

# BOULDER COUNTY BUSINESS REPORT \$1



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Volume 29 | Issue 27 | Dec. 24, 2010 - Jan. 6, 2011

## News-makers 2010

**POWER PLAY: Boulder seeks resources for its energy**

**RMI will pay \$1 million** ... **City using Xcel franchise agreement as negotiating tool**

**Founder regains** ... **NCAR begins work**

**Cannabis controversy** ... **Vestas takes space in Louisville**

**DigitalGlobe lands multibillion-dollar deal** ... **L.A. firm pays \$9 million for Boulder property**

**After the fire** ... **Hospital plans \$10 million expansion**

**Homeowners start task of rebuilding** ... **Urgent-care center**

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### CONTENTS

#### News-makers 2010

- Top business stories.....3A
- Technology
- Managing IT.....11A
- The Edge
- Marketing strategies.....13A

- BCBRdaily .....2A
- Calendar.....19A
- Editorial .....18A
- Publisher's Notebook.....18A
- Real Estate.....16A

#### LIST

- IT Consultants.....12A





# Interest high in proposed research park

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@bcbr.com

BOULDER — Developers in the Boulder Valley hoping to benefit from the creation of a new research park will have to wait a few more weeks while the project's sponsor works with an unidentified developer to select a site.

Officials from the Colorado Association for Manufacturing and Technology, the Colorado Office of Economic Development and International Trade and NASA announced Dec. 13 they had formed the partnership that would create a 200-acre "manufacturing innovation park" somewhere between Boulder and Loveland.

The announcement has piqued the interest of area developers and real estate brokers.

The plan envisions a research park where 70 to 100 companies could share manufacturing and testing labs.

The facility eventually would require about 1 million square feet of flex space, Office of Economic Development and International Trade executive director Don Marostica said.

Within two days of the announcement, area developers were contacting officials and asking how they could get involved, Marostica said.

The answer is they can't, at least for a few weeks.

## BCBRdaily

The CAMT has signed a letter of intent with a single developer to try to put together a deal in the coming weeks, CAMT's chief executive Elaine Thorndike said. CAMT cannot disclose the name of the developer.

CAMT and the developer have 30 days to find a location. If they don't, other developers might be considered.

Several have said they are eager to get involved.

"If there's an opportunity for us to be involved, we'd love to do that. We've looked into it to see what we can find out," said Jeff Wingert, president and chief operating officer of W.W. Reynolds Companies Inc., a real estate development firm based in Boulder.

The plans for a large research center overlap the plans of one developer. McWhinney, a development firm based in Loveland, has proposed a 150-acre research and development park in its North Park project

in Broomfield. The company also has office and industrial developments in the Centerra development outside Loveland.

"We hope to be one of the considered locations, but certainly don't have any contract agreements," said Jay Hardy, vice president and general manager of Centerra and North Park.

The research park will face a major challenge finding financing, CB Richard Ellis senior vice president Frank Kelley said. He noted that while state officials and the CAMT have outlined their vision they have not explained where the money will come from.

"It sure sounds great, but in an environment like this, in the lending market we're in, it will be very difficult to pull this off. It's going to take somebody with a lot of horsepower and a lot of money to pull it off," Kelley said.

"It's a great idea, and I hope to hell it works," he said.

CB Richard Ellis is not involved in finding a location, Kelley said. He declined to comment on whether the firm was approached by CAMT.

The research park is one element of the project.

The larger goal is to create a technology and industry cluster that will promote the local aerospace and clean energy industries. The centerpiece of the program is a new technology acceleration program, with links to NASA, that is designed to cut the time it takes to bring research to market.

The partnership could create 10,000 jobs in five years, Thorndike said.

**Covidien to receive rebates**

BOULDER — The city of Boulder approved a tax-incentive package for Covidien PLC that could cut the medical equipment maker's tax bills by \$75,000.

The incentives, which are being offered in the form of rebates, will recompense Covidien for building fees and equipment and construction use taxes.

Covidien (NYSE: COV) is based in Dublin, Ireland, and is one of Boulder's largest private employers. The company has a 26-acre campus that includes offices and labs at 5920 Longbow Drive.

The company plans to build a 66,000-square-foot building and a parking structure on the campus. The Planning Board approved a Site Review Amendment application for the facility in September.

"Right now we're really pressed for space," vice president of communications and public affairs Marta Newhart said. About 2,000 people are employed at Covidien's local campus.

► See **BCBRdaily**, 19A

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NEWSMAKERS

# Top newsmakers of 2010

The following list of top business news stories of 2010 in Boulder and Broomfield counties was compiled and ranked by the Boulder County Business Report's editorial staff.

### Top 10

1. Boulder pulls plug on Xcel franchise agreement
2. DigitalGlobe secures multibillion-dollar contract
3. City of Boulder resolves 2009 back-taxes faux pas
4. Exxon Mobil buys Ellora Energy for \$695 million
5. Medical-marijuana use in workplace spurs debate
6. Vestas establishes R&D operations in Louisville
7. Rebuilding efforts follow FourMile Canyon Fire
8. Shoemaker Crocs makes death-defying turnaround
9. Boulder Community Hospital plans big expansion
10. Feds fine tech firm \$1 million for illegal exports

### Second 10

11. Los Angeles-based developer buys Camera building
12. Founder Retzlaff purchases back Alfafa's Market
13. Level 3/Comcast dispute access fees to online content
14. LUH/Poudre Valley collaborating on medical campus
15. Broomfield creates economic development position
16. Midyette explores options on his downtown portfolio
17. Boulder Electric Vehicle acquires Earth Roamer plant
18. Roche puts manufacturing plant in Boulder up for sale
19. Broomfield doctor uses stem cells for joint pain
20. NCAR begins construction on supercomputer center



# Boulder lets Xcel franchise pact expire

BOULDER — 2010 is the year Boulder decided to pull the plug.

In August, Boulder City Council decided not to continue the city's long-term agreement with Xcel Energy.

The decision, passed after months of ultimately fruitless negotiations, means Boulder will have to figure out how residents and businesses will be supplied with electricity.

The crux of the dispute between Boulder and Xcel was the city's desire to have more energy provided from renewable and local energy sources.

Xcel offered to work with Boulder to study the issue, but only if the city council agreed to support a 20-year renewal of the franchise agreement, which needed to be ratified by voters. The council balked and on Aug. 3 voted 6-2 against putting the agreement on the ballot.

In the short term, not much will change, even though the franchise

agreement with Xcel will end Dec. 31.

Xcel still will be required to provide power to the city, but it will not continue to collect a 3 percent franchise fee from customers. That money, around \$3.9 million a year, was given to Boulder in exchange for the city giving the utility access



to the city's streets, alleys and other rights-of-way for the purpose of providing gas and electricity to Boulder consumers.

The city used the money to help pay for core services, including police, fire, libraries, parks, human services and public works.

Those services will not go lacking, as on election day Boulder voters passed



Issue No. 2B with 68 percent of the vote. The measure imposes an annual tax of about \$4 million on Xcel that effectively replaces the fee Xcel paid as part of the franchise agreement.

— Michael Davidson

# DigitalGlobe lands multibillion-dollar contract

LONGMONT — DigitalGlobe Inc. in Longmont received a contract in August that could last up to 10 years and be worth as much as \$3.6 billion from the National Geospatial-Intelligence Agency to produce a new generation of satellite imagery.

DigitalGlobe's constellation of three satellites provides high-resolution images of the earth to the U.S. government agency that oversees satellite imagery collection for military and intelligence work. The company also provides images to the commercial sector.

The contract is part of a program

called EnhancedView. Each contract is paid annually, subject to congressional approval. And, it can be canceled annually.

The long-term funding paves the way for development of next-generation satellites with higher resolution — in other words, able to discern finer details of the subjects being photographed, though the U.S. government reserves the highest-fidelity images for itself.



As a result of the contract, DigitalGlobe (NYSE:DGI) said it would begin procurement and construction of its next satellite, WorldView-3, expected to launch by the end of 2014.

DigitalGlobe expects to receive approximately \$20.8 million per month for the first four years, increasing to \$25 million per month for the remaining six years on the contract.

Because of the contract, DigitalGlobe updated its full-year 2010 out-

look. It expected total revenue to be between \$340 million and \$360 million with diluted earnings per share expected to be between 40 cents and 50 cents.


The company's images support a variety of uses within defense, intelligence and homeland security applications, mapping and analysis, environmental monitoring, oil and gas exploration, infrastructure management, internet portals and navigation technology.

— Doug Storum



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NEWSMAKERS

# Boulder finally resolves back-taxes faux pas

BOULDER — A dispute between contractors and the city over back taxes ended in July after months of confusion and grumbling.

The issue arose in September 2009, when the city claimed that between June 1, 2006, and June 30, 2009, approximately 1,000 contractors had underpaid construction use taxes totaling between \$1.9 million and \$5.2 million. City officials said they intended to collect it.

The underpayments occurred because the formula the city recommended contractors to use to estimate the tax was flawed. It assumed building materials would be 50 percent of a project's value, when changing economic conditions drove up the cost of materials and made them much more expensive.

Construction materials are taxed at 3.41 percent.

The effort led to outcry from area contractors who received letters notifying them of the city's initial demands, and city officials spent nine months reviewing the city's building permit and construction use-tax practices.

"Boulder values its business com-

munity," Jane Brautigam, Boulder's city manager, said in a statement. "We wanted to clarify and streamline the process so our contractors have a clear understanding of our process and the tax obligations."

In July, city officials changed their minds about collecting what was owed.

The city instead adopted a policy requiring contractors and homeowners acting as their own contractors to reconcile the prepayment of estimated construction use taxes within 90 days of project completion for projects valued at \$20,000 or more. If the cost is less than \$20,000 no reconciliation is required.

The city also decided to increase its outreach to contractors. The city established routine education and outreach, sent postcards to all licensed contractors informing them of the policy changes and will issue information about reconciliation requirements in the information packets the city gives out when permits are issued. Information is also available on the city's Construction Use Tax web page and via e-mail updates.

— Michael Davidson

## BOULDER COUNTY BUSINESS REPORT

Volume 29 : Issue 27  
Dec. 24, 2010 - Jan. 6, 2011

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NEWSMAKERS

# Exxon pays \$695 million cash for Ellora Energy

BOULDER — Exxon Mobil Corp. paid \$695 million in cash for Ellora Energy Inc., a Boulder-based oil and gas exploration and production company.

The deal boosted the oil giant's position in the Haynesville shales in Texas and Louisiana.

This acquisition of Ellora increased Exxon's position in the area by 46,000 acres and added production and pipeline capacity.

Ellora Energy announced in July it sold the company for \$695 million in cash to an undisclosed buyer, who

wasn't revealed until October in regulatory documents.

Exxon, the largest U.S. oil company by market value, said the purchase was part of a series of steps it has taken to increase the efficiency of its June acquisition of natural gas producer XTO Energy, which sharply boosted Exxon shale properties in the continental U.S., including the Haynesville shale.

Ellora has oil and gas assets in East Texas and Louisiana.

T. Scott Martin founded Ellora Energy LLC in 1995 and served as

its president until the company was merged into the current Ellora Energy Inc. in 2002. He was president and chairman of Ellora Energy Inc. at the time of the sale.

The privately held company in December 2007 intended to go public, but it later withdrew that request in 2009 and began exploring alternative options to enhance shareholder value, including the possible sale or merger of the company.

The company raised \$40 million in February 2009 by selling 1 million private shares, and it also sold several field assets in Kansas and Colorado to pay down debt in 2009.

According to the Boulder County Business Report's research department, Ellora has 47 employees worldwide.

— Doug Storum



# Medical-marijuana use takes interesting turns

Even though legislators spelled out many more of the state's medical-marijuana rules this year, Boulder Valley municipalities are still figuring out what will work best for them in many cases.

Colorado voters approved an amendment to the Colorado constitution in 2000 that allows medical-marijuana use. The issue was pretty much out of the limelight until the Obama administration sent policy guidelines to federal prosecutors suggesting they not seek to arrest medical-marijuana users and suppliers as long as they follow state laws.

