

BOULDER COUNTY BUSINESS REPORT **\$1**



TECHNOLOGY
Social networks
coming of age
as business tool
17A

Serving Boulder and Broomfield Counties
Volume 29 | Issue 4 | Feb. 5-18, 2010

Sun makes Oracle stout competitor

BY RYAN DIONNE
rdionne@bcbr.com

Local industry leaders see merger as chance for positive outcomes

BROOMFIELD — While many questions are left unanswered, the Sun Microsystems Inc. and Oracle Corp. marriage could mean more options for technology companies that are customers of one or the other.

increased competition in the technology market or from Sun/Oracle combined products.

"I don't see the negative impact at all," said Ryan Martens, co-founder

and chief technology officer of Boulder-based Rally Software Development Corp.

Rally's application is built using Sun's Java platform and runs on Oracle's data-

bases, so Martens said his company is looking forward to further integration. The \$7.4 billion acquisition, which was finalized in late January, could mean Oracle selling Sun's hardware pre-installed with Oracle's software.

Rick Sturm, chief executive officer of Boulder-based Enterprise Management Associates Inc., an industry

► See **Oracle, 16A**

Patients + Families unites boomers, parents

Web-based service aids collaborative long-distance care

BY LYLA D. HAMILTON
news@bcbr.com

BOULDER — When family members lived near one another and doctors made house calls, everyone could gather around the kitchen table to discuss the diagnosis and recommendations for the patient. Patients + Families strives to create comparable conversation and engagement in electronic form.

Its Web service brings baby boomer families and caregivers together in a hub, a secure, private site where they can communicate and coordinate care. For veteran entrepreneur and company co-founder Mark Silverman, a customer success story is someone who says, "My family has never been so close in supporting mom as we have been since we started using Patients + Families."

The person who establishes the hub, the family coordinator, invites others to participate and identifies their roles: family member, health-care provider or patient.

"Health-care provider" is deliberately broad, Silverman said. "They aren't just people with a lot of initials after their names," he stressed. "They include the neighbor who picks up



PETER WAYNE

Patients + Families, a Web service undergoing beta testing, is designed to help baby boomers communicate and coordinate care for their aging parents. Co-founders of the Boulder-based startup are, from left, Gordon Van Dusen, Mark Silverman and Ann Togher. Co-founder Brian Lanahan is not pictured.

prescriptions for the patient."

Through the calendar and to-do functions, hub members share information about doctor visits, errands or other events. They can schedule, comment or report on activities.

In the discussion area, they can post comments that include attachments or Web links. Family members can restrict access to sensitive topics such as financial concerns to "Family Eyes Only."

Even if the aging parent doesn't

use email, the service still benefits the patient, the family and caregivers, Silverman said.

Family engagement is often crucial to successful treatment, he noted, but the health care system relies on patients to share information and enlist support.

Geriatric patients may not disseminate medical information effectively or accurately. They might not realize they need help.

A Patients + Families hub can free

seniors from the burden of transmitting information to the family. Also, it may allow family members to identify needs and provide the assistance required for the parent to continue to live independently.

Through the hub, distant family members can participate more effectively in parental care. This reduces the burden on those living near the patient. It can also foster family unity.

Since health-care providers can

► See **Unites, 16A**

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NCAR selects Wakimoto to fill director's post

Editor's note: The following is a wrap-up of breaking local business stories published daily on the Boulder County Business Report's Web site. 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 — Roger M. Wakimoto, an associate director and senior scientist at the National Center for Atmospheric Research in Boulder, is the center's new director.

Wakimoto began his new duties Feb. 1. He succeeds Eric J. Barron, who left NCAR in January to be president of Florida State University.



Wakimoto

"Roger is a world-class scientist and administrator with broad knowledge of both the atmospheric sciences and the university community that NCAR serves," said Richard Anthes, president of the University Corporation for Atmospheric Research, which manages NCAR for the National Science Foundation. "I am very pleased to have him at the helm of NCAR."

A geophysicist with expertise in tornadoes, thunderstorms and other

types of severe weather, Wakimoto has served as director since 2005 of NCAR's Earth Observing Laboratory, which oversees instrument development and major field projects. He has most recently guided the development of a major workforce management plan for NCAR. Wakimoto came to NCAR after 22 years at the University of California, Los Angeles, where he was a professor of atmospheric sciences for more than a decade and also was chairman of the department.

BCBRdaily

Sunflower to open in Lafayette

LAFAYETTE — Sunflower Farmers Market plans to open a new store in the old Albertson's space in Waneka Marketplace at the northeast corner of Highway 287 and South Boulder Road in Lafayette.

According to the city council's minutes from its Jan. 14 meeting, Sunflower will occupy about 28,000 square feet. The rest of the building, which is under contract with Raufeisen Development Co., will be remodeled to accommodate other stores.

Rock Island, Ill.-based Raufeisen Development Co. confirmed the building is under contract but has yet to close the deal. Todd Raufeisen, the company's president, said he has three tenants

lined up for the building, but won't disclose who until the deal is finalized, which should be within 30 days.

As part of the deal, Lafayette will waive various fees, rebate the city's use taxes for the remodel and provide up to \$800,000 in sales tax rebates over five years.

The city anticipates Sunflower will generate about \$300,000 net in new sales taxes per year.

Ragghianti Guitars picks Boulder

BOULDER — Bob Lang, a longtime Boulder resident, has teamed with an Italian custom guitar maker to form Boulder-based Ragghianti Guitars.

