Steiner, 450 Gregory Lane, Boulder
\$1,451,200	Kathryn A. and Joshua P. Swartz, 427 Fine St., Boulder
\$1,260,000	Harry Clifton Gottwals, 2936 Linden Drive, Boulder
\$1,150,000	Regina Paolillo, 411 Camino Bosque, Boulder
\$1,149,000	Max and Johanna Schott, 852 Reed Ranch Road, Boulder
\$1,125,000	Jennifer G. Hedrick, 8293 Cattail Drive, Niwot
\$1,110,000	David T. Ramirez, 13033 Woodridge Drive, Longmont
\$1,040,000	Mark L. Rosenblatt, 2816 Shoshone Trail, Lafayette

Source: SKLD Information Services LLC - 303-695-3850

wood Wildlife Rehabilitation Center is moving its Boulder thrift store to a new location and opening a consignment store.

Both will be at 3600 Arapahoe Ave. The combined area for the stores is 8,622 square feet over two floors. The move is expected to take place in April.

The rehabilitation center is on Colorado Highway between Lyons and Longmont and provides veterinary and rehab services for injured and orphaned animals, primarily small mammals and birds.

The thrift store, currently at 3141 Walnut St., is an important fundraiser for the nonprofit, thrift store manager Rosanne Ashley said. In 2011 it raised about \$80,000, roughly 10 percent of the organization's funds.

While Greenwood Wildlife was considering how to expand, it compared nonprofit thrift stores and consignment stores. It found consignment stores had better returns for nonprofits, despite there being relatively few consignment stores run by nonprofits.

Chad Henry of W.W. Reynolds

Cos. represented Greenwood Wildlife. Becky Gamble and Dryden Dunsmore of Dean Callan & Co. represented the property owner.

LEASES SIGNED

- Only Natural Pet Store LLC signed a lease for 1,348 square feet of warehouse space at 5541 Central Ave. in Flatiron Park. Scott Reichenberg, Neil Littmann and Jessica Cashmore of The Colorado Group represented the tenant.

- Seasoned Outdoor Exchange LLC, a new consignment store specializing in outdoor equipment, has signed a lease for space in Aspen Plaza. The store will take a 4,720-square-foot retail space at 2095 30th St.

Seasoned Outdoor Exchange was represented by Rodney Foster of Dean Callan & Co. Dryden Dunsmore of Dean Callan & Co. represented the property owner.

LONGMONT

DIAGONAL SALE: The Diagonal Tech Center in Longmont has a new owner, after a limited partnership

bought the two foreclosed buildings at 1625 and 1751 S. Fordham St. for \$6.875 million.

Diagonal Tech Investments LP, a newly formed limited partnership, purchased the property at the corner of S. Fordham Street and Pike Road from U.S. Bank National Association Trustee, LaSalle Bank National Association and Bank of America National Association.

Each building is just more than 61,000 square feet in size and was built in the late 1990s, according to Boulder County records. They are designated for engineering and research use.

The property was owned by Diagonal Tech Center Ltd., which paid \$13.65 million for it in 2000. The partnership lost the property after failing to keep up payments on the mortgage. The partnership owed \$9.3 million on the loan when foreclosure proceedings began in January 2011.

MANUFACTURER MOVES: WP Manufacturing is relocating within Longmont to accommodate growth driven by increasing sales.

WP Manufacturing, currently located at 802 S. Sherman St., Building B, will move to a 45,500-square-foot facility at 1198 Boston St., according to the Longmont Area Economic Council.

The company is an ISO 9001-2008 certified contract-manufacturing company with units for injection molding, mold making, precision machining, rapid prototyping and industrial printing. It was founded in 1970 and currently employs about 30 people.

WP Manufacturing will be moving into an existing facility that will undergo extensive renovations estimated to cost about \$1 million. Among the improvements will be the creation of a "medical grade" clean room, according to the LAEC.

WP Manufacturing is the trade name for HisArmCo Inc.