With at least 6,000 card-carrying users in Boulder and Broomfield counties, medical marijuana rules in the workplace took a couple of interesting turns in 2010.

For one, some workers settled with their employers out of court for "wrongful termination," according to Brian Vicente, a Denver attorney and head of the Sensible Colorado advocacy group.

But for the record, employers are not required to do anything to "accommodate the medical use of marijuana in any workplace," however, according to

the state constitutional amendment.

"It is more cut-and-dried than most people think, because employers can require their employees to be drug-free of illegal drugs, and the Colorado law doesn't change that," said Jude Biggs, a partner at Boulder firm Holland & Hart LLP, who practices management-side employment law.

An estimated 108,000 to 114,000 medical-marijuana card applications — both approved and unapproved — had been received by the Colorado Department of Public Health and Environment health office from

2000 through the beginning of October, said Mark Salley, communications director. Health officials hired about 30 temporary staff in the fall to catch up with at backlog of applications, Salley said.

Erie, Broomfield and Superior have banned medical marijuana dispensaries. Longmont and Lafayette have moratoriums on them, and Boulder and Louisville, as well as unincorporated Boulder County, allow them.

— Beth Potter



MEDICAL MARIJUANA



# Vestas establishes R&D operations in Louisville

LOUISVILLE — The New Energy Economy made its way to Louisville in July, when Denmark-based Vestas Wind Systems A/S announced it was setting up a research and development office in the city.

The wind-turbine blade manufacturer signed a six-year lease for 48,000 square feet of space at 361 Centennial Parkway, where its Technology R&D Centre will employ about 75 to 100 workers in the first

year with an average annual salary of \$80,000. The number of workers could grow to 240 in three years.

The center will be Vestas Wind Systems' largest research and development center in the United States. It opened a research and development hub in Houston in 2008. It also has research and development centers in Denmark, India, Singapore and the United Kingdom.

It also is part of Vestas' increas-

ingly large Colorado footprint. Vestas Blades Americas, a subsidiary of Vestas Wind Systems A/S, has opened three manufacturing facilities in Colorado to provide wind turbines for North American customers: a blades factory in Windsor, a nacelles-assembly factory in Brighton and a tower-manufacturing facility in Pueblo. A second blade factory is planned for 2011 in Brighton.

Getting the offices was a major coup for Louisville, at least in the eyes of city hall employees who code-named the effort "Project Excitement."

Louisville's City Council shared its enthusiasm, and on July 6 unanimously approved a rebate on Vestas' construction use taxes, which saved the company \$5,500.

Vestas began manufacturing wind turbines in 1979 and operates through a number of business units. The company gets more than half of its sales in Europe. Vestas employs about 20,300 people worldwide. Revenue in 2009 was EUR 6.6 billion, or about \$8.3 billion.

— Michael Davidson



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## NEWSMAKERS

## Community comes to aid of Fourmile fire victims

BOULDER — Area residents held their breath and then opened their hearts in September, when a wildfire scorched more than 6,000 acres, destroyed 174 structures and became the costliest fire in Colorado history.

The Fourmile Canyon fire started Sept. 6 and raged 11 days in the foothills just west of Boulder. Thousands of Boulder County residents were evacuated from their homes.

No one was killed. The estimated value of property lost in the fire was \$217 million, according to the Rocky Mountain Insurance Information Association.

The community rallied to support their displaced neighbors. The Community Foundation Serving Boulder County collected more than \$737,000 to disburse to individuals, families, community organizations and fire departments directly affected by the fire.

Individuals and families such as residents, property owners and renters will receive more than \$444,000, community organizations will be granted \$17,000 and fire departments

will receive \$275,848.

More than 1,000 donors contributed to the fund, including individuals, local businesses, and private foundations. The Fourmile Canyon Revival concert, produced by KBCO and AEG Live, raised \$355,000 of the total amount to be distributed.

Boulder County also rewrote portions of its land-use policies to help residents rebuild faster. Property owners who lost structures in the fire were given until Sept. 30, 2012, to seek building permits. They also will be allowed to increase the size of structures by up to 530 square feet and relocate structures on their properties without going through the site-plan review process.

Requirements for demolition permits were waived.

The county's BuildSmart regulations were left in effect, but owners can apply for waivers in the case of practical difficulties or excessive expense.

— Michael Davidson

NewsMaker 7

## Duerden, McCarvel lead Crocs' mighty turnaround

NIWOT — The shoe company given up for dead in 2009 made a miraculous and impressive comeback in 2010.

John Duerden took control of the Niwot-based company in 2009, about the time analysts were preparing Crocs' obituary.

Crocs (Nasdaq: CROX) had enjoyed a meteoric stock rise to \$70 per share in 2007, after going public in 2006, but that turned into a death spiral, with shares dipping to \$1 by March 2009.

The company, founded in 2002, accrued debt incurred through an erratic and rapid expansion, and competition from copycat brands. It spent time and money filing lawsuits against knockoff brands and defending suits claiming personal injury due to the design of the shoes. And it was constantly reminded by many analysts and detractors that the colorful shoes peppered with holes and made of Croslite, a closed-cell resin resembling rubber, were nothing more than a fad.

Duerden's success years earlier at Reebok instilled confidence as he implemented policies in March 2009 to rid Crocs of debt and repaired damaged relationships with wholesalers

and retailers. He departed in March 2010, turning the reins over to John McCarvel, Crocs' former chief operating officer.

McCarvel has been an executive at Crocs for six years. He began his tenure in 2004 as a consultant and was hired as the company's vice president for Asia in 2005.

He served as senior vice president of global operations from October 2005 to February 2007 before becoming COO and executive vice president.

By the third quarter 2010 Crocs was rolling. It reported revenue for that quarter of \$215.6 million, an increase of 22 percent compared with third-quarter 2009. Its net income for the quarter was \$25 million, or 28 cents per share, up 13 percent from \$22.1 million, or 25 cents a share, for the same quarter a year earlier, beating analysts' expectations of 24 cents per share, according to Thomson Reuters.

Revenue increased as the company sold almost 18 percent more shoes with an average selling price that was 3 percent higher than the previous quarter.

— Doug Storum

NewsMaker 8



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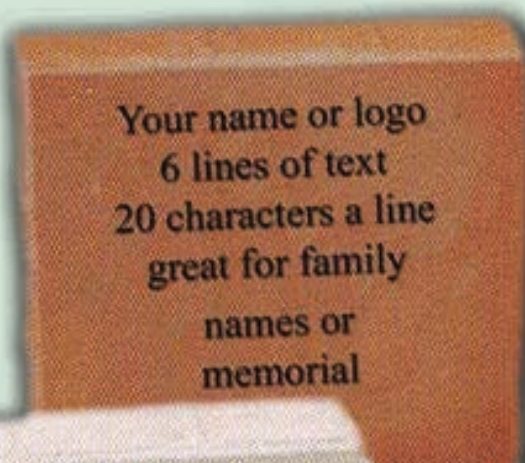


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## NEWSMAKERS

# Boulder Community plans major expansion

BOULDER — Boulder Community Hospital plans to move the bulk of its operations from the west side of the city to the east side at its Foothills Hospital campus by 2014 as part of a \$125 million expansion.

The hospital plans to build 146,000 square feet of new space, including 100,000 square feet of clinical space and 46,000 square feet of medical offices at its Foothills Hospital at 4747 Arapahoe Ave. starting in 2012, said Richard Sheehan, a hospital spokesman.

The project is expected to wrap up in 2014.

Expanded emergency room and operating room functions will be located at Foothills. Most inpatient care will be moved to the east campus.

Consolidating services in the new location will make the hospital more efficient and help save money, said Rich Lopez, chairman of the non-profit hospital's board of directors. The hospital plans to raise \$10 mil-

lion, to sell \$25 million in bonds and to use existing savings to pay for the expansion, he said.

"If we can deliver care in a more efficient way, we'll be more competitive ultimately," Lopez said.

"We're doing it for our patients and our market."

At the same time, the existing hospital at the corner of Balsam Avenue and Broadway will receive a \$15 million renovation to change its focus to outpatient services, urgent care and sports medicine.

The hospital's Mapleton Center for Rehabilitation, 311 Mapleton (the former Memorial Hospital) is likely to be shut down as its functions are moved to the Broadway location, the hospital said in a statement.

The Foothills Hospital expansion was approved by the city a decade ago as part of its master plan, Lopez said. Current expansion plans are expected to take 10 years to complete, he said.

— Beth Potter

## NewsMaker 9

# RMI fined \$1 million for illegal exporting

LAFAYETTE — Lafayette-based Rocky Mountain Instrument Co. agreed to pay \$1 million to the federal government to settle civil charges related to the illegal export of sensitive military information for the manufacture of certain equipment overseas.

RMI designs and manufactures optical components and assemblies for laser and imaging uses by the military and in the aerospace, medical and other fields. The company filed for chapter 11, or reorganization, bankruptcy in 2009.

RMI pleaded guilty to a related criminal charge in June and was sentenced at that time to forfeit \$1 million and spend five years on probation.

The criminal plea agreement said that RMI exported from 2005 to 2007 prisms and technical data related to various optics used in military applications to Turkey, South Korea, China and Russia without having first obtained from the U.S. Department of State a license or written authorization for such exports as

required under ITAR.

The civil settlement covers a related allegation that RMI caused defense contractors to submit false claims for payment to the Pentagon in violation of the False Claims Act by illegally exporting technical data that was used to manufacture parts used in certain military equipment the contractors sold to the Pentagon.

"This settlement with the Department of Justice is an unequivocal statement by RMI that it stands as a partner in compliance with the U.S. Government," RMI's chief executive Steven Hahn said in a statement.

"The errors we experienced were examined carefully, we took substantial remedial measures, implemented new controls and are now conducting operations at RMI as a model in this industry with respect to U.S. export controls."

The penalty will not affect RMI's progress out of Chapter 11 bankruptcy, Heller said.

— Michael Davidson

## NewsMaker 10



## NEWSMAKERS

# L.A. developer buys historic Boulder site

BOULDER — A Boulder landmark — and prime piece of downtown real estate — changed hands in 2010 after being on the market for the better part of two years.

Karlin Real Estate, a Los Angeles-based real estate development and investment firm, paid \$9 million to acquire the longtime home of the Daily Camera newspaper.

The newspaper, along with its sister publication, the Colorado Daily, occupied two adjoining buildings totaling 77,000 square feet. The location of the papers' main office and newsroom, 1048 Pearl St., is just west of the Pearl Street Mall.

"This site has incredible potential as it is downtown Boulder's last remaining large development site that will have a significant positive effect on downtown Boulder" said Lynda Gibbons, president of Gibbons-White Inc., when the deal was announced. Gibbons-White is a Boulder-based commercial real estate brokerage firm that helped broker the deal.

Karlin's interest in the building was reported in May, and the deal was announced Aug. 20.

The property went on the market in November 2008. Local developer Stephen Tebo and Denver-based developer Randy Nichols had negotiated to buy the property before Karlin struck its deal.

Karlin has not announced its long-term plans for the building.

The property last sold in 1997 for \$10,555,800, according to Boulder County public records. The county lists the actual value of the two buildings at \$11,425,000 and the assessed value at \$3,313,250. Karlin has one tenant lined up, albeit on a temporary lease. In October, Trada Inc., a 40-employee company that develops pay-per-click marketing campaigns, announced it will move into the 19,000-square-foot building at 1043 Walnut St., which is the smaller of the two buildings on the site.

— Michael Davidson

## Co-founders regain control of Alfalfa's

BOULDER — A newly remodeled Alfalfa's Market is slated to open in March at 1651 Broadway in Boulder, bringing things full circle for the natural and organic grocery store.

Alfalfa's holding company A-M Holdings LLC in June received approval from the Federal Trade Commission to buy the former Whole Foods Market store at 1651 Broadway in Boulder, as well as the Alfalfa's



COURTESY GIBBONS-WHITE INC.