The company will distribute Fabio Ragghianti's new line of hand-crafted instruments, which incorporate the features of his custom guitars but at a lower price. Retail prices will start below \$2,500.

"We are now able to offer the results of Fabio's 30 years of guitar-building experience, with its unique blend of tradition, research, and innovation, to many more players," Lang said.

The new instruments will be manufactured in China under Ragghianti's instructions and supervision.

Deal temporarily saves jobs

BOULDER — A deal between two biopharmaceutical companies will keep some Boulder employees

working here a little longer.

OSI Pharmaceuticals Inc. (Nasdaq: OSIP), which previously announced it would move its operations in Boulder to New York, said it reached an agreement with North Carolina-based Novella Clinical Inc. to provide clinical research and related services to OSI for two years in Boulder.

As part of the agreement, Novella will assume use of some of OSI's Boulder facilities at 2860 Wilderness Place and employ members of OSI's Boulder staff. The local office employed 145 people in mid-2009, but it's unclear how many of those employees could remain here with Novella.

The Boulder office is part of OSI's oncology business unit. The office is responsible for the clinical development and regulatory filing of cancer treatments.

"This is a win-win agreement between OSI and Novella and for the OSI Boulder employees who have chosen not to relocate with the company," OSI Chief Executive Officer Colin Goddard said.

In July 2009, OSI announced plans to consolidate its U.S. operations in Boulder, Cedar Knolls, N.J. Melville, N.Y. and Farmingdale, N.Y. onto a single campus located in Ardsley, N.Y. OSI had begun consolidation of approximately 350 current U.S.

► See **BCBRdaily**, 11A

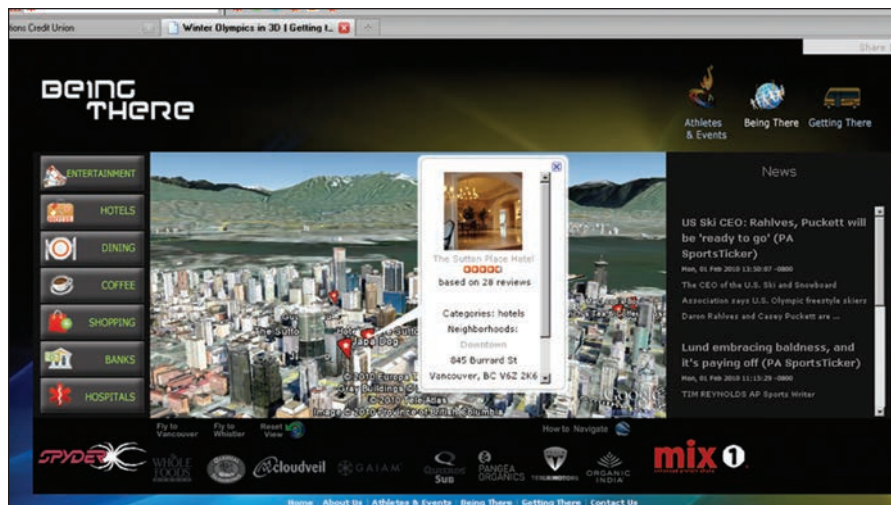
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EarthvisionZ offers virtual 3-D Olympic site



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Online visitors to www.olympicsin3D.com can zoom in and out to virtually visit the Olympic Village, downtown Vancouver and fly through the mountains where many of the events will be held. They can click on an object and information will appear on screen.

BY DOUG STORUM
dstorum@bcbr.com

BOULDER — EarthvisionZ LLC is creating a Web site that will provide a virtual-earth experience of the 2010 Winter Olympic Games in 3-D using geospatial technology and Google Earth.

The free site, www.olympicsin3D.com, is scheduled to launch Monday, Feb. 8, a few days before the Games begin on Feb. 12 in Vancouver and Whistler resort. The site is available to computer users but cannot be accessed by mobile phone.

“A lot of companies are providing Olympic information, but we are the only one providing it in 3-D using

Goggle Earth,” said Carla Johnson, chief executive officer of the Boulder-based firm.

Using Google Earth (a Google Earth plug-in is required), users can zoom in and out to virtually visit the Olympic Village, downtown Vancouver and fly through the mountains where many of the events will be held. They can click on an object and information will appear on screen.

Johnson said the site will provide information on athletes, Olympic news, weather, event schedules, Twitter feeds from the events, current medal counts and television schedules.

It also will provide information to
➤ See **EarthvisionZ, 9A**

iPhone application easier to carry than metal cowbell

More cowbell! Boulder-based **Rage Digital Inc.** has created an iPhone application that includes a clanging cowbell specifically for the Vancouver 2010 Olympic Winter Games.



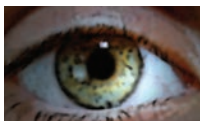
Rage is selling the iPhone app for 99 cents at the Apple App Store and touts it as being much easier to carry than a metal cowbell.

The application, **Cowbell2010**, available for the iPhone or iPod

Touch, has a virtual cowbell to help cheer for athletes, a real-time medal tally by country, a Twitter feed aggregator that tracks Olympians, an event schedule tailored to the user’s time zone and a “wall” to post photos or messages regarding the games.

As part of the app, the cowbell can be “draped” in any country’s flag and then tapped or shaken to make it ring. After all, The Eye can never get enough cowbell!