LOUISVILLE

NEW TURN: Stuart Batty Enterprises LLC, dba Stuart Batty Woodturning, leased a new 32,000-square-foot space at the Colorado Technology Center.

Financial terms were not disclosed for the space at 1797 Boxelder St. in Louisville. The company specializes in making woodturning tools and woodturning educational videos. It previously was located at Flatiron Park in Boulder, said owner Stuart Batty.

"This building is more set up for manufacturing," Batty said. "And it's got enough room for us to expand in the next five years."

The company expects to grow by producing and selling tools domestically that currently are imported from the United Kingdom, Canada and China, Batty said. In addition to the tools, the company will build a film studio to produce educational videos about woodturning techniques. Batty said he plans to have 38 employees by the end of 2012.

Andre Freeman, a commercial broker at Boulder-based Freeman Myre Inc., represented the landlord. The transaction represents the fourth lease or sale of a 25,000-square-foot-or-larger building at the Colorado Technology Center in the last couple of months, Freeman said.

"There is strong demand for industrial space right now in this park that includes multiple companies looking for space in the 50,000- to 100,000-square-foot range," Freeman said in a statement.

Woodturning is a \$300 million per year industry, with about 300,000 active hobbyists around the world working on projects, Batty said.

Beth Potter and Doug Storum contributed to this column. Michael Davidson can be reached at 303-630-1943 or via email at mdavidson@bcbr.com.

BCBRDAILY from 2A

ing revenue growth of 75 percent per year during the past three years, Spier said. Evol's products now are in about 80 percent to 90 percent of all natural grocery stores in the country and in about 25 percent of conventional grocery stores, Spier said.

Phil Anson launched the company in 2004 with a line of frozen burritos. Evol received an investment in 2009 from Spier and Brendan Synnott, founders of Bear Naked Granola.

Posted Jan. 18.

Mix1 raises \$7.25 million

BOULDER — The Boulder company that makes the mix1 beverage has raised an additional \$7.25 million in funding, according to federal regulatory documents.

Tri-U Inc., which does business as mix1 Beverage Co. recently wrapped up fundraising rounds of \$6 million and \$1.25 million, according to Todd Berg, a mix1 spokesman, as well as

Securities and Exchange Commission documents. Mix1 is an all-natural sports nutrition drink targeted at athletes.

Berg declined to comment on the new rounds of funding, citing an agreement with investors.

Izze Beverage Co. co-founder Greg Stroh said he remains a shareholder in the company, but is not involved in the day-to-day operations. Izze, a line of carbonated fruit sodas, was sold to Pepsi Co. in 2006.

Posted Jan. 25.

Alumnus donates to Leeds

BOULDER — Gordon Trafton has donated \$500,000 to support the mentorship program at the Leeds School of Business at the University of Colorado at Boulder.

Trafton, an alumnus of the school, said being mentored as an undergraduate student inspired his donation to the Professional Mentorship Program.

"This investment will help establish our mentoring program as a national, industry-leader and positions us to be a model of mentoring excellence for business schools. We are very grateful for Gordon's generosity," said David Ikenberry, dean of the Leeds School, in a press release issued by the university.

Launched in 2009, the program partners current undergraduate and MBA students with business professionals and corporate leaders, many who are former Leeds business students themselves. The program matches students with mentors based on a number of factors, such as major, geographic location, career interests and personality.

Trafton, who graduated in 1977, is passionate about the value of mentoring. He was mentored as an undergraduate student in the CU-Boulder business school by emeritus professor Jerry Foster. Foster gave

Trafton career advice, connections to the business community, and even helped his land his first job after graduation. Trafton said his mentorship experience with Foster was the inspiration for his investment in program.

"That commitment from the top, from Dean Ikenberry and the school, convinced me to invest philanthropically in the program. I want mentoring to thrive at Leeds and want mentoring woven into the fabric of the Leeds experience to give that extra edge to all graduates," Trafton said.