Karlin Real Estate purchased the historic Camera building in downtown Boulder for \$9 million. The Los Angeles-based real estate investment firm has yet to reveal specific plans for redeveloping the property. **See Newsmaker No. 11 on this page.**

Market name and intellectual property. That came after years of negotiations between Whole Foods Market Inc. (Nasdaq: WFMI) and the FTC that required Whole Foods Market to divest certain stores and other assets obtained in the 2007 merger with Wild Oats Markets.

The purchase price and other transaction details were not disclosed.

Founded in Boulder in 1983, Alfalfa's Market grew to be one of the nation's top natural products retailers in the 1980s and 1990s. With 11 stores, Alfalfa's was acquired by Wild Oats Markets in 1996.

Retzloff, Barney Feinblum and Hugo van Seenus have resurrected the Alfalfa's name. Retzloff said the new store will be true to its roots as a Boulder-owned and operated natural foods market.

— Beth Potter

## Level 3, Comcast wage war on fees

BROOMFIELD — Two giants of their industries decided to start a PR war in November and did the best to make sure the world could watch.

Level 3 (Nasdaq: LVLT), a Broomfield-based telecommunications company, and Comcast (Nasdaq: CMCSA and CMCSK), a cable and Internet service provider, started a war of words Nov. 29, when Level 3 accused Comcast of "putting up a toll booth at the borders of its broadband Internet access network" by demanding Level 3 pay fees to provide online content such as streaming movies to Comcast customers.

Comcast executives responded by

saying Level 3 is attempting to gain "an unfair advantage over its competitors by gaining enormous additional capacity at no cost to itself, instead shifting the financial costs to Comcast's high-speed data customers," according to a statement posted Nov. 30 on Comcast's official blog by senior vice president for external affairs and public policy counsel Joe Waz.

The amount of traffic sent by Level 3 to Comcast is expected to increase dramatically after it announced an agreement with Netflix Inc. (Nasdaq: NFLX) to become the primary delivery network for streaming Netflix movies online.

Both sides have traded press statements and open letters addressed to the Federal Communications Commission explaining their positions and criticizing each other.

The dispute continued with Level 3 posting a 19-item FAQ accusing Comcast of putting "a free and open Internet" at stake. Comcast countered with an answer to each item and an extra question of its own.

Comcast took several shots at Level 3, accusing it of "bad planning and rash business ventures" and asking federal regulators to step in to save it from a bad business decision.

— Michael Davidson

## LUH, Poudre Valley team up for campus

FREDERICK — Construction is expected to start this spring on the new Indian Peaks Medical Center — a joint venture between Longmont United Hospital and Poudre Valley Health System.

The new facility is to be a 20,000-square-foot urgent care center on a 70-acre site at Interstate 25 and Highway 52.

Planned building costs were not disclosed. But Longmont United Hospital purchased the Frederick site for

\$7.19 million in August with plans for future expansion, officials said at the time. The hospital has been talking with Fort Collins-based Poudre Valley Health System about the joint venture since late 2009.

The Indian Peaks name was chosen in a contest. It reflects the iconic mountain range one can see to the west of the site.

Denver-based H+L Architecture will design the new facility, the two hospital groups said in October. H+L Architecture/Turning Point Healthcare Advisors has worked with both Longmont United Hospital and Poudre Valley Health System in the past. Longmont United and PVH have created a joint venture called Carbon Valley Healthcare Holdings Corp. to build the new facility.

— Beth Potter

## Broomfield creates eco-devo position

BROOMFIELD — The relationship between the Broomfield business community and the city and county government was shaken up in 2010 by a redefinition of the role of the Broomfield Economic Development Corp. and the city's decision to add an economic development director to its staff.

The process began early in the year, when Broomfield Economic Development Corp. president Don Dunshee announced his retirement after 15 years with the organization. He retired in May.

Around the time Dunshee announced he was leaving, the Broomfield City Council decided to redefine the city's relationship with the BEDC, a move that met some resistance from Broomfield's business community.

City council ultimately decided to add a full-time economic development manager to the city payroll and to cut its financial support for the BEDC from \$246,000 to \$100,000.

In November, Joseph P. McClure started as Broomfield's first economic development director with an annual salary of \$124,000. He will work in the City Manager's Office and work to attract primary employers to Broomfield, a job which formerly was the focus of the BEDC.

The BEDC will focus on helping Broomfield businesses expand while staying in Broomfield and to act as an intermediary between business and government. Longtime vice president Jessica Erickson was promoted to replace Dunshee in September.

— Michael Davidson





## NEWSMAKERS

## Midyette explores selling off portfolio

BOULDER — The majority owner of more than 350,000 square feet of prime retail and office space in downtown Boulder, mostly along the Pearl Street Mall, is considering options that could include a possible sale of the portfolio.

J Nold Midyette, property manager, president and majority owner of Pearl Street Mall



Properties Inc., enlisted national real estate investment firm Marcus & Millichap to help analyze the portfolio, possibly worth more than \$100 million. Marcus & Millichap, which has an office in Denver, focuses on investment sales, financing, research and advisory services.

“We are engaged with J in preliminary discussions to determine market interest in the portfolio,” said Michael Hoffman, Marcus & Millichap’s first vice president and regional manager based in its Denver office.

Midyette said the portfolio is not listed for sale — although that doesn’t mean he wouldn’t entertain any suitable offers, he said. He declined to comment further.

The portfolio features some of the Pearl Street Mall’s most prime properties, including the old Citizens National Bank building at 1426 Pearl St., The Crystal Building, home of the Cheesecake Factory restaurant at 1401-1420 Pearl St., and the former home of Borders bookstore at 1600 Pearl St. among others. It also includes the parking garage at 15th and Spruce streets.

In total, the 15 buildings offer 220,655 square feet of office space and 135,977 square feet of retail space, according to Pearl Street Mall Properties’ website.

— Michael Davidson

## BEV pays \$5.4 million for Earth Roamer plant

LAFAYETTE — As one vehicle manufacturing company left Lafayette, another one rolled in to take its place.

Boulder Electric Vehicle LLC purchased the 56,000-square-foot headquarters and garage in Lafayette of EarthRoamer, a manufacturer of luxury off-road vehicles that was dissolved in Chapter 7 bankruptcy in 2009.

The two-year-old building at 1460 Overlook Drive, sold for approximately \$5.4 million in March, according to public records.

Boulder Electric Vehicle is manufacturing battery-powered cargo vans. The utility and delivery trucks run on lithium-ion phosphate batteries that are expected to last 12 years or 300,000 miles. The trucks are expected to go for 100 miles to 120 miles on a single charge.



MICHAEL MYERS

Dr. Christopher J. Centeno, co-medical director of the Centeno-Schultz Integrative Pain Management Clinic in Broomfield, is on the cutting edge of using stem cells from a patient’s bone marrow to repair damaged tissue including cartilage, tendon, muscle and bone caused by injury to a knee, back, shoulder or hip. **See Newsmaker No. 19 on this page.**

BEVA Holdings Inc. purchased the building from Roamer Holdings LLC. Carter Brown, Boulder Electric’s chief executive and agent for BEVA Holdings, a group of investors, said his company will manufacture the cargo vans at the plant in Lafayette but continue to work on some prototypes at its original location at 4747 26th St. in North Boulder.

Brown said the plant has room for seven assembly lines, and each assembly line would require about 30 workers.

He estimated that at full capacity the company can run seven lines with three shifts providing about 700 jobs.

— Doug Storum

## Roche puts Boulder plant on sale block

BOULDER — Swiss pharmaceutical company Roche plans to sell its Boulder plant as part of cost-cutting measures to save \$2.4 billion by 2012.

About 280 workers at the Roche Colorado Corp. plant at 2075 N. 55th St. make AIDS medications and bulk pharmaceuticals. The company focuses on peptides, which are used to treat a variety of diseases, including various cancers.

“Our expectation is that we will continue to build on our strong record of achievement in the peptide arena both in technical development and manufacturing, and whoever buys us would have a long-term relationship with Roche,” said John Tayer, a Roche Colorado spokesman.

Potential buyers appear to be interested in Roche’s specialized peptides production, said Frances Draper,

executive director of the Boulder Economic Council. Roche may sell the facility and then get the peptide production it needs through contract work, Draper said.

In general, Roche said it is making cost-cutting moves to deal with pressure from government efforts to cut health-care spending in the United States and Europe.

Roche’s Boulder plant location was originally Arapahoe Chemicals, which opened in 1946 and made organic chemicals. Arapahoe Chemicals was bought by Syntex Corp. in 1965. Syntex was best known in Boulder for making Naprosyn, an arthritis drug.

Roche bought Syntex in 1994.

— Beth Potter

## Stem-cell injections manage joint pain

BROOMFIELD — A Broomfield doctor’s office is on the cutting edge of pain management — offering a stem-cell injection procedure for orthopedic patients to help them avoid surgery.

With the procedure, patients with knee, back, shoulder or hip injuries have bone marrow drawn from their hip in the office with minor anesthesia. Stem cells are then reinjected into the patient’s body the same day.

“The body is in constant need of repairing itself,” Dr. Christopher J. Centeno, co-medical director of the Centeno-Schultz Integrative Pain Management Clinic, 403 Summit Blvd. in Broomfield, said in an interview at the beginning of the year to explain the procedure.

Once the stem cells are back inside the patient’s body, they’re able to direct other cells and their traffic needed to complete the healing in what Centeno calls the “Bob the Builder” factor.

The Regenexx Procedure, as it is

called in a name trademarked at the Colorado Secretary of State’s office, had been done on about 450 orthopedic patients at the beginning of 2010.

The clinic has self-funded all of its research. Centeno hopes insurance companies begin to cover the procedure as an alternative to surgery. Most therapies cost about \$8,000.

At the same time, the U.S. Food and Drug Administration said in August that

a similar procedure done by Centeno and his colleagues that uses a cultured cell process is “misbranded” as a drug that has not been approved. The process entails taking stem cells from a patient’s bone marrow, culturing it for a period of time, and injecting the cells at a later date. FDA officials filed an injunction against Centeno and his office to get them to stop offering the cultured cell procedure.

Centeno confirmed in December that his office has stopped doing the cultured cell procedure. He has made a counter-complaint against the FDA to get the question in front of a federal judge of whether or not what he does creates a biological drug.

— Beth Potter

## NCAR begins work for supercomputer

BOULDER — The National Center for Atmospheric Research in Boulder and its managing organization, the University Corporation for Atmospheric Research, broke ground in June on the construction of a supercomputing center in Cheyenne, Wyoming.

The NCAR-Wyoming Supercomputing Center will house one of the world’s fastest supercomputers

for scientific research. It will provide advanced computing services to scientists across the nation in a broad range of disciplines, including weather, climate, oceanography, air pollution, space weather, computational science, energy production, and carbon sequestration.

It will also house a data-storage and archival facility that will hold, among other scientific data, historical climate records.

The center is a partnership among NCAR, the National Science Foundation, the University of Wyoming, the state of Wyoming, Cheyenne LEADS, the Wyoming Business Council and Cheyenne Light, Fuel and Power.

The center, expected to be up and running in spring 2012, will be funded by the National Science Foundation, the state of Wyoming, and University of Wyoming. It will cost about \$70 million to construct.

— Doug Storum





# TECHNOLOGY

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## Lockheed taps ABSL for power source



COURTESY LOCKHEED MARTIN CORP.

Illustration of Lockheed Martin Corp.'s GeoEye-2 spacecraft. ABSL Space Products Inc. in Longmont is developing lithium-ion batteries that will power the spacecraft when it launches in early 2013.

### Longmont firm to supply lithium-ion batteries

BY BUSINESS REPORT STAFF  
news@bcbr.com

LONGMONT — ABSL Space Products Inc. will design, fabricate, test and deliver a test battery and quad-module lithium-ion battery for the GeoEye-2 spacecraft.

Lockheed Martin Space Systems Co. (NYSE: LMT) signed the Longmont-based company to a 20-month contract.

The batteries will build on ABSL's battery used in the CryoSat-2 satellite and Earth Observation System, or THEOS, spacecraft.

The new battery will be required to provide power to the GeoEye-2 satellite during all phases of mission operation.