THE EYE



A Lafayette chiropractic sports doctor is on his way to Vancouver to serve as part of the 47-member medical staff for the 2010 Winter Olympic Games. **Eric St. Pierre**, head of sports rehabilitation at the South Pointe Medical Center in Lafayette, will serve on the U.S. Olympic medical staff for the short track speed-skating team.

Grammy-goers got a little piece of Boulder in their swag bags this year.

Boulder-based **PureEnergy Solutions Inc.**, had its iPhone WildCharge Skin included in all presenters’ and performers’ gift bags allowing each one to wirelessly charge their iPhone.

Questionable future



JONATHAN CASTNER

Hugh Moore, owner of the Gold Hill General Store and Café for the past 15 years, worries that he may have to close the business operating in a historic building in the old mining town in Boulder County.

Hard winters, economy threaten Gold Hill’s historic store

BY ELIZABETH GOLD
news@bcbr.com

GOLD HILL — When Hugh Moore bought what’s now called the Gold Hill General Store and Café, he saw the investment as a way to get to know his neighbors. His plan was to run the store for a few years and have some fun with it.

Almost 15 years later, his neighbors are hoping he can make it through another year without closing the doors.

Like a lot of businesses, the Gold Hill General Store and Café is struggling in the current economic climate. And like a lot of businesses, the store and café has been struggling for a couple of years.

What’s different about this business, however, is that it’s housed in a historic building built around 1890. Its original purpose was to serve the community in a way that’s similar to

its current purpose.

“Originally this was one of several stores in town,” Moore says. “The deli was cooled from ice stored in sawdust in the ice house out back.”

“We use the same deli today,” he adds.

The mining town of Gold Hill was the site of the first major gold discovery during the 1859 Colorado Gold Rush. It remained an important mining camp throughout the late 19th century. Whereas the population reached about 1,500 during the town’s heyday, it sits just at about 200 today.

“After the 1930s it came down to just one real mining enterprise in the area,” Moore says. “Gold Hill almost became a ghost town in the 1950s with only two families still in town.”

“Everything commercial was abandoned, and cabins became summer retreats for people from Denver, Kansas, Iowa and Illinois.”

Listed on the National Regis-

ter of Historic Places, the building remained closed from the 1940s until 1975 when a kitchen and bathroom were added on.

Reincarnations of the operation included a health-food store and a conventional grocery store.

Moore knew that if he had any chance in making the store profitable when he bought it in 1995, he needed to do more than rely on the locals coming in to buy groceries.

So he added a café that features homemade breakfast, lunch and desserts and reduced the number of grocery items. Pottery, jewelry and other crafts made by locals continue to make the store and café an inviting warm spot on a cold day.

And then there’s the potbelly stove to gather around with a piece of pie in hand.

Regardless of its charm, the store and café took about 10 years before

➤ See **Future, 16A**

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Leaders think creativity key to success in 2010

BY DAVID CLUCAS
 dclucas@bcbr.com

BOULDER — While 2010 will be better than 2009 for the Boulder Valley economy, success won't come easy, experts said at a gathering of 10 local executives.

"Businesses will have to get creative," attendees repeated at the Boulder County Business Report's CEO Roundtable focusing on the economy.

The monthly event, sponsored by Holland & Hart LLP and Ehrhardt Keefe Steiner & Hottman PC, was held Jan. 19 at the downtown Boulder offices of Holland & Hart.

Terry Fitzpatrick, chief executive officer of Englewood-based Infinity Partners, which operates under Circle Capital in Longmont, said creativity in structuring real estate deals has been the answer for him.

CEO ROUNDTABLES

The Boulder County Business Report conducts CEO Roundtable discussions monthly to address key issues facing companies and industries in Boulder and Broomfield counties.

The CEO Roundtable is conducted in collaboration with Holland & Hart LLP and Ehrhardt Keefe Steiner & Hottman PC. The roundtables are closed to the public, but the Business Report reports on each roundtable in its print editions and posts video interviews with some participants on its Web site at www.bcbr.com.

2010 schedule

- Jan. 19:** Economy, published Feb. 5
- Feb. 9:** Banking, publishes Feb. 19
- March 9:** Energy and Utilities, publishes March 19
- April 20:** Natural Products, publishes April 30
- May 18:** Green Business, publishes May 28
- June 15:** Outdoors Industry, publishes June 25
- July 13:** Real Estate, publishes July 23
- Aug. 10:** Innovation, publishes Aug. 20
- Sept. 7:** Health Care, publishes Sept. 17
- Oct. 19:** Technology and Telecommunications, publishes Oct. 29
- Nov. 16:** Bioscience, publishes Nov. 26

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"We have to listen to what the people are saying and find a way to work around it (the barrier of getting the deal done)," he said.

Fitzpatrick gave insight to how he attracted GE Energy to move its facility and 180 employees from Loveland to Circle Capital's The Campus at Longmont. They were concerned about the commuting, he said. So Circle Capital offered them round-trip transportation twice a day on busses, 10 free smart cars and 10 bicycles.

It turned out the bikes and cars were a liability, and employees didn't use the busses much, Fitzpatrick said, but the effort by the landlord helped convince GE to make the move to Longmont.

Chris Boston, vice president of brokerage services at Boulder-based Gibbons-White Inc., said 2009 was a rough year for commercial real estate with a "dramatic drop off in sales and

a slowdown in leases."