The gift is the cornerstone in a fundraising effort to build a \$1 million endowment for mentoring over the next year. It also supports the Creating Futures Comprehensive Campaign that aims to generate \$1.5 billion in private support for the University of Colorado's four campuses.

Posted Jan. 18.

OPINION

EDITORIAL

Trader Joe's will test durability of Boulder natural-foods grocers

Time will tell whether what some have described as the most-competitive natural-grocery market in the nation — Boulder — can handle one more competitor. Monrovia, California-based Trader Joe's has filed paperwork with the Colorado Secretary of State to begin doing business in the state, and many believe that one of its first stores will be in Boulder.

Trader Joe's will join a natural-foods market that already includes multiple Whole Foods stores, as well as Natural Grocer by Vitamin Cottage, Lucky's Market, Sprouts and Sunflower. Additionally, last year saw the revival of longtime Boulder brand Alfalfa's at Broadway and Arapahoe Avenue.

Those stores compete not only with one another but also with traditional grocers such as King Soopers and Safeway, which continue to increase their inventory of natural and organic products to serve the health-conscious Boulder lifestyle.

Trader Joe's has built a cult following as it has extended its reach throughout most of the states. For years, Colorado and its well-served natural and organic market were bypassed by the company as it focused on other ground.

But Trader Joe's appears to be ready for the challenge. The question is, can Boulder handle yet another natural-foods entrant, or is attrition likely?

One possible location — identified by the Boulder Daily Camera as Twenty Ninth Street — is just a block or two away from Whole Foods and Natural Grocer by Vitamin Cottage at 28th and Pearl streets.

Despite Boulder's appetite for all things natural and organic, one has to wonder whether a competitor as formidable as Trader Joe's will be too much for some of the other retailers. We predict that some of these stores will begin to slash prices in the wake of the new competitive atmosphere. (And even natural grocers struggle with the low profit margins of the grocery industry.)

We also expect that existing stores will continue to seek ways to distinguish themselves from the competition, either through product offerings or other methods.

No matter what happens, Trader Joe's entrance will be good for consumers and local organic farmers alike, with more product selection for the former and more demand for the latter.

So, we say, "Welcome, Trader Joe's." But we hope your arrival does not mean "farewell" for any of Boulder's existing grocers.



It's time for compromise

Both parties should prove they can govern, even in election year

Can two diametrically opposed political parties govern amidst the poison of an election year?

The Congressional Budget Office this week forecast that the federal budget deficit would once again top \$1 trillion. While that is an improvement over recent deficits that reached \$1.4 trillion — and the smallest deficit since 2009 — the widening pool of red ink threatens to engulf the United States in fiscal ruin.

The national debt now stands at \$15.2 trillion. Republican leaders continue to assert that any increase in tax revenue must be offset by decreases in spending, resulting in no net gain in revenue. The Obama administration seems far too focused on enormous tax hikes aimed at the wealthy, and many Democrats still oppose substantive entitlement reform.

Absurdly, Congress' inability to reach a compromise with the administration last year took our nation to the brink of default and an actual downgrading of U.S. debt.

No meaningful compromise seems possible, especially as we are just nine months away from a presidential election.

But there are signs of hope. U.S. Rep. Paul Ryan, R-Wisconsin, chairman of the House Budget Committee, said this week that, "The CBO's latest alarm bell could not be more ominous," seemingly urging Republicans and Democrats to find a middle ground. Others in both parties have been voices of reason, including Colorado's two senators, Mark Udall and



PUBLISHER'S NOTEBOOK
Christopher Wood

Michael Bennet.

The CBO warned that decisions made this year on taxes and spending will decide whether the nation continues its fiscal insanity (my words, not theirs).

Certain members of both parties realize the gravity of the situation, as European leaders grapple with possible defaults in Greece, Italy and elsewhere. Greece could be but a whisper of the calamity that would befall the world if the United States goes down the same path.

Finding a middle ground between Congressional Republicans opposed to any tax increases and Democrats in the administration and Congress focused on tax hikes for the rich and opposed to entitlement reform proba-

bly won't happen. Perhaps 2012 won't be a year in which both sides reach a grand bargain that will eliminate the deficit some years down the road.