During GeoEye-2's seven-year on-orbit mission, each ABSL battery will provide 28V bus power for eclipse operations as well as peak power imaging operations during its sun-synchronous orbit. A bus-powered drive does not require a power supply. The cable that connects the bus-powered drive to the computer provides power

to the drive and that same cable provides data transfer.

It is projected there will be more than 38,000 cycles throughout the life of the mission. ABSL's battery technology has produced lithium-ion batteries for space flight with 70 spacecraft launched and more than 29,000 cell years of space operation without failure, the company said in a statement.

"ABSL is pleased to be working together on a long low Earth orbit (or LEO) mission with Lockheed Martin. A decade ago, Lockheed Martin aided us in setting up our long-term life tests, which have proven the reliability of lithium-ion for a LEO mission of this length," said Kevin Schrantz, ABSL's sales manager.

Lockheed Martin Space Systems Co. was chosen to design and build the GeoEye-2 satellite on March 11 by GeoEye, a Dulles, a Virginia-based company with operations in Thornton.

The GeoEye-2 satellite will be launched in early 2013 aboard an Atlas V rocket provided by Lockheed Martin Commercial Launch Services.

## Solid IT foundation allows for innovation

### CA Technologies helps Ball manage parts of IT system

BY MICHAEL DAVIDSON  
mdavidson@bcbr.com

BOULDER — Like most people, Leroy Williams does not want to deal with the hassle of solving IT problems.

Unlike most people, Williams is the chief information officer of a company with 14,000 employees spread over four continents. Making sure the company's computer systems work flawlessly 24 hours a day, 365 days a year, is part of his job.

Williams is vice president of worldwide information technology and services for the Ball Corp. (NYSE: BLL). The company, which has its headquarters in Broomfield, has far-flung operations that range from aluminum aerosol can manufacturing plants in the Czech Republic to a satellite manufacturing plant in Boulder.

For a corporation like Ball, IT is a three-level pyramid, Williams said. The foundation is the infrastructure that connects the company's facilities and enables its systems to communicate and operate with each other. The second layer is for the company's production and manufacturing process. The top layer is dedicated to innovations that improve operations and customer service.

The goal is for the pyramid's foundation to be as trouble-free, efficient and economical as possible. Ball, like all other companies, wants to focus its attention on innovations that improve its product and bottom line, Williams said.

The questions IT departments should be asking are not about if its network is up and running, but "What are we doing to continue to innovate, to be the smartest guys out there and to bring new products to market?" Williams said.

To achieve those goals, Ball has hired CA Technologies Inc. (Nasdaq: CA) to manage parts of its IT system.

"What CA Technologies is doing for us is helping us manage the global infrastructure, the base of the pyramid," Williams said.

CA Technologies, which is based in Islandia, New York and has local offices in Boulder and Englewood, provides Ball with end-to-end monitoring, service and help desk manage-

### Government benefits from SaaS

DENVER — The switch to software-as-a-service also is making an impact in the public sector.

In 2008, the Colorado state government decided to consolidate its information technology departments into a single office, the Governor's Office of Information Technology. Before that, 16 government agencies had their own departments and infrastructure. The results left much to be desired.

A regular source of embarrassment were "a series of failed and sputtering IT projects and a landscape of aging IT systems that were beyond end-of-life," according to a report released by the office titled "Transforming Colorado Government for Today and the Future."

"There was a history of projects going over budget at not meeting

deadlines. Lack of standardized project management processes had resulted in poor financial control and the regular use of outsourced resources," said Ron Huston, director of the department's Enterprise Portfolio Project Management Office.

Among the products the office uses after the consolidation is CA Clarity on Demand to keep track of more than 300 software projects. The program helped track projects' progress and budgets.

"Projects no longer exceed budgets and timelines," Huston said. "This helps us achieve more with state taxes and improve the overall quality of citizen services."

Colorado spent \$288 million on IT a year, according to the office's 2010 annual report.

— Michael Davidson

ment, asset and infrastructure management and security solutions.

In order to offer the level of service Ball needs, CA Technologies assigns workers to Ball's portfolio that are "responsible for understanding Ball's DNA," said Trevor Bunker, vice presi-

dent of CA Technologies' IT transformation group.

Ball wants to run the leanest possible IT operation it can while still making sure all its employees have reliable access to the services and

► See IT, 13A



Williams



Bunker





## IT CONSULTANTS

(Consultants in Boulder and Broomfield counties ranked by revenue.\*)

RANK	PREV. RANK	Company	Revenue 2009 Revenue 2008	No. full-time employees Number of contract employees	Three largest clients:	Top 3 specialties (networking, software development, security, wireless, Web enablement, etc.) & % revenue from each	How long is your longest client relationship and with whom?	Person in Charge Year Founded Website
1	1	<b>LEWAN &amp; ASSOCIATES INC.</b> 4900 Pearl East Circle, Suite 100 Boulder, CO 80301 303-447-0890/303-447-0912	\$45,000,000 \$47,000,000	19 N/A	N/A	IT assessments, disaster recovery strategies, IT infrastructure consulting.	36 Years in Boulder County with 1,500 customers.	Frank Narum Branch Manager 1974 www.lewan.com
2	2	<b>THE ROOT GROUP INC.</b> 1790 30th St., Suite 140 Boulder, CO 80301 303-447-8093/303-447-0197	\$13,400,000 \$12,000,000	14 N/A	N/A	Security deployments (20%), server and storage deployments/consolidation (50%), networking (10%).	N/A	Bill Calderwood President 1989 www.rootgroup.com
3	3	<b>COALFIRE SYSTEMS INC.</b> 361 Centennial Parkway, Suite 150 Louisville, CO 80027 303-554-6333/303-554-7555	\$9,000,000 \$6,200,000	55 N/A	N/A	IT audit (40%); IT compliance (40%); IT security (20%).	10 years.	Rick Dakin CEO 2001 www.coalfiresystems.com
4	4	<b>PERFORMANCE ENHANCEMENTS INC. DBA PEI</b> 5435 Airport Blvd., Suite 106 Boulder, CO 80301 303-786-7474/303-786-7822	\$5,300,000 \$5,200,000	21 N/A	N/A	Virtualization, unified communications, infrastructure.	23 years, banking client.	Tim Krueger President 1988 www.pei.com
5	5	<b>APPLIED TRUST ENGINEER INC.</b> 1033 Walnut St. Boulder, CO 80302 303-245-4545/303-245-4510	\$3,128,000 \$2,900,000	18 N/A	N/A	Security (50%), performance/availability (30%), incident management (20%).	N/A	Trent R. Hein Ned McClain Co-founder Co-founder 2001 www.appliedtrust.com
6	NR	<b>THE SPITFIRE GROUP INC.</b> 11409 Business Park Circle, Suite 110 Longmont, CO 80504 303-485-1880/303-223-9142	\$3,000,000 \$3,000,000	25 10	N/A	Technology strategy/architecture, custom software development, software selection.	N/A	Mark Richtermeyer CEO, President 2004 www.spitfiregroup.com
7	6	<b>PRODUCTIVE COMPUTER SOLUTIONS</b> 2985 Sterling Court, Suite A Boulder, CO 80301 303-440-6963/303-440-6964	\$2,120,000 \$2,000,451	11 0	N/A	Networking, (40%); managed services (50%); security, (10%).	17 years, Bolder Staffing.	Lloyd Brady Darrin LeBlanc President Vice President 1993 www.boulderpcs.com
8	7	<b>DATA NETWORK GROUP INC.</b> 5777 Central Ave., Suite 100 Boulder, CO 80301 303-447-8398/303-442-8946	\$1,800,000 \$1,900,000	11 0	N/A	IT consulting (30%), hardware/software sales (35%), managed services (35%).	13 years	Lynn Mareth Michael Perkins Vice President President 1997 www.dngnet.com
9	8	<b>VIATEK INC.</b> 809 Walnut St. Louisville, CO 80027 303-664-1182/303-468-9103	\$1,200,000 \$1,400,000	7 N/A	N/A	Managed services (35%), networking (40%), equipment sales (25%).	N/A	Sid Payne JD Greene Co-owner Co-owner 2002 www.viatek.net
10	9	<b>VIRSAGE SOLUTIONS</b> 3005 Center Green Drive, Suite 220 Boulder, CO 80301 720-881-7320/720-542-7179	\$950,000 \$850,000	10 2	N/A	IT support, managed services, cloud computing.	11 years, manufacturing company.	Chris Dodge President 1999 www.virsage.com
11	NR	<b>MUNCH CORP.</b> 418 Jasper Way Superior, CO 80027 720-227-0618/N/A	\$860,000 \$490,000	6 8	Thompson Creek Metals Co., Franco- Nevada Corp., Western States Minerals	IT strategy /architecture design, (25%); data center and local office management support, (50%); enterprisewide system implementation, (25%).	Six years, Oceanic Exploration	Joel Munch President 2001 N/A
12	NR	<b>SESSER BUSINESS SERVICES INC.</b> 5062 Yates Circle Broomfield, CO 80020 303-464-7977/303-464-8656	\$200,000 \$250,000	3 1	N/A	Network setup, (33%); repair and maintenance, (33%); other services, (33%).	N/A	Andy Sesser President 1992 www.sesserbiz.com
13	14	<b>FREE RANGE GEEKS</b> P.O. Box 3118 Boulder, CO 80307-3118 303-438-6972/877-658-2717	\$173,000 \$202,000	4 N/A	N/A	Managing our clients' IT expenditures; network and server design, installation, maintenance, cloud computing.	N/A	David Young Partner 2000 www.freerangegeeks.com
14	15	<b>FLATIRONS TECHNOLOGY GROUP</b> 1007 Pearl St., Suite 270 Boulder, CO 80302 303-378-4847/720-565-1914	\$140,000 \$138,000	1 3	WW Reynolds, ISGN, Culinary School of the Rockies	Networking/VPN, (66%); data restoration/forensics, (16%); virtual machine support, (16%).	Eight years, Nova Investments.	Marc Ginsberg President 2002 www.coftg.com
15	NR	<b>PREMIER COMPUTERS LLC</b> 119 Huron Court Boulder, CO 80303 303-499-5152/N/A	\$120,000 \$105,000	1 1	Thorne Ecological Institute, Chelsea Clothing Store, Tienken Hill Law Offices	Break/fix repairs (80%); monthly network maintenance (10%); small business server installation and maintenance (10%).	10 years, Thorne Ecological Institute.	David W Ross Owner 1996 www.premier-computers.com
16	22	<b>BOULDERTECH INC.</b> 4860 Riverbend Road Boulder, CO 80301 303-449-5151/N/A	\$100,000 \$100,000	3 N/A	Mixl, Albeo Technologies, Hurth, Sisk & Blakemore, LLP	Comprehensive IT support and management for small businesses (60%); network and server implementation (30%); Exchange/Outlook solutions (10%).	Six years, Hurth, Sisk & Blakemore LLP.	Paul Levine President 2003 www.bouldertech.com
17	10	<b>NETWORK CHECKER</b> 5763 Arapahoe Ave., Unit 0 Boulder, CO 80303 303-444-6389/N/A	N/A N/A	8 2	N/A	Network management, security, hardware/software sales.	8 years, David Brewster & Associates.	Pete Dempsey President 2001 www.networkchecker.com
18	16	<b>ARIELMIS INC.</b> 2400 Central Ave., Suite B Boulder, CO 80301-2843 303-415-0266/303-415-0276	N/A N/A	6 3	N/A	Networking, business care, managed services, custom software development hosting, cloud computing and server hosting.	14 Years	Robert McCool Owner 1994 www.arielmis.com
19	11	<b>ROCKY MOUNTAIN TECH TEAM</b> 2525 Arapahoe Ave., Suite E4-184 Boulder, CO 80302 303-732-3200/303-265-9314	N/A N/A	6 5	N/A	Networking, new business setup, client moves.	Eight years.	Brandon Hamilton President 2006 www.rmtechteam.com
20	18	<b>MJT COMMUNICATIONS INC.</b> 600 S Sunset St. Longmont, CO 80501 720-340-4143/N/A	N/A N/A	5 N/A	N/A	Network integrators, contract IT support, network security, VOIP, wireless, PC security.	15 years	Mark Truax President 1994 www.mjt.net
21	19	<b>CMIT SOLUTIONS</b> 808 S. Public Road, Suite 102 Lafayette, CO 80026 303-673-9994/303-952-8014	N/A N/A	4 N/A	N/A	N/A	N/A	Susan Bateman Owner 2002 www.cmitstudio.com
22	NR	<b>BOULDER COUNTY COMMUNICATIONS</b> 4845 Pearl E. Circle, Suite 101 Boulder, CO 80301 303-447-7177/303-447-7179	N/A N/A	3 N/A	N/A	N/A	N/A	Melinda Downey Owner 1997 www.bouldercounty.com
23	NR	<b>MACASSIST LLC</b> 4088 Dawn Court Boulder, CO 80304 303-245-0045/N/A	N/A N/A	2 N/A	N/A	N/A	N/A	Mike McDaniel Owner 1998 www.macboulder.com
24	NR	<b>NERKA IT INC.</b> 7145 Rustic Trail Boulder, CO 80301 303-530-0591/N/A	N/A N/A	1 3	U.S. Government	Documentum Oracle Java development	2.5 years, U.S. Government.	Steve Garrison President 2007 http://www.nerkait.com

\*Second ranking criterion is number of employees. N/A: not available. If your company should be on this list, please contact our research department to request a survey at 303-440-4950 or research@bcbr.com.