The good news is that activity picked up in the last month of 2009 and in the first month in 2010. "Sellers have reduced prices," he said. "I think we'll start to see some of that pent up demand." The most recent activity has been from owner-occupiers, he said. It's easier for them to get a loan than the speculators.

From a banker's perspective, regulators will continue to constrain banking activity in 2010, said Matt Roan, president of First Western Trust Bank.

"The regulators are still in the hiring mode, so that tells me that the scrutiny will stay at a high level," he said. The good news, he said, is that

► See **Roundtable, 5A**

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BOULDER COUNTY BUSINESS REPORT

Volume 29 : Issue 4
 Feb. 5-18, 2009

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POSTMASTER; Send change of address notices to:
 The Boulder County Business Report, P.O. Box 1399, Fort Collins, CO 80522.
 (303) 440-4950 Fax: (303) 440-8954 E-mail:cwood@bcbr.com Web: www.BCBR.com



RYAN DIONNE

Amanda Sessa, left, branch manager of W.R. Starkey Mortgage in Boulder, said it continues to be a great time to buy in the residential market. Peter Ford, branch manager of UBS Financial Services Inc. in Boulder, said the strategy of long-term steady investing has been shaken. The two participated in the Boulder County Business Report's CEO Roundtable on the economy in January.

ROUNDTABLE from 4A

bank portfolios are healthier.

On the residential real estate side, Amanda Sessa, branch manager of W.R. Starkey Mortgage in Boulder, said it continues to be a great time to buy in the market.

"The good value, low interest rates and tax credit — I'm not sure all those benefits put together are fully grasped by the consumer," she said.

"The biggest fear from home buyers is that they are going to pay too much money," said Stu Wright, co-founder of Boulder-based Wright Kingdom Real Estate. "Price sells — the only way I can get people in the door is with a good sales price."

Jessica Erickson, vice president of economic development at the Broomfield Economic Development Corp. said calls of interest from businesses looking at Broomfield are trickling back in. But everyone is in "a holding pattern."

"Along I-25 is where most of our growth will be, but now it's just wait-and-see from developers." She said a lot of new buildings were ready to be built along U.S. 36, but most of the developers need 50 percent preleasing before they can get a loan from the banks.

Peter Ford, branch manager of UBS Financial Services Inc. in Boulder, said investors are dealing with a lot of emotions.

"I feel like we need to put a couch in our office and hire some psychiatrists," he joked. Ford said the strategy of long-term steady investing has been shaken. "A lot of people are worried about selling at the wrong time, and they're worried about buying at the wrong time," he said.

Kathy Weber-Harding, president

PARTICIPANTS

Chris Boston, vice president of brokerage services, Gibbons-White Inc.; Jessica Erickson, vice president of economic development, Broomfield Economic Development Corp.; Terry Fitzpatrick, chief executive officer, Infinity Partners; Peter Ford, branch manager, UBS Financial Services Inc.; John Higgins, vice president, finance, Exempla Good Samaritan Medical Center; Eric Hozempa, executive director, Longmont Community Foundation; Matt Roan, president, First Western Trust Bank; Amanda Sessa, branch manager, W.R. Starkey Mortgage; Kathy Weber-Harding, president/chief executive, Longmont Area Chamber of Commerce; Stu Wright, co-founder, Wright Kingdom Real Estate.

and chief executive officer of Longmont Area Chamber of Commerce said the downturn has increased participation at the organization's events.

"People want to connect," she said. Small businesses are optimistic as lending becomes more available again, she said.

Eric Hozempa, executive director of the Longmont Community Foundation, said he's seen the bleeding of lost jobs starting to subside. He's encouraging both non-profit and for-profit companies to keep people employed. "Find a creative alternative," he said.

John Higgins, vice president of finance at Exempla Good Samaritan Medical Center in Lafayette said the hospital business is largely recession-proof, but it has seen an increase in its nonprofit care as less people have money to pay for health care.

He said the national health-care reform bill from Congress won't be so much a health-care reform as it will be health-care payment reform.

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ADVERTISING, COMMUNICATIONS

Laura Bowles and Heather Faunce, account directors; Jeff Benjamin, executive creative director; David Rolfe, production director; and Winston Binch, executive producer, have been made partners at **Crispin Porter + Bogusky Group**. Alex Bogusky was named chief creative insurgent at MDC Partners, the parent company of Crispin Porter + Bogusky, which has offices in Boulder and Miami.

ARCHITECTURE, CONSTRUCTION

Casey Industrial Inc. in Broomfield, an industrial construction firm, appointed Mark Aldrich as vice president of operations for the company's Power and Environmental Division.

OZ Architecture in Boulder hired Michelle Liebling to work in the firm's interior design department. Liebling has 15 years experience in interior design. She is registered with the National Council for Interior Design Qualification as well as a LEED Accredited Professional. Prior to joining OZ, Liebling was design director for Gensler in Denver and spent five years as a co-director of interior design for Lohan Anderson in Chicago. Also, Kelly Davis, a principal at OZ Architecture, was appointed to the Lower Downtown Design Review Board in Denver.

Broomfield-based **MWH Constructors Inc.**, the construction arm of MWH Global, named Joe Sesil director of construction management for the firm's U.S. operations. Sesil has 24 years experience in construction management including public- and government-

BANKING, FINANCE

Karyn DeLuna has joined **Elevations Credit Union** in Boulder as a financial adviser through CUSO Financial Services LP, the credit union's wealth-management services. DeLuna previously worked as a financial adviser for the past three years with BancWest Investment Services.