But nothing is impossible. Both sides must realize that failure to act, even in an election year, makes the task that much more difficult in 2013, 2014 and beyond.

Let's bring back some of those proposals floated by the erstwhile deficit commission. Let's revisit some of Ryan's ideas, as well as those agreed to by House Speaker John Boehner and President Obama. Bring back some of the suggestions floated in Vice President Joe Biden's efforts.

Everyone knows how to address this problem: Cut spending and raise revenue, with an emphasis on the former but a willingness to bring in the latter. (Allowing the Bush-era tax cuts to expire would be a good idea.)

Most importantly, it's time to marginalize those in both parties who cling to rigid positions that do nothing to address the problem.

As the CBO notes, addressing the deficit likely will mean a spike in unemployment. But failure to do so will present consequences that are far more grave.

Can this be done in an election year? I doubt it. But a man can dream.

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BOULDER COUNTY BUSINESS REPORT

VOLUME 31, ISSUE 3
BOULDER COUNTY BUSINESS REPORT
3180 Sterling Circle, Suite 201, Boulder, Colo. 80301-2338, is published biweekly by BizWest Media LLC a Colorado corporation, in Boulder, Colo.



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CALENDAR

FEBRUARY

6 Volk & Bell presents a free webinar, Everything You Need to Know About Health Savings Accounts, from 10:30 to 11 a.m. Explore what a health savings account is and who is eligible, learn what a high deductible health plan is and about HSA contribution and distribution rules. Opportunity to ask questions and receive advice from benefits consultants. Register by going to www.1gotomeeting.com/register/985572888. Registration deadline is 10 a.m., Feb. 6. For more information contact Amy Essig at 303-776-3105 or aessig@VBbenefits.com.

Bicycle Colorado will present the **Colorado Bicycle Summit** Monday and Tuesday in downtown Denver. Featured speakers include Shawn Hunter, USA Pro Cycling Challenge; and Jeff Miller, Alliance for Biking and Walking. For more information go online at bicyclecolorado.org/to/summit.

8 Patagonia president and CEO Casey Sheahan will be speaking about corporate responsibility during the Outdoor Industry Association's event **Conscious Leadership Is an Inside Job** from 6:30 to 9 p.m., Wednesday, at the Stadium Club at Folsom Field on the University of Colorado campus in Boulder. Free event that includes networking, appetizers and

cash bar. For more information, call 303-444-3353 or go online at outdoorindustry.org/leedsmba.

9 The Boulder County Business Report presents **The Inside View: Health-Care Reform** from 7:30 a.m. to 1:30 p.m., Thursday, at the Millennium Harvest House, 1345 28th St. Boulder. The event will feature a briefing focused on preparing business owners and their employees for the impact of the Patient Protection and Affordable Care Act. Panel discussions with leaders from the Legislature, health-care and wellness industries, insurers and businesses will address concerns regarding health-care access, delivery and costs. Tickets for the luncheon event are \$49. Register online at <https://www.regonline.com/register/checkin.aspx?MethodId=0&eventsessionId=5eb33cc8e6b14bf8959d0fb879977c6&eventID=1045022>. For more information, contact De Dahlgren at 970-232-3132 or email ddahlgren@ncbr.com.

The nonprofit Colorado Solar Energy Industries Association presents **Solar Power Colorado**, a business-to-business solar conference and expo, Thursday and Friday at the Embassy Suites Conference Center in Loveland. Headline presenters include Rhone Resch, CEO of the Solar Energy Industry Association based in Washing-

ton D.C. He will be joined by Paula Mints, Navigant's principal solar analyst, and Travis Bradford, author of the book "Solar Revolution," and national policy expert Adam Browning, executive director of the Vote Solar Initiative in a panel discussion titled State of the Industry. Gov. John Hickenlooper will deliver the keynote address. For more information and to register online visit www.coseia.org.