# THE EDGE

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## FOCUS: MARKETING STRATEGIES

# Social media making marketing inroads

*Creating Facebook time gaining steam as way to reach, engage customers*

BY BETH POTTER

bpotter@bcbr.com

Post a Facebook picture of a skier with powder snow over his head at Breckenridge, and it can get as many as 100,000 page views in a 24-hour period, according to Mike Slone, the interactive marketing director at Vail Resorts Inc.

"There's a real appetite for snow, for powder," Slone said of the Facebook pictures and videos the Broomfield-based company posts — often on a daily basis. "Photos are really popular for people to digest and look at, and we try to engage people in conversations."

Perhaps a bigger tip-off to Vail Resorts' Facebook popularity are the more than 33,400 people who "like" the company's current video contest campaign at [www.facebook.com/vailmtn](http://www.facebook.com/vailmtn), which features a trip for two to Vail for the winner as well as other prizes.



One of Vail Resorts' social media marketing ploys is its EpicMix program. It uses radio-frequency chips in ski passes to allow customers to share information about their performance on the slopes. Skiers can post the information to their Facebook pages, allowing friends and family to view their statistics.

The resort company uses a "social dashboard" to track its social marketing page views, number of visitors to its sites, and corresponding revenue, Slone said. And its Facebook marketing is now so big that two employees

work on it full time.

Vail Resorts did not disclose how much revenue it generates from social media marketing, or how much it spends, other than to say that its digital budget is less than the money spent on

other advertising, including TV, print and radio. The company has myriad Facebook sites and social media-related links on its websites, including [vail.com](http://vail.com), [snow.com](http://snow.com) and [buzz.snow.com](http://buzz.snow.com).

"It's a constant challenge to track it digitally," Slone said. "But I've heard asking for a return on investment on social media is like asking for a return on investment for your phone — if you're not doing it, which customers are you losing?"

In general, arriving at the return on investment number for a social marketing campaign is still an imprecise science, local marketing folks said, whether it be the response a hotel gets to a coupon put out to customer on Twitter to the YouTube video that goes "viral" and is seen by 3.5 million viewers.

But there have been enough marketing successes in recent years that everyone is now trying to find the magic formula to provide customers with more, said James Clark, a co-founder of the Boulder-based Room 214, a social media agency that focuses on shooting videos.

► See **Social**, 15A

## IT from 11A

information they need, Williams said. Ball also wants to be decentralized.

"We push the capabilities as far out to the edges as we possibly can," Williams said.

CA Technologies uses its service assurance technology to enable that.

"It really makes sure that every time someone sits down to their terminal or their iPhone, they're able to get the information they need," Bunker said.

CA Technologies also helps Ball integrate diverse software systems.

"You still have a lot of different technologies out there, and quite honestly they don't all speak the same language," Williams said. "Integration and standardization is something we have to work on everyday."

The relationship between CA Technologies and Ball is part of the continuing "SAAS-ification" of the IT industry, Bunker said, referring to the "software as a service" IT model.

The model outsources many of the functions traditionally served by IT departments to managers outside the company. The intent is to cut costs and streamline operations.

"People want more and more of this technology, but they don't want to run it themselves. What's the strategic value of having a bunch of servers down in the basement and paying two guys to run them?" Bunker said.

"Why would anyone want to run five different types of databases? Why

does anyone need four different help desk systems?" Bunker said.

The progressive evolution of the industry toward SAAS and the cloud are requiring companies and service providers to re-evaluate the pricing models they use. Companies that once paid set amounts for software licenses, servers and employees now have to negotiate with service providers to determine rates.

"These are the types of discussions we have with a lot of CIOs. We as an industry are still trying to determine that," Bunker said.

The emerging trend is for companies to pay recurring subscription fees, which turns IT into a running operating expense instead of a capital expense.

Fees are customized to the services offered clients and are determined on a case-by-case basis, Bunker said.

Ball and CA Technologies would not disclose the cost of their deal, but Williams said it delivers returns consistent with Ball's internal goal of providing a 15 percent cost saving or performance improvement each year. Its biggest benefit is freeing up Ball's resources and letting Ball employees focus on Ball's priorities and problems.

"It really allows us to be more strategic," Williams said.

Finally, one principle remains the same.

"No one wants to overpay," Bunker said.

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# Renovation all about 'awesome food'

*Whole Foods' expansion of store on Pearl features open feel, healthy food*

BY HEATHER McWILLIAMS  
news@bcbr.com

BOULDER — Whole Foods Market unwrapped the remodel of its store on Pearl Street just in time for Christmas, presenting customers with more space to shop, extra seating and a bounty of new food choices all dished out in the company's tradition of healthy ingredients grown and prepared in healthy ways.

The existing Whole Foods at 2905 Pearl St. in Boulder expanded into the nearly 27,000 square feet next door, left vacant when a Barnes and Noble moved. The remodel tipped the store's total size to 66,000 square feet.

The media was invited to a sneak peek on Dec. 14 and was set to open on Saturday, Dec. 18. Customer input drove the size and design of the expansion, said Ben Friedland, Whole Foods' regional marketing coordinator, and a need for more space topped customer demands.

"If you've had the pleasure of shopping next door you know it can be pretty intimate at times, so we wanted to be sure that when people came over here that had plenty of space to move around," said Ron Megahan, vice president of construction and design.

An open floor plan with a low sight line allows shoppers to see from the front door to the rear of the store with lots of room to shop. Additional registers line the front of the new space and customers can now enter directly into the newly remodeled space or through the old entrance.

"The whole idea behind this entire



JONATHAN CASTNER

Whole Foods Market unveiled a 27,000-square-foot expansion of its grocery store on Pearl Street in Boulder on Dec. 18. This photograph was taken Dec. 14 as finishing touches were made to the fresh-food section of the store that carries the theme, Health Starts Here.

department is it's got to be awesome food, fast. We don't want anyone having to wait around," said Paul White, Whole Foods' prepared foods coordinator.

With that in mind, a series of stations or "venues" ring the east side of the new addition, offering a line-up of a cooked and prepared foods, White said. Customers select menu items from the venues, add toppings from finishing bars, then pay up front.

Venues come with Colorado crafted names such as the 5430 Juice Bar — named for Boulder's elevation and the juice, coffee and kombucha it will serve — Table Mesa Taqueria and Lefthand Sandwich Co.

More than 90 percent of the food is prepared in-house daily, White said, and most of it follows the store's new "Health Starts Here" philosophy, designed to make eating healthy with less added fat and sugar a breeze.

"It basically has four pillars: whole foods, healthy fats, nutrient dense and plant strong," White said. Intended to reach newcomers to wise eating as well as longtime calorie and organics conscious consumers, the Health Starts Here philosophy required Whole Foods head chef to relearn his trade using less of some old staples.

"He's looking at different ways to sauté; he's got to steam sauté ... and different ways to build these sauces

without using oils or salt," Friedland said.

The prepared foods are light on fats but heavy on flavor, White said, singling out the Bear Mountain BBQ venue as an example. It offers chicken, pulled pork, beef short ribs and barbecue sandwiches, all made with antibiotic- and hormone-free meats available both in-store and for catering.

Along with space and greater ease of use, the Whole Foods expansion offers triple the seating of the old store and will eventually open a courtyard showing movies during summer months — the first of its kind in the nation, Friedland said.

► See **Renovation, 15A**



JONATHAN CASTNER

Sarah White preps some cherry tomatoes for grilling at the Asian wok station in the newly renovated Whole Foods in Boulder.



JONATHAN CASTNER

A kitchen is included in Whole Foods renovation, where a variety of meals will be prepared, including smoked meats.



**RENOVATION** from 14A

Food blogger and local table tour guide Megan Bucholz can see herself hanging at the expanded store on Pearl Street.

"This is great. This is exactly what I came to see," Bucholz said after a pretour of the remodel before opening day. She recently visited a large, East Coast Whole Foods store.

"It blew my mind ... and this will be even better," Bucholz said. She's particularly excited by the deli stand located in the center of the new space. An expanded selection of imported and local cheeses,

including a cut to order cheese case, should be a hit.

"You'll be able to walk up and say, 'I want just a quarter pound of that,' and we'll hand-cut and wrap it in paper the way cheese should be wrapped," said Dave Kauder, Whole Foods' specialty coordinator.

Whole Foods plans to roast some of its own deli meat, too, Kauder said. It initially will offer two turkey selections and a buffalo, Kauder said, and expand the in-house roasted options as customer demand dictates.

Whole Foods partnered with

a number of local businesses to expand product options. Locals such as Tamales by La Casita, Pappardelle's Pasta — cut to order at the deli — Glacier Ice Cream, and special selection Udi's breads formerly available only at the farmer's market will fill Pearl Street store shelves. The in-store bakery department prepares daily, fresh-baked bread and provides a wider selection of gluten-free fresh or frozen baked goods, too.

More than 50 new employees help staff the remodeled space, said Jenni-

fer Rudback, Pearl store team leader. The existing side will be remodeled in stages, Rudback said, with final touches finishing by June.

The Whole Foods store on Pearl Street isn't one of the largest in the company's chain, but it is a top performer, Friedland said, which illustrates why Boulder has a natural foods reputation.

"Given the fact that this store does as much volume as stores twice its size, it says a lot about the Boulder community, what they value and their desire for great, high quality food."

**SOCIAL** from 13A

A few national statistics make social marketing look more appealing all the time to local and national companies, Clark said.

For instance, if you hit the "like" button on a company Facebook page, you are worth about \$136 in spending to that company, said Clark, citing a national figure from Syncapse, an industry brand strategy firm in New York that researched spending habits of 4,000 web surfers in June. Those "fans," on average, spend \$71.84 more on products of which they are fans, than on other products, the study said.

"That's the 'why' behind would you do 'social' instead of e-mail," Clark said. "What 'social' does, is, it

gives you the ability to buy a higher level of visibility."

Industrywide, e-mail gives marketing folks the best bang for their buck at about a \$45 return on investment for every \$1 spent, according to John Arnold, owner of Boulder-based JohnArnold.com, who formerly worked at Constant Contact, a Massachusetts-based e-mail company that has offices in Loveland.

Others in Boulder County see e-mail messages losing traction, including Dan Powers, who markets Boulder Chamber of Commerce events that way with 3,400 mailing-list subscribers. These days, an e-mail message does not result in the same number of reservations to

an event as a similar message did two years ago, Powers said.

Same for tweeting messages, which seem to be buzzing with lots of local information but not much hard evidence on the sales generated from the posts.

Celestial Seasonings just launched a Twitter campaign with its Sleepytime bear character, for example, with hourlong Twitter sessions every Tuesday that started on Dec. 14, said Tracie Lesser, a spokeswoman for Hain Celestial Group in Boulder.