Wells Fargo promoted several members of its Boulder Business Banking Group. Andrew Maixner and Burton McKenzie were promoted to vice president, and Gerard Bergrud and Lori Waidler were promoted to assistant vice president.

Mark J. Fuller, president of **Fuller Wealth Management** in Broomfield, has been accepted for membership in the

National Association of Personal Financial Advisors. sector projects for agencies, including the Chicago Department of Water Management, Navy Public Works Center and the U.S. Marine Corps.

National Association of Personal Financial Advisors.

BIOSCIENCE

Array BioPharma Inc. in Boulder hired Dr. Bengt Bergstrom as vice president of clinical development to lead clinical science and drug safety activities for the company's growing pipeline of targeted small molecule drugs that treat cancer and inflammatory diseases.

EDUCATION

Naropa University in Boulder appointed Jerry Colonna to its board of trustees. Colonna, owner of Colonna Coaching, is the co-founder of Hudson Heights Partners, a consulting firm in Port Washington, N.Y.

ENGINEERING

Lafayette-based **Cardinal Peak LLC**, a contract-engineering services provider, promoted Michael Deeds to partner. He recently managed the design of a digital video recording system for use in police cars.

OPX Biotechnologies Inc. in Boulder hired Michael J. Rosenberg as vice president of business development.

GOVERNMENT

Margaret "Peggy" LeMone, a senior scientist at the **National Center for Atmospheric Research** in Boulder, was elected to serve a one-year term as president of the American Meteorological Society.

HIGH TECH

Boulder Imaging Inc. in Boulder promoted Susan Downey to vice president of operations. She previously served as operations manager. Prior experience includes working at Ball Aerospace Corp. and a member of senior management at NASA's Jet Propulsion Laboratory in Pasadena, Calif.

HOSPITALITY, RECREATION

Boulder-based **Dish Gourmet** hired Carly Silberman as catering and business development manager. Silberman will oversee the restaurant's catering business, as well as offer customers an updated pastry selection from her pastry company, Underground Patisserie.

Wade Sawaya has been hired as general manager for **Colterra**, a restaurant in Niwot. Sawaya previously worked at The Penrose Room and The Cliff House at Pikes Peak.

LAW

John P. Clancy and Rob Tuttle have joined **Donelson, Ciancio & Goodwin PC** in Broomfield. Clancy will serve as special counsel specializing in mergers and acquisitions, corporate governance and finance, securities and commercial real estate. Tuttle will serve as chief operating officer.

Julie Fioravanti has joined the Louisville-based nonprofit **National Institute for Trial Advocacy** as accounting manager. The institute provides legal advocacy skills training.

NATURAL PRODUCTS

Boulder's **Best Organics** hired Hermine Ngnomire to work on the company's sales, marketing and social media efforts.

NONPROFIT

Community Food Share in Longmont added Tom Metzger to its board of directors. Metzger, owns the Boulder-based consulting firm Laurus Associates.

Boulder-based **Community Cycles**, a nonprofit organization that educates and advocates for the safe use of bicycles, recently named its seven new board members: Maximilian Bondrescu, University of Colorado student; Evan Freirich, attorney; Dean Fogerty, marketing and public relations manager; Ellen Hall, marketing manager for CatEye; Anthony Hannagan, CU student; Theo Horesh, owner of Conscious Coaching and Consulting; Brett Landin, Ball Aerospace engineer; Nick Lindsey, CU student, Community Cycles CU liaison; Gary Matthews, accountant for Shambhala Mountain Center and Community Cycles' board; Wanda Pelegrina Caldas, family outreach coordinator for Family Resource Schools; Sue Prant, director of Boulder's Walk & Bike Month; Sarai Snyder, Sports Garage.

Karen Bernardi of **The Bernardi Real Estate Group** in Boulder has been named vice chairman of **Intercambio de Comunidades**, a Boulder-based nonprofit organization that provides opportunities immigrants through language education, cultural exchange and friendship.

REAL ESTATE

David Scott with **Colorado Landmark Realtors** has earned the Certified International Property Specialist designation from the National Association of Realtors, joining a worldwide referral network of global real estate practitioners with expertise in working with international clients as well as immigrants.

Dianne Cardinal has joined **Coldwell Banker Residential Brokerage** in Boulder as a sales associate.

Boulder real estate broker Heidi Swift has joined Boulder-based **Pedal to Properties** as a broker associate.