10 The OUR Center, El Comite de Longmont and Workforce Boulder County will conduct a **community resource fair** from 9 a.m. to 3 p.m. Friday, at the future home of the OUR Center, 220 Collyer St., Longmont. The fair is for people in Boulder County who are unemployed, prompted in part by the closings of the Longmont Butterball plant and Sears. Visit one-on-one with caseworkers and counselors.

15 A coalition of farmers in Boulder County who belong to the Farmers Alliance for Integrated Resources is hosting a **forum on agricultural issues, including GMOs**, for candidates for county commissioner in Districts 1 and 2, from 7 to 9 p.m., Wednesday, at the Plaza Conference Center in Longmont. Candidates for District 1 (Will Toor's term-limited seat) include Garry Sanfacon, Rich Lopez and

Elise Jones. Candidates in District 2 (Deb Gardner's appointed seat) include Gardner, Bill van Dusen and Pete Salas.

16 **Boulder International Film Festival** presents films and filmmakers from around the world to a four-day celebration of the art of cinema in downtown Boulder. Thought-provoking films, parties, forums, workshops, and red carpet galas. Cost is \$12 per ticket for general admission. \$10 for students and seniors 65-plus. For more information call 303-449-2283 or email staff@biff1.com.

MARCH

15 The **Boulder Chamber's Award Dinner** will be Thursday at the University Memorial Center on the University of Colorado's campus in Boulder. Eight business people and organizations will be recognized for leadership and noteworthy contributions to the business community. Keynote speaker is Jeremy Bloom, former University of Colorado football player, two-time Olympic skier, NFL player for the Philadelphia Eagles and Pittsburgh Steelers, and entrepreneur who founded integrate.com and the nonprofit [Wish of a Lifetime Charity](http://WishofaLifetimeCharity.com). For more information contact Jan Berg at 303-786-8076 or email jan.berg@boulderchamber.com.

MIXER from 3A

their greatest tour ever," he said.

Glasser spent six months on the dozens of rolls of tape recordings — two pallets full — working with the Dead's primary mixer in California.

Glasser describes the general process of creating a finished sound product as starting with recording the musician or band and then overdubbing by adding supplementary sounds like guitar solos, for example, to create a finished mix. Mastering the mix refines the sound to make sure it all works together as a finished piece — from balancing volume and tone to editing in or out what's necessary to end up with a quality recording.

The last stage is creating a master

copy to be sent out for duplication.

"A lot of music delivery is moving away from physical discs," Glasser said. "People are still making CDs, but they're relying more on download sales. CDs are probably more of a promotional tool rather than a main source of income."

"In general, bands are making more money playing live — the balance has changed."

Another shift in the music industry is that more bands are producing LPs rather than CDs. "They're not pirateable like digital recordings and have more real estate on the packaging for art," he added.

"And in audiophile land, there's a belief that LPs sound better."

With recording budgets shrinking, more people are recording EPs, extended play, Glasser explained. Rather than holding 10 or 12 songs, EPs hold five or six.

And then others try to reduce expenses by producing music in their home studios.

"The analogy is that I have a guitar but no one mistakes me for a guitar player," he said. "Everyone has a laptop and thinks they can make great recordings on it, and it's just not true."

The cost to bring on an Airshow mastering engineer ranges from about \$600 to \$2,000.

Like a lot of businesses, Airshow branched out to offer more services to keep the business viable. In addition

to mixing and overdubbing, the company does archiving for institutions like universities and museums that need old recordings preserved.

"In terms of revenue, we're still around whereas a lot of great recording studios aren't," Glasser said about his word-of-mouth, reputation-based business.

"We're probably in the upper part of the middle tier in size."

Glasser brings an expansive sound background that includes college radio and eight years at NPR's national headquarters to his work. He traces his company's name back to those early days in radio, which included airing concerts.

"It was like putting shows on the air," he said.

BANKS from 1A

The bank's next quarterly report, called a "call report," will come out the third week of February, Hernandez said.