"It's difficult at this point in time to quantify, since we just launched the campaign," said Lesser. What Lesser can count, is that Celestial

has about 18,000 "fans" on its Facebook page and close to 1,000 for the Sleepytime page.

"We're confident we'll gain some momentum there, when we start to generate awareness for it," Lesser said.


Probably Vail Resorts' best new social media marketing is its EpicMix program, Slone said — a program that uses radio-frequency chips in ski passes to allow customers to share information about their performance on the slopes. Skiers can post the information to their Facebook pages, allowing friends and family to view their statistics.

"We did this partly because of social media," Slone said, "but the entire social impact could be huge for us."

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**Boulder Economic Council** 2011 Economic Forecast: Boulder & Beyond

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 4:00 to 7:30 pm, UCAR Center Green Auditorium

- Outlook for the Boulder, state and national economy by Leeds School of Business economist Dr. Rich Wobbekind
- Panel discussion on regional trends and developments
  - Patty Silverstein, Chief Economist, Metro Denver EDC
  - John Tayer, RTD Board Member
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BOULDER VALLEY REAL ESTATE WATCH

EXISTING HOME SALES

November 2010 Statistics

Year-to-Year Comparison

Location	Total# Sold	Inventory	Avg. Sales Price	Avg. Days to Contract	Median Sales Price	Total # Sold			Average Sales Price			Average Days to Contract			Median Sales Price		
						11/1/08-10/31/09	11/1/09-10/31/10	%chg	11/1/08-10/31/09	11/1/09-10/31/10	%chg	11/1/08-10/31/09	11/1/09-10/31/10	%chg	11/1/08-10/31/09	11/1/09-10/31/10	%chg
Boulder	35	354	\$712,509	99	\$532,000	529	656	24	\$652,360	\$651,019	<.2>	74	78	5.4	\$535,000	\$530,000	<.9>
Broomfield	24	146	\$378,793	73	\$325,353	341	336	<1.5>	\$358,207	\$370,505	3.4	87	85	<2.3>	\$322,000	\$326,600	1.4
Erie	12	147	\$343,128	88	\$312,000	272	278	2.2	\$334,506	\$338,343	1.1	76	88	15.8	\$315,000	\$316,043	0.3
Lafayette	13	126	\$354,730	69	\$340,000	212	227	7.1	\$350,912	\$357,627	1.9	72	67	<6.9>	\$310,000	\$307,500	<.8>
Longmont	51	423	\$283,133	65	\$221,900	869	851	<2.1>	\$237,442	\$253,498	6.8	75	72	<4>	\$219,000	\$229,900	5
Louisville	12	67	\$347,860	49	\$331,900	191	194	1.6	\$388,937	\$448,516	15.3	58	59	1.7	\$355,000	\$397,500	12
Superior	6	39	\$450,591	39	\$390,000	132	104	<21.2>	\$413,342	\$423,339	2.4	61	51	<16.4>	\$387,000	\$410,300	6
Mountains	17	306	\$361,805	108	\$292,500	199	235	18.1	\$403,206	\$421,032	4.4	146	137	<6.2>	\$337,500	\$365,000	8.1
Plains	25	328	\$601,357	76	\$569,000	223	324	45.3	\$639,389	\$611,743	<4.4>	116	100	<13.8>	\$477,730	\$470,000	<1.6>
<b>Total</b>	<b>195</b>					<b>2,968</b>	<b>3,205</b>										

EXISTING CONDO SALES

November 2010 Statistics

Year-to-Year Comparison

Location	Total# Sold	Inventory	Avg. Sales Price	Avg. Days to Contract	Median Sales Price	Total # Sold			Average Sales Price			Average Days to Contract			Median Sales Price		
						11/1/08-10/31/09	11/1/09-10/31/10	%chg	11/1/08-10/31/09	11/1/09-10/31/10	%chg	11/1/08-10/31/09	11/1/09-10/31/10	%chg	11/1/08-10/31/09	11/1/09-10/31/10	%chg
Boulder	32	396	\$363,794	205	\$233,228	601	626	4.2	\$306,702	\$301,792	<1.6>	89	126	41.6	\$245,000	\$250,000	2
Broomfield	5	39	\$228,380	138	\$240,900	60	58	<3.3>	\$217,165	\$208,609	<3.9>	121	87	<28.1>	\$219,107	\$195,000	<11>
Erie	5	16	\$215,280	43	\$153,000	27	31	14.8	\$204,807	\$245,635	19.9	86	88	2.3	\$193,325	\$199,900	3.4
Lafayette	3	45	\$135,666	71	\$120,000	93	91	<2.2>	\$187,180	\$173,251	<7.4>	78	49	<37.2>	\$179,900	\$164,000	<8.8>
Longmont	14	113	\$189,717	104	\$155,750	192	157	<18.2>	\$172,546	\$169,024	<2>	117	74	<36.8>	\$168,000	\$161,205	<4>
Louisville	2	26	\$168,250	62	\$134,000	64	49	<23.4>	\$206,107	\$208,053	0.9	90	86	<4.4>	\$207,000	\$190,000	<8.2>
Superior	1	12	\$94,900	130	\$94,900	43	31	<27.9>	\$262,724	\$253,310	<3.6>	71	82	15.5	\$209,000	\$223,000	6.7
Mountains	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Plains	4	41	\$194,015	59	\$175,500	78	110	41	\$184,231	\$184,600	0.2	97	98	1	\$159,900	\$163,000	1.9
<b>Total</b>	<b>66</b>					<b>1,158</b>	<b>1,153</b>										

For more information contact: Kenneth Hotard 303.442.3585 • khotard@barastaff.com Datasource: IRES-Information Real Estate Services

# Abound, W.W. Reynolds plant flag in Indiana

BOULDER — An investment group lead by Boulder-based real estate developer W.W. Reynolds Companies Inc. announced Dec. 14 it has acquired a 781,750-square-foot manufacturing plant in Indiana that will become the home of Abound Solar Inc.'s major production facility.

Abound Solar, which is headquartered in Loveland and has a manufacturing plant east of Longmont, will use the new plant in Tipton, Indiana, to make solar modules. Development of the site will begin in 2012, and it is expected to bring more than 900 jobs to the Tipton area.



**REAL ESTATE**  
Michael Davidson

Abound Solar intends to increase its production capacity more than 12-fold in the next few years, marketing director Mark Chen said.

The company signed a long-term lease for the building. It was purchased by a partnership of five Colorado-based investors that includes W.W. Reynolds' founder and chief executive Bill Reynolds.

The factory was listed for \$46 million, but a number of tax incentives could substantially lower the cost the investors paid, said Gayle Van Sessen of Tipton County Community and Economic Development. Tipton County is offering property tax abatements that could equal \$13 million,

## BLACK, GOLD, GREEN ... AND PURPLE

Construction continues at University of Colorado's Williams Village



MICHAEL DAVIDSON

The University of Colorado plans to open the nation's first U.S. Green Building Council LEED platinum-rated university residence hall next year. The Williams Village North Hall is expected to open in August 2011 and will be home to 500 students. The building will also be home to two residential academic programs and will include seven smart classrooms that will allow students to teleconference with colleagues from across the campus and globe. The residence hall is 127,724 square feet and will cost \$46.5 million.

and Indiana is offering tax credits based on the number of Abound Solar employees that could equal the same amount, Van Sessen said.

The incentives would go to the building's new and old owners to lower the purchase price to about \$25 million, she said.

W.W. Reynolds president and chief operating officer Jeff Wingert said the company's interest in the deal was driven by its relationship with Abound Solar. W.W. Reynolds owns the building that houses production facility near Longmont.

It will be Reynolds' first out-of-

state property.

"It seemed to make sense," Wingert said. "For now it's a one-time deal. ... We're not actively pursuing real estate outside the state."

The building is vacant and was built by Getrag Transmission Man-

► See **Real Estate, 17A**



**REAL ESTATE** from 16A

ufacturing LLC, a German-based company that went bankrupt before it could occupy the plant.

Abound Solar conducted a nationwide search for the new plant, Chen said. The search was guided by the company's desire to obtain a \$400 million loan from the U.S. Department of Energy. The department had a number of constraints that made it implausible for Abound Solar to build a new facility and essentially required Abound Solar find a newly built but unoccupied building. Colorado did not have any spaces that met that criteria.

"It came down to just a handful of sites around the country," Chen said.

Abound Solar announced the news Dec. 14, along with the closing of the federal loan and the receipt of a \$110 million equity investment.

Abound isn't leaving Colorado behind. Far from it, Chen said.

Abound Solar also announced plans to triple the size of its plant near Longmont and hire about 200 more employees during the next 18 months. The company employees about 200 people at that facility and has about 350 employees in Colorado.

**PIZZA WITH PURPOSE:** Naked Pizza, a rapidly expanding chain of carry-out and delivery pizzerias that serves pizza made with all-natural ingredients, has secured a home for its Boulder franchise.

The restaurant will be located in a 1,140-square-foot space at 1629 28th St. It will be the chain's first location in Colorado.

Naked Pizza was launched in 2009 in New Orleans.

The Boulder restaurant is scheduled to open in mid-March, he said. The Boulder franchise will be owned by JCY's Investments Boulder LLC.

James Dixon of Tebo Development Co. represented the landlord. Todd Walsh of The Colorado Group represented the tenants.

**VELONEWS RELOCATES:** The Competitor Group Inc., the parent company of VeloNews and VeloPress, will leave its longtime Boulder office in February for a new home in Boulder.

About 30 employees who are part of the editorial and sales staffs for VeloNews and VeloPress will move from 1830 55th St. to a 10,239-square-foot office space at 3002 Sterling Circle.

"We've been here 20ish years," VeloNews editor in chief Ben Delaney said of VeloNews' current office. "Basically we just need a new spot."

CGI will occupy the building's second floor and half the first floor. It will be the first tenant at 3002 Sterling Circle. The building was constructed in 2008 by Aweida Properties Inc.

CGI has signed a five-year lease for the property, Delaney said. He would not disclose the rate CGI is paying, but he said it was a better rate than the company expected.

"It's definitely a renter's market. We looked at this place about two

years ago, and it was just too much," Delaney said.

Todd Walsh of the Colorado Group represented Competitor Group. Chris Boston of Gibbons-White Inc. represented the landlord, Aweida Properties.

**VELTEC MOVES:** Veltec Sports Inc., a marketer and distributor of cycling, triathlon, running and fitness apparel, is moving its office to a 3,500-square-foot space at 4735 Walnut St., Suite A in Boulder.

The company's lease agreement expired for space at 3180 Sterling Circle, Suite 200, in northeast Boulder.

The new office condominium will be leased from owners Steve and Sandy Friedman and will place the business "closer to downtown Boulder, key retailers and the Boulder cycling community," the company said in statement.

Veltec Sports' soft-goods division in Boulder has 10 employees and markets Descente, Shebeest, Sidi, Vredestein, Enervit, Colnago and Prologo sports brands. Veltec's corporate office is in the Netherlands and has its U.S. operations in Carson City, Nevada.

**PRODUCT ARCHITECTS:** The maker of the Polar Bottle has relocated and consolidated its facilities in Boulder.

Product Architects Inc., which has been manufacturing insulated sports water bottles since 1994, moved to 5637 Arapahoe Ave. The 15,000-square-foot will house the company's offices and production facility.

Previously, the company had been spread over three facilities in Boulder, Product Architects president Judy Amabile said.

Product Architects is best known for the Polar Bottle, a BPA- and phthalate-free insulated water bottle with a spill-proof cap. The bottles are assembled in Boulder.

The company has about 35 full-time employees, with the staff increasing to about 45 during the summer.

Doug Haffnieter of Boulder-based real estate brokers Flagstaff Properties Inc. represented Product Architects.

**LEASES:**

- **Mercer Advisors Inc.**, a firm that provides consulting services to dental practices, has leased 1,375 square feet of office space at 2595 Canyon Blvd., Suite 220. Annie Lund of Gibbons-White Inc. represented the listing company. Neil Littman and Anya Allen of The Colorado Group represented the selling company.