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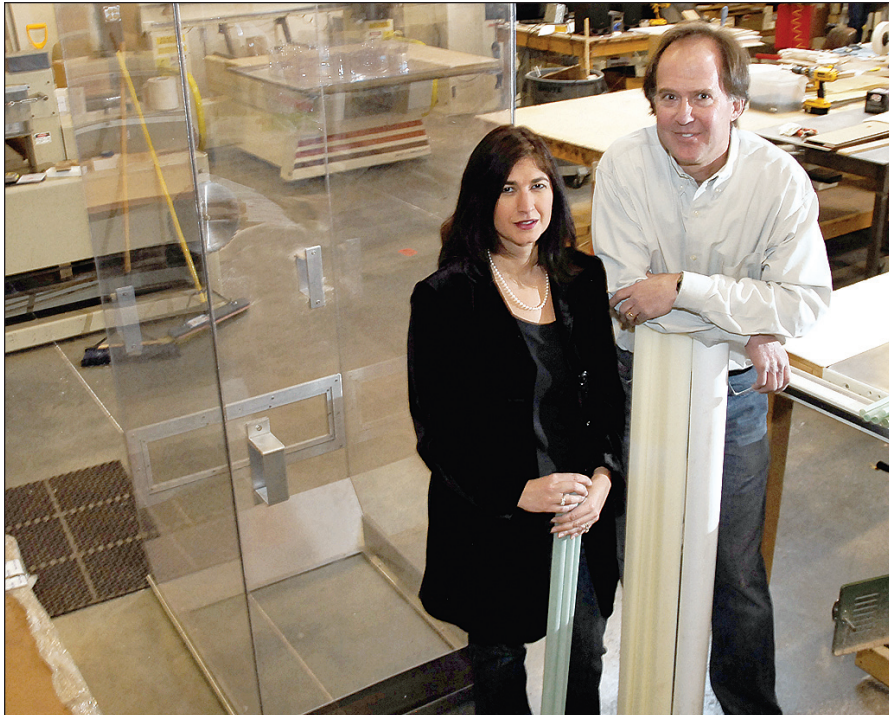
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MICHAEL MYERS

Anita and Drew Schwartz, co-owners of Colorado Plastic Products in Louisville, stand next to a custom air-flow chamber made to test computer hardware. The couple recently moved the company from Boulder to the Colorado Technology Center in Louisville.

Couple finds right niche owning plastic company

Customer diversity key to surviving recession

BY JEFF THOMAS

news@bcbcr.com

LOUISVILLE — Plastic hasn't been Drew Schwartz's life, though you might be hard pressed to prove it today.

For nearly five years he has co-owned Colorado Plastic Products, which moved from Boulder to Louisville's Colorado Technology Center two months ago. Prior to that he was president of Wall Technology in Broomfield, which specialized in making sound-absorbent panels from fiberglass boards, where he first started as a controller in 1995.

But it's business that has driven Schwartz since he struck out on his own as the owner of a lab for veterinary services in Pennsylvania in his 20s. Today, having just turned 50, he's a little more choosy about the field he plays on, specifically avoiding the risk and crazy hours that come with startup companies.

"It's too risky, and it's not my personality style," he said. "There are some entrepreneurs who are good going from nothing to a million (dollars) in sales; some who are good going from \$1 million to \$10 million, and then some are good from there to \$100 million or \$200 million.

"I'm the kind in the middle," said Schwartz, who hopes to build the business to \$7 million or \$8 million in annual sales.

After majoring in life sciences at the University of Pennsylvania, Schwartz worked at the university's medical lab for veterinarians before building his own, ultimately serving about 400 vets across the state. He sold the business and went on to Georgetown University for his MBA, and was on the verge of buying Wall

COLORADO PLASTIC PRODUCTS

500 S. Arthur Ave.
Louisville, CO 80027
303-443-9271
www.coloradoplastics.com
Anita and Drew Schwartz, co-owners

Employees: 10

Primary service: Distributes plastic and fabricates plastic products

Founded: 1969

Technology in 2001 before he found a strategic buyer, Owens-Corning, a deal for which he was reimbursed by presumably thankful Wall owners.

Along the way he had found his own strategic and otherwise engaging partner, his wife, Anita, who is now co-owner of Colorado Plastic. The couple has been married since 1996, but it was on their second date that the seeds of their co-ownership may have been sown.

"I told her I used all my vacations to ski, and that I was going to own a business," he said. "And I told her I'd get someone to teach her how to ski."

The couple traveled for six months following the sale of Wall, but they came back focused on finding just the right company in the Boulder County area.

"We wrote an acquisition profile, which was published in the Boulder County Business Report, began a search and sent letters to about 600 business owners. We weren't looking for telecom or computers. I wanted stuff that would require an operational and finance background, which is my expertise.

"I heard from about 25 or 30 of them, then got a call from my banker, saying, 'You should go over and talk to Ralph Ranson (then owner of Colorado Plastic), who is looking to retire.' "

► See **Plastic, 8A**

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Outdoors industry show buzzes with optimism

BY RYAN DIONNE
rdionne@bcbr.com

SALT LAKE CITY — Every year outdoors industry professionals from around the globe flock to Salt Lake City for the Outdoor Retailer summer and winter trade shows. Late last month was no exception as the five-day winter show wrapped up Jan. 24.

Retailers look for products to sell, journalists and bloggers look for products to review and write about, and manufacturers look to create a buzz around products that will launch, generally, nine months from now.

Of the roughly 800 exhibitors at the show, 38 were from Boulder and Broomfield counties — with even more than that being from the Denver metro and others from elsewhere in the state.

One of those companies, the Boulder Outdoor Specialty Group that's comprised of five outdoor brands, showcased products from Kelty and Sierra Designs. Kenny Ballard, president of the group, said he's looking forward to 2010 and is glad 2009 is in the past.

Like many other businesses throughout the country, the Boulder Outdoor Specialty Group took a hit in 2009, scaled back on research and



RYAN DIONNE

Kenny Ballard, president of the Boulder-based Boulder Outdoor Specialty Group, said having his company anchored in the Boulder Valley helps shelter it from tough economic times, though 2009 wasn't easy.

development and hunkered down to weather the recession.

But this year, Ballard said the company, as a whole, is ready to expand. In 2009, Ballard restructured the company and created an internal research and develop-

ment department that will focus on designing gear for all the company's brands — Kelty, Sierra Designs, Slumberjack, Ultimate Direction and Wenger.

"We think the economy's going to bottom out in Q2," Ballard said. And

AT THE SHOW

Here is a list of companies and organizations from Boulder and Broomfield counties that exhibited at the Outdoor Retailer trade show Jan. 20-24 in Salt Lake City.

Access Fund, Alaskan Hardgear, Association for Experiential Education, Backcountry Access Inc., Backpacker Magazine, Bison Designs, Camp USA, Canaima Outdoors, Climbing Wall Association, Cocona, Crescent Moon Snowshoes, Crocs, Deuter USA Inc., Dohm-Icebox LLC, Dynafit/Silvretta, Ecologic Designs/Green Guru Gear, GoLite, Icelandic Design, Kelty, La Sportiva N.A., Leave No Trace-Center for Outdoor Ethics, Leisure Trends Group, Millet, Montbell America, Neve Designs, Nite Ize, Outdoor Industry Association, Outlast Technologies Inc., Protect Our Winters, Rab, Scarpa North America Inc., Sea to Summit, Sherpani, Sierra Designs, Teko Socks, Trango/Stonewear Designs, With a Twist, Zeal Optics.

Source: Nielsen Sports Group

he foresees business improving during the third and fourth quarters.

Ballard said he anticipates hiring more people and increasing business 25 percent this year. Instead of people hunkering down and trying to merely get by, he said outdoors-related businesses are going to be designing new products and pushing sales.

But not all Boulder companies

► See **Outdoors, 9A**

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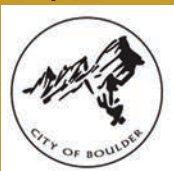
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PLASTIC from 7A

The purchase was an excellent fit, Schwartz said, because he had experience in fabrication, which accounts for about 30 percent of Colorado Plastic's revenue, and the business had a large and diverse set of customers.

"One of the things I was definitely interested in was a lower-customer concentration — no one customer accounting for more than 6 or 7 percent (of revenue)," he said. "The customer list here is 3,000 or 4,000 customers, and we probably work with 500 or 600 each month."

That diversity proved invaluable during the recession, as the plastic manufacturers that supply Colorado Plastic had sales drop as much as 40 percent. But the Louisville company not only wholesales plastic, it also fabricates everything from aerospace and military parts to golf ball-proof windows and stair treads.

"We do a lot of renewable energy, bio-tech and aerospace, so we had a down year, but it wasn't a 40 percent down year," Schwartz said.

Schwartz also credited increases in efficiency for helping the business, which employs eight people plus himself and Anita.

When he bought the business, "everything was on paper. There was one PC, no voice mail, no e-mail. They had a Web site, but it was a little like a yellow pages ad. There was no (computerized) purchasing or inventory. Now we have eight or nine worksta-

tions, new phones systems, write orders in the system. There was definitely some low-hanging fruit there."

And while Anita has kept working full time at Western Resource Advocates, an environmental advocacy nonprofit, the couple are very much a team when it comes to Colorado Plastic, which lists as a woman-owned business.

"It's not so much in bringing in contracts," he said. "She's much better at communications and marketing than I am, so she spearheads the marketing and communications, Web site and graphic design.

"When we have a major decision to make we go out jogging."

Both credit each other with strides the company has made in keeping plastic remnants out of the landfill, but together with savings from moving into a more energy-sound new building, this has also been a focus of the team. The company has a well-attended remnant sale on the fourth Friday of every month, and allows others to go through its nonrecyclable waste materials for useful bits.

And the team approach has other benefits besides a well-run business, Anita said.

"It's absolutely engaging. It brings us together all the time — by necessity, but also by choice. I enjoy writing the press releases and making sure that the signage gets done. It really does bring us together."



PRIVATE-SECTOR EMPLOYERS

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

RANK	PREV. RANK	Company Address Phone/Fax	Local employees Employees worldwide	Products/Services	Revenues 2009 Revenues 2008 Fiscal year end	Public/Private Stock exchange Stockticker	Headquarters Web site Parent company	Person in charge Year founded
1	1	IBM CORP. ① 6300 Diagonal Highway Boulder, CO 80302 303-924-6300/303-924-6270	3,400 398,455	Computer software, hardware and services.	\$95,758,000,000 \$103,630,000,000 Dec. 31	Public NYSE IBM	Armonk, N.Y. www.ibm.com	Larry Longseth, Vice President of Global Server Systems Operations 1911
2	2	SUN MICROSYSTEMS INC. ② 500 Eldorado Blvd. Broomfield, CO 80021 303-464-4000/303-272-9065	3,300 29,000	Computer software, hardware and services; network computer systems.	\$11,449,000,000 \$13,880,000,000 June 30	Public Nasdaq JAVA	Redshores, Calif. www.sun.com Oracle Corp.	Jonathan Schwartz, CEO, Director and President 1982
3	3	BALL CORP. ③ 10 Longs Peak Drive Broomfield, CO 80020 303-460-2323/303-460-2663	3,100 14,500	Makes metal and plastic packaging products for beverage, food and household customers; aerospace unit provides imaging, communications and information systems, products, software and services to government and commercial aerospace customers.	\$7,350,000,000 \$7,561,500,000 Dec. 31	Public NYSE BLL	Broomfield www.ball.com	R. David Hoover 1880
4	4	BOULDER COMMUNITY HOSPITAL 1100 Balsam Ave. Boulder, CO 80304 303-440-2273/303-441-0478	2,200 N/A	Cardiology, oncology, orthopedics, obstetrics, neurology and rehabilitation.	\$249,365,000 \$247,846,436 Dec. 31	Private	Boulder www.bch.org	David P. Gehant 1922
5	5	LEVEL 3 COMMUNICATIONS INC. 1025 Eldorado Blvd. Broomfield, CO 80021 720-888-1000/720-888-5085	2,016 5,255	Operates fiber-optic networks and sells a variety of communications services.	N/A \$4,301,000,000 December	Public Nasdaq LVT	Broomfield www.level3.com	James O. Crowe, CEO and Director 1998
6	6	COVIDIEN, ENERGY-BASED DEVICES, RESPIRATORY AND MONITORING SOLUTIONS 5920 Longbow Drive, 6135 Gunbarrel Ave. Boulder, CO 80301-3299 303-530-2300/303-530-6285	1,750 41,800	Manufactures medical systems using electrical, radio frequency and microwaves as power sources, which allow surgeons to conduct a range of procedures, including vessel sealing, ligation and tissue ablation. Respiratory and Monitoring Solutions makes products for managing ventilation, blood oxygen levels, airways, body temperature and sleep-disordered breathing.	\$10,677,000,000 N/A Sept. 30	Public NYSE COV	Hamilton, Bermuda www.covidien.com Covidien Ltd.	Scott Drake, President, Energy-Based Devices and Bryan Hanson, President 1967
7	8	UNIVERSITY CORPORATION FOR ATMOSPHERIC RESEARCH (UCAR) 1850 Table Mesa Drive Boulder, CO 80305 303-497-1000/303-497-1172	1,393 1,510	Research and development related to atmospheric sciences, provides advanced research facilities for the science community, technology transfer.	\$215,200,000 \$210,000,000 Sept. 30	Private	Boulder www.ucar.edu	Richard Anthes, President 1960
8	9	EXEMPLA GOOD SAMARITAN MEDICAL CENTER 200 Exempla Circle Lafayette, CO 80026 303-689-4000/303-689-6999	1,310 1,310	Cardiovascular care, level II neonatal care, emergency and trauma services, KidsTrek, Bone & Joint Institute, general surgery, occupational medicine, OB/GYN, neurosurgery, pediatrics, lab and radiology, breast care, accredited chest pain center.	\$217,290,000 \$200,479,000 N/A	Private	Denver www.exempla.org Exempla Healthcare	David Hamm, CEO and President 2004
9	12	SAFeway INC. 6900 S. Yosemite St. Englewood, CO 80112-1412 303-843-7600/303-843-7939	1,245 197,000	Retail grocery.	\$44,104,000,000 \$44,104,000,000 Jan. 1	Public NYSE SWY	Pleasanton, Calif. www.safeway.com	Scott Grimmett, Denver Division President 1927
10	11	WAL-MART STORES INC. 702 S.W. Eighth St. Bentonville, AR 72716 479-273-4000/479-273-4053	1,240 2,100,000	Retail/discount department stores and Sam's Club warehouse.	\$405,607,000,000 \$378,799,000,000 Jan. 31	Public NYSE WMT	Bentonville, Ark. www.walmart.com	H. Lee Scott, Jr. and S. Robson Walton 1969
11	10	LONGMONT UNITED HOSPITAL 1950 W. Mountain View Ave. Longmont, CO 80501 303-651-5111/303-678-4050	1,238 1,238	Level III trauma services, level II nursery, 15-bed transitional care unit, open-heart surgery and neurosurgical services.	\$431,324,000 \$402,055,000 Dec. 31	Private N/A N/A	Longmont www.luhicare.org	Mitchell Carson, CEO 1959
12	7	SEAGATE TECHNOLOGY LLC 389 Disc Drive Longmont, CO 80503 720-684-1900	1,117 N/A	Disk drives, magnetic disks and read-write heads.	\$9,800,000,000 \$12,700,000,000 June 30	Public Nasdaq STX	Scotts Valley, Calif. www.seagate.com Seagate Technology LLC	Steve Luzzo, CEO 1979
13	15	AMGEN INC. ④ 4000 Nelson Road Longmont, CO 80503 303-401-1000/303-401-7601	935 N/A	Manufacturer of biologics; this location makes bulk ingredients for Epogen and Aranesp for anemia.	N/A \$14,771,000,000 Dec. 31	Public Nasdaq AMGN	Thousand Oaks, Calif. www.amgen.com	Kevin W. Sharer, Chairman, President and CEO 1980
14	13	HUNTER DOUGLAS INC., WINDOW FASHIONS DIVISION 1 Duette Way Broomfield, CO 80021 303-466-1848/303-876-3630	810 N/A	Manufactures window coverings.	N/A N/A Dec. 31	Private	New Jersey & Rotterdam, The Netherlands www.hunterdouglas.com	Hurley Mitchell, President Manufacturing Group and Richard Pellett, President & General Manager of Window Fashions Division 1946
15	16	INTRADO INC. 1601 Dry Creek Drive Longmont, CO 80503 720-494-5800/720-494-6600	750 110	Services supporting telecommunications service provider and government public safety 911 operations.	N/A N/A Dec. 31	Private	Longmont