"Unless there has been a termination, we don't comment on enforcement actions," Hernandez said when asked what might happen to the bank. "Deadlines are worked out with the examiners, and we don't comment any further."

In the document released by the FDIC on Jan. 27, Mile High Banks was told to find more capital within 30 days.

Mile High Banks President Dan Allen did not respond to a request for comment.

The directive expired on Dec. 31. However, it's still in effect until the regulator overseeing the bank makes a decision about what to do next, said Lajuan Williams-Young, an FDIC spokeswoman.

"After 30 days, the FDIC goes back and re-evaluates the situation, and will work with the bank," Williams-Young said. (The regulator) determines at a later date if capital has

been restored to an acceptable level."

The bank first was notified that it was undercapitalized in an Aug. 5 letter from the FDIC.

Based on Mile High Bank's Sept. 30 call report, the bank's capital condition continues to rapidly deteriorate, the FDIC said.

Mile High Banks reported a loss of \$25.876 million for the year to date, according to statistics released by the FDIC on Nov. 22. Information came from data compiled through Sept. 30.

Struggling banks typically write off

their losses in the third and fourth quarters of the year so that the next year's data will look better, Larry Martin, a bank analyst based in Denver, said at the time. Problem commercial real estate loans continue to dog banks in the region and across the country, Martin said. The income data is just one indicator of a bank's health and does not necessarily mean that a bank will fail or succeed, he said.

Mile High Banks is headquartered in Longmont and operates 12 locations statewide.



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CGBG Green Building Education



Making Green Building Common Practice

TUESDAY FEBRUARY 14, 2012
12:00 PM - 1:30 PM
BROWN BAG SERIES:
Case Studies on Commercial Building Energy Retrofits: Bundling Energysmart & Xcel Rebates With Tax Incentives
Location: REI Community Room, 1789 28th St, Boulder

Learn, Network, Get Connected!

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**Patient
Protection
and
Affordable
Care Act**

THE **INSIDE** VIEW HEALTH CARE REFORM

→ Implications and Implementation ←

Thursday, February 9, 2012

7:30 a.m. – 1:30 p.m.

Millennium Harvest House – Boulder
1345 28th Street

Tickets: \$49
Visit www.BCBR.com for more
information and to purchase tickets.

Questions? Contact
De Dahlgren, Event Director
ddahlgren@ncbr.com

*The Inside View includes an awards presentation
to the 2012 Health Care Heroes.*

Event Architect & Producer:

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Panels and Topics Include:

**8:00 – 9:00 a.m. Opening Keynote -
State and Federal Legislative Activity Update**

Speakers will include:

Colorado Health Benefit Exchange
Myung Oak Kim
Communications and Outreach Manager

Governor's Office of Policy and Research

Lorez Meinhold
Policy Director

Morning Panels:

9:15 – 10:15 a.m. Medical Care Delivery Update

Topics to be addressed include accountable care organizations and
physician realignment, current trends and implications.

Speakers will include:

Janet Pogar
Regional Vice President
Health Care Management Colorado and Nevada
Anthem Blue Cross and Blue Shield

Hans Wiik, FACHE
President and CEO
integrated Physician Network (iPN)
Centura Health

10:30 – 11:30 a.m. Corporate Wellness Opportunities and Benefits

Questions to be discussed include what are the opportunities presented by the Patient
Protection and Affordable Care Act for wellness programs? What benefits can be
realized – what are the wellness points that can be gained? What are key elements of
wellness initiatives that are successful?

Speakers will include:

Robert Ruiz-Moss
Exchange Market Lead-WellPoint
Anthem Blue Cross and Blue Shield

Heather Mills
Wellness Specialist
Volk & Bell Benefits, LLC

11:45 – 1:30 Lunch Panel: Health Care Reform Business Update

John Sackett from Avista Adventist Hospital will discuss what's next for businesses and
how organizations can prepare for health care reform implementation.

Speaker:

John Sackett
CEO
Avista Adventist Hospital