- **Moe's Broadway Bagel Inc.** has signed a lease for space at 3267 28th St. Audrey Berne of The Colorado Group represented the selling company. James Dixon of Tebo Development Co. represented the listing company.

- **Broadway in Boulder Studios**, a nonprofit studio for vocalists and musical theater performers, signed a sublease for a 3,000-square-foot studio at 2500 Pearl St. Todd Walsh and Danny Lindau of The Colorado Group brokered the deal.

**BROOMFIELD**

**RE/MAX RELOCATES:** Re/Max Alliance of Broomfield has left its office at 6343 W. 120th Ave., the company's Broomfield home since 2009, although it intends to return to Broomfield soon.

Re/Max has several reasons for moving, Broomfield managing broker Mike Scott said. The lease was expiring, and Re/Max's attempt to buy the building, which had been foreclosed on, was rebuffed, he said.

The building was purchased by Vectra Bank Colorado for \$1,328,000 at a July 21 bankruptcy auction.

Re/Max wanted a more stable situation, Scott said. It also would prefer to be in a farther north in the city, he said.

About 40 agents worked out of the office. They will be split between Re/Max Alliance offices in Louisville and Westminster, operations coordinator Joni Haack said.

**LONGMONT**

**ENERGY FIRM LEASES SPACE:** Oil and gas services company Weatherford U.S. LP has signed a lease for 29,080 square feet of industrial space at 4005 North Valley Drive, along with two acres of property adjacent to the parcel.

Edward C. Regel of Regel & Associates represented the building's owner, Harms LLC.

The lease is for five years with two

five-year options, Regel said.

Weatherford likely will use the space to store and clean equipment, Regel said.

Weatherford (NYSE: WFT) employs more than 50,000 employees worldwide, operates in more than 100 countries with 800 service bases and 16 technology development and training facilities. It has several facilities in Colorado, including a stocking location and warehouse in Evans.

Weatherford U.S. LP is a subsidiary of Weatherford International Ltd., which is headquartered in Switzerland.

**LOUISVILLE**

**DISTRESSED CONDOS:** Louisville-based Condo Capital Solutions LLC announced Dec. 14 it acquired a condominium and town-home project in Jacksonville, Florida.

The purchase price was not disclosed.

Condo Capital Solutions is part of the Real Capital Solutions Inc., a group of companies that includes Homebuilding Capital Solutions and Apartment Capital Solutions founded by real estate executive Marcel Arsenault.

The development, named Old San Jose on the River, currently has three completed buildings including a five-story, 18-unit condominium building on the St. Johns River, a four-unit condominium residence and three town homes.

**I LEASE WITH THE LIZARD**

**Linda Tyler**  
Executive Director

**Greenwood Wildlife Rehabilitation Center**

THE **W.W. Reynolds** COMPANIES  
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OPINION

EDITORIAL

**NASA tech park would fit right in if it comes to pass**

**N**ASA's plans for a research park between Boulder and Loveland should provide a significant boost to efforts to solidify the northern Front Range as a center for aerospace and clean-energy technology, if it comes to pass.

The plans were unveiled Dec. 13 by NASA, the Colorado Association for Manufacturing and Technology, and the Colorado Office of Economic Development and International Trade. Plans call for a manufacturing innovation park for 70 to 100 companies. The park would include about 1 million square feet of space and could create 10,000 jobs.

While the number of jobs seems unrealistically high, and financing is still hard to come by, it's a bold and beautiful idea.

Central to the park's mission would be to create a hub for promotion of the aerospace and clean-tech sectors, including commercialization of NASA technology. That's a great fit for the Boulder Valley and Northern Colorado, feeding off the clean-tech strengths of Colorado State University in Fort Collins, the University of Colorado in Boulder and federal laboratories in both markets.

Both regions have developed expertise in clean energy, with major employers such as Vestas Wind Systems, Abound Solar and many others. Technology developed at NASA meshes well with those other strengths, and should foster continued growth of the aerospace and clean-tech sectors.

Area developers are eager to have land considered for the technology hub. We can think of a number of viable sites in both Boulder and Larimer counties (the areas targeted by NASA).

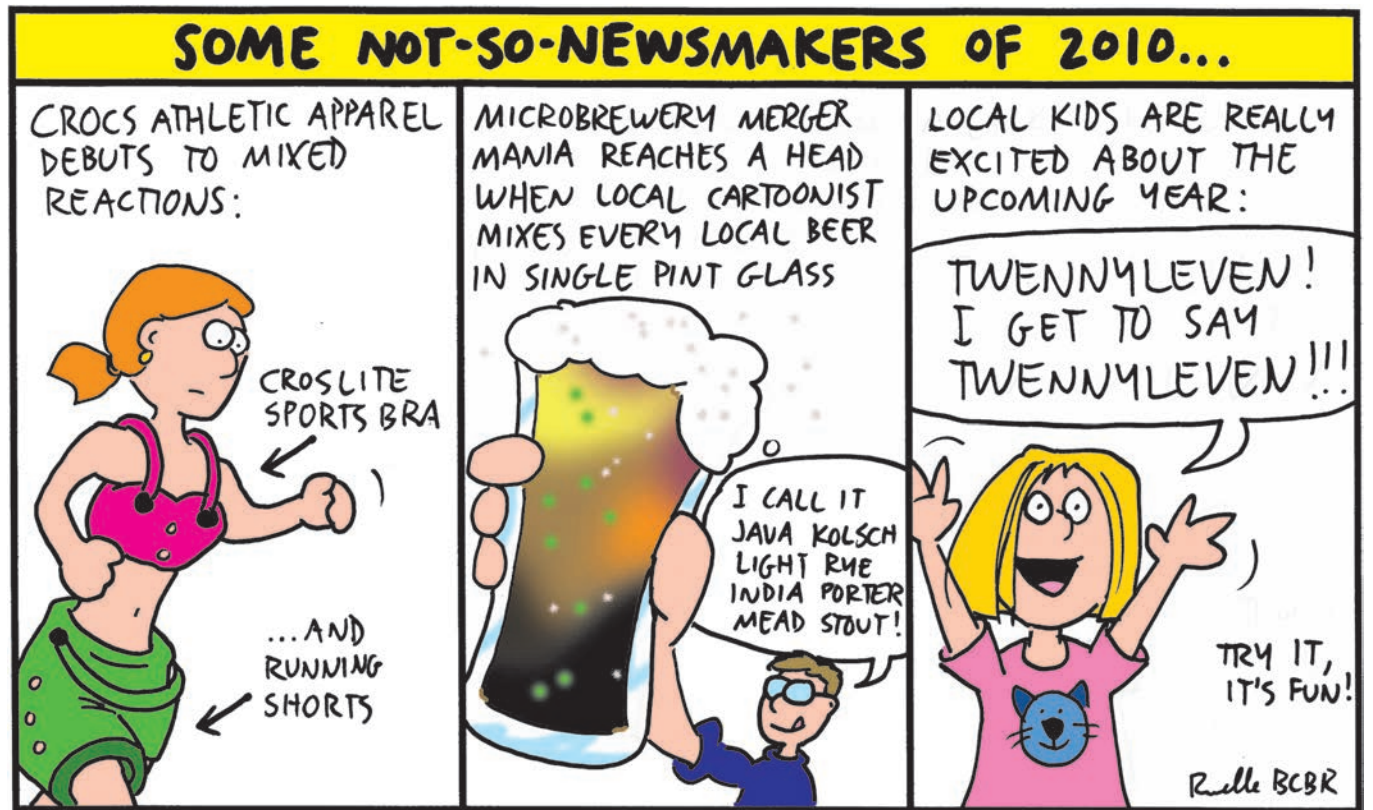
NASA's goal is to commercialize technology in a faster, more-efficient manner, and to build a cluster of companies that will strengthen those industries regionally.

Other areas of the country are striving to become national centers of clean technologies, but few boast the wealth of resources prevalent in the Boulder Valley and Northern Colorado. NASA's plan will further cement the region nationally and globally in clean tech.

The other targeted sector, aerospace, will build on an existing strength in the Boulder Valley, with the presence of Ball Aerospace & Technologies Corp. in Boulder and DigitalGlobe Inc. in Longmont.

The success of the NASA plan will depend on whether a developer embraces the proposal and is willing to invest significant funds to realize its potential.

For our part, we would be pleased to add NASA to the other abbreviations that have made the region famous: NCAR, NREL, NIST, CU, CSU and many others.



**Boulder Valley rebuilds in 2010**

*Economy shows improvements, but challenges remain*

**T**his past year has included positives and negatives for the Boulder Valley economy. Businesses locally have generally fared better than the rest of the nation, and 2010 was, for many, a year to stabilize from the turmoil of late 2008 and 2009.

At the very tail-end of the year, we got word of a new NASA technology park to be built somewhere between Boulder and Loveland. The announcement came with predictions of thousands of jobs, as NASA seeks to commercialize space technology. It's just the type of announcement that one would expect in a region that includes the University of Colorado, Colorado State University and a plethora of federal laboratories.

That doesn't mean that the year was all good news, however. Although many of the economic statistics include positive signs — unemployment in the Boulder Valley remains below that of the state and nation — certain sectors, such as banking, continue to struggle.

Some banks based in the Boulder Valley or Northern Colorado remain under some sort of federal enforcement action — a condition that's certain to continue into 2011. Banks

that have inadequate capital reserves, or higher-than-advised real estate exposure or high volumes of bad loans are less likely — or able — to lend.

That's a drag on the local economy, and one that has affected small business, real estate developers and other sectors.

Real estate is a mixed bag in the Boulder Valley. Boulder overall ranks as one of the stronger residential markets, but higher-priced homes can stay on the market for many months, if not years. Other communities offer a mixture of strength and weakness, depending on the community, the neighborhood and the price range. In the end, it will take years for the real estate market in the broader Boulder Valley to recover fully.

Likewise, commercial real estate's performance in 2010 depended on the community and the type of property discussed. Office vacancies remain relatively strong in Boulder, especially downtown; vacancies that have opened up have been filled fairly quickly. Some communities are seeing increases in vacant industrial and warehouse space.

One bright spot in the local econ-

omy has been the technology sector, which has performed admirably during the past year. We've seen expansions at companies such as Rally Software Development Corp., Webroot Software Inc. and many others.

One of the great ways that the Boulder County Business Report has to gauge the performance of the local economy is our CEO Roundtables, a monthly gathering conducted in conjunction with Holland & Hart LLP and Ehrhardt Keefe Steiner & Hottman PC. We invite representatives from a different industry every month to discuss trends, issues and opportunities facing their companies and sectors.

One underlying theme throughout 2010 was cautious optimism, and gratitude that 2009 was behind them. Most sectors saw a better year in 2010 than they had previously, but few were anticipating robust growth. While issues varied among the different industries, lack of capital was a common complaint.

Many businesses in 2010 learned to get by with fewer employees. They've created efficient operations that will only add to profitability as the economy continues to improve.

As we prepare to enter 2011, let's hope for more — and longer — strides to a robust economy.

*Christopher Wood can be reached at 303-440-4950 or via e-mail at cwood@bcbr.com.*



**PUBLISHER'S NOTEBOOK**  
*Christopher Wood*

**BOULDER COUNTY BUSINESS REPORT**

VOLUME 29, ISSUE 27  
BOULDER COUNTY BUSINESS REPORT  
3180 Sterling Circle, Suite 201,  
Boulder, Colo. 80301-2338, is  
published biweekly by Boulder  
Business Information Inc., a Colo-  
rado corporation, in Boulder, Colo.



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## CALENDAR

## December

**27** The Boulder Chamber is hosting a **Leads Group** from noon to 1 p.m. at the chamber office, 2440 Pearl St. in Boulder. To join the group, contact Peggy Goehring at peggygoehring@aol.com or 720-280-1068.

**28** The Longmont Area Chamber of Commerce is hosting a **Leads for Success** from 11:30 a.m. to 1 p.m. at the Dickens Tavern, 300 S. Main St. in Longmont. Admission is free. For more information, e-mail smcleod@longmontchamber.org or call 720-864-2878.

## January

**3** The Boulder Chamber is hosting a **Leads Group** from noon to 1 p.m. at the chamber office, 2440 Pearl St. in Boulder. To join the group, contact Peggy Goehring at peggygoehring@aol.com or 720-280-1068.

**5** The Longmont Chamber of Commerce is hosting **Leadership Longmont** from 8 a.m. to 4 p.m. at Xilinx, 3100 Logic Drive in Longmont. The course is designed to educate leaders about issues and opportunities facing the community. For more information, contact Kathy Weber-Harding at 303-776-5295 or kharding@longmontchamber.org.

The Superior Chamber of Commerce is hosting a **Leads Group** from noon to 1:15 p.m. at Summit Bank & Trust, 2002 E. Coalton Road in Broomfield. For more information, call 303-554-0789 or e-mail info@superiorchamber.com.

**6** The Superior Chamber of Commerce is hosting **Small Business Owner's Mastermind** from 9 to 10 a.m. at the chamber office, 122 William St. in Superior. For more information, call 303-554-0789 or e-mail info@superiorchamber.com.

The **Next Young Professionals Group** is meeting from 4:30 to 6:30 p.m. at Fusion Food and Spirits, 1940 Ken Pratt Blvd. in Longmont. Admission is free. For more information, contact Jeff Simcock at 720-864-2872 or e-mail jsimcock@longmontchamber.org.

Living Well LLC is hosting a **Weight Loss Seminar** from 6:30 to 7:30 p.m. at Living Well, 54 Garden Center in Broomfield. Admission is free, but seating is limited. For more information, call 303-466-3232 or

e-mail meg.magee@hotmail.com.

The Boulder Chamber is hosting a **New Member Orientation** from 8 to 9 a.m. at the chamber office, 2440 Pearl St. in Boulder. A light breakfast will be served, and no RSVP is required. For more information, visit www.boulderchamber.com and click on events.

**8** The **Lafayette Quaker Oatmeal Festival** is from 7:30 a.m. to 1 p.m. in Old Town Lafayette, Pioneer Elementary School, 101 E. Baseline Road in Lafayette. The event features a 5K run, health fair and oatmeal baking contest. For more information, visit www.lafayettecolorado.com and click on events.

**10** The Boulder Chamber is hosting a **Leads Group** from noon to 1 p.m. at the chamber office, 2440 Pearl St. in Boulder. To join the group, contact Peggy Goehring at peggygoehring@aol.com or 720-280-1068.

**11** The Longmont Area Chamber of Commerce is hosting a **Leads for Success** from 11:30 a.m. to 1 p.m. at the Dickens Tavern, 300 S. Main St. in Longmont. Admission is free. For more information, e-mail smcleod@longmontchamber.org or call 720-864-2878.

**12** The Longmont Area Chamber of Commerce is hosting the networking group **Connections** from 8:30 to 9:30 a.m. at the Sun Rose Café, 379 Main St. in Longmont. Admission is free. For more information, e-mail smcleod@longmontchamber.org or call 720-864-2878.

The Superior Chamber is hosting a **Leads Group** from noon to 1:15 p.m. at Summit Bank & Trust, 2002 E. Coalton Road in Broomfield. For more information, call 303-554-0789 or e-mail info@superiorchamber.com.

Longmont Area Chamber of Commerce is hosting a **Small Business Leads Group** from 3 to 4:30 p.m. at the Dickens Tavern, 300 S. Main St. in Longmont. Admission is free. For more information, e-mail smcleod@longmontchamber.org or call 720-864-2878.

**13** The Longmont Area Chamber of Commerce is hosting **Lattes and Leads** from 8:15 to 9:30 a.m. at Jack's Corner Café and American Bistro, 600 S. Airport Road, Building A, Unit A in Longmont.

Admission is free. For more information, e-mail smcleod@longmontchamber.org or call 720-864-2878.

The Superior Chamber presents **Superior Women in Business** from noon to 1:15 p.m. at the chamber office, 122 William St. in Superior. For more information, call 303-554-0789.

The Boulder Chamber is hosting a **Leads Group** from noon to 1 p.m. at the chamber office, 2440 Pearl St. in Boulder. For more information, contact Thomas Ledder at 303-524-4944 or e-mail tledder@pedaltoproperties.com.

**17** The Boulder Chamber is hosting a **Leads Group** from noon to 1 p.m. at the chamber office, 2440 Pearl St. in Boulder. To join the group, contact Peggy Goehring at peggygoehring@aol.com or 720-280-1068.

**18** The Lafayette Chamber presents **Connect and Grow** from 8 to 9 a.m. at the chamber office, 1290 S. Public Road in Lafayette. For more information, call 303-666-9555 or e-mail info@lafayettecolorado.com.

**19** The Lafayette Chamber is hosting an **Eye Opener Breakfast** at 7:30 a.m. at 502 S. Public Road in Lafayette. City Administrator Gary Klaphake will give an update on Lafayette. Admission is \$12 at the door for members and \$15 for nonmembers. For more information, call 303-666-9555 or e-mail info@lafayettecolorado.com.

The Superior Chamber is hosting a **Leads Group** from noon to 1:15 p.m. at Summit Bank & Trust, 2002 E. Coalton Road in Broomfield. For more information, call 303-554-0789 or e-mail info@superiorchamber.com.

**20** The Superior Chamber is hosting **Small Business Owner's Mastermind** from 9 to 10 a.m. at the chamber office, 122 William St. in Superior. For more information, call 303-554-0789 or e-mail info@superiorchamber.com.

The Boulder Chamber is hosting a **Leads Group** from 11:30 a.m. to 12:30 p.m. at the chamber office, 2440 Pearl St. in Boulder. For more information, contact Rachel Weinberg at 303-541-1913 or e-mail Rachel@

movinginboulder.com.

The Boulder County Business Report is hosting a **Book of Lists Launch Party** from 5:30 to 7:45 p.m. at the Omni Interlocken Resort, 500 Interlocken Blvd. in Broomfield. Admission is \$55 per person through Jan. 16. Cost increases to \$65 per person Jan. 17. Group of five is \$250. R.S.V.P. at www.regonline.com/bolparty2011, call 303-440-4950 or e-mail kloewen@bcbr.com.

**21** The Longmont Area Chamber of Commerce is hosting a **New Member Orientation** from 8 to 9 a.m. at chamber office, 528 Main St. in Longmont. Admission is free. For more information, contact Shelley McLeod at 720-864-2878 or e-mail smcleod@longmontchamber.org.

**24** The Boulder Chamber is hosting a **Leads Group** from noon to 1 p.m. at the chamber office, 2440 Pearl St. in Boulder. To join the group, contact Peggy Goehring at peggygoehring@aol.com or 720-280-1068.

The Boulder Economic Council will host **2011 Economic Forecast: Boulder & Beyond** from 4 to 7:30 p.m. at the University Corporation for Atmospheric Research Center Green Auditorium, 3030 Center Green Drive in Boulder. Introductions will be from 4 to 4:15 p.m., a panel discussion by Boulder economist Richard Wobbekind will be from 4:15 to 5:15 p.m., an economic forecast will be from 5:30 to 6:30 p.m. and a reception will be from 6:30 to 7:30 p.m. For more information, visit www.bouldereconomiccouncil.org.

**25** The Longmont Area Chamber of Commerce is hosting a **Leads for Success** from 11:30 a.m. to 1 p.m. at the Dickens Tavern, 300 Main St. in Longmont. Admission is free. For more information, contact Shelley McLeod at 720-864-2878 or e-mail smcleod@longmontchamber.org.

Longmont United Hospital presents **The Future of Health Care Seminar** from 4 to 5:30 p.m. at Longmont United Hospital, 1950 Mountain View Ave. in Longmont. A presentation will be given on the development of the current health-care system, attempts at health-care reform, new models of health care and how to become a better consumer of health care. For more information, call 303-485-4184 or visit www.luhcares.org.

## BCBRDAILY from 2A

A new research center will be part of the expansion. The center will be used to research and design surgical tools.

## Giveo secures \$1.5 million

BOULDER — Giveo Inc., a Boulder-based software company that helps organizations create and manage "cause-related marketing campaigns," raised \$1.5 million in Series A funding.

The round was led by Westminster-based Access Venture Partners, with participation from Grotech Ventures, a Vienna, Virginia-based investment company, Sentinel Trust of Houston and several private investors, the company said in a press release announcing the fundraising.

## Thistle explores merger

BOULDER — Thistle Communities, a nonprofit in Boulder that creates affordable rental and ownership homes for working families, seniors and people with disabilities, is investigating merging with Colorado Community Land Trust, a similar Denver-based nonprofit.

Colorado Community Land Trust was founded in 2002, and its service area encompasses the Denver metro area.

"We are exploring joining with the Thistle community land trust, but it isn't decided yet," CCLT former executive director Jane Harrington said. She is working as a consultant for CCLT.

Harrington said the talks are in a

preliminary stage and that other consultants and affordable housing experts are helping the organizations determine whether they should proceed.

## Erie bans med-marijuana shops

ERIE — Erie town trustees have decided to ban medical-marijuana dispensaries, growing operations and medical marijuana-related infused product manufacturing in town.

The ban takes effect Jan. 21. It makes permanent a temporary ban that's been in place since October 2009.

The town has not received any applications for medical marijuana-related businesses, Diehl said.

## LDDA hires executive director

LONGMONT — The Longmont Downtown Development Authority has a new executive director.

Kimberlee McKee, 38, of Akron, Ohio, will start Feb. 7. She beat out 65 candidates for the job, which will pay a base salary of \$100,000 per year.

McKee is currently president of the Downtown Akron Partnership, a group similar to the LDDA in Akron, Ohio. She was the unanimous choice of all of the groups in Longmont that interviewed her.

Former LDDA executive director Mary Murphy-Bessler resigned from the job after 13 years to move to Arizona with her family. The group has been without an executive director since July.

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FEBRUARY 2011

**BCBR**



# NOMINATE YOUR 2011 FORTY UNDER 40 CANDIDATE

The Boulder County Business Report presents the annual Forty Under 40 event, honoring the area's emerging leaders. These are the young professionals who are shaping and will continue to shape the future of the Boulder Valley.

We invite you to submit candidate nominations or to apply yourself. The deadline is Jan. 7, 2011. A panel of Boulder Valley community leaders will select the final 40. Honorees will be recognized during the Forty Under 40 event in February at the Boulder Theater. They will also be profiled in the February 18 issue of the Boulder County Business Report.

**Qualifications:** The Forty Under 40 candidate must...

- Be under 40 years old as of Feb. 16, 2011.
- Have had an impact on his or her organization.
- Live or work in Boulder or Broomfield counties.
- Made significant contributions of time and talent to the Boulder Valley community.
- Show potential for being a leader during the next decade.

**Forty Under 40 Nomination**

Nominee's/Applicant's First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
 Age \_\_\_\_\_ Birth date \_\_\_\_\_  
 Company \_\_\_\_\_  
 Current Title \_\_\_\_\_  
 Nominee's Work Telephone Number \_\_\_\_\_ Nominee's E-mail Address \_\_\_\_\_  
 Nomination Made By \_\_\_\_\_  
 Nominator's Telephone Number \_\_\_\_\_ Nominator's E-mail Address \_\_\_\_\_

**Reference**

Please list the name of the person in charge of the nominee's organization.

Name \_\_\_\_\_  
 Company \_\_\_\_\_  
 Title \_\_\_\_\_  
 Phone \_\_\_\_\_  
 E-mail \_\_\_\_\_  
 Address/City/State/Zip \_\_\_\_\_

**Business & Personal Accomplishments**

What impact has the nominee had on his or her organization? (40-50 words maximum, please) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Why do you think this person will be a Boulder Valley leader in the next decade? (40-50 words) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

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**NOMINATIONS MAY BE:**

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303-440-8954

**Mailed to:**

40 Under 40 Nominations  
Boulder County Business Report  
3180 Sterling Circle, Suite 201  
Boulder, CO 80301-2338

**E-mail high resolution**

photo of nominee to dstorum@bcbr.com;  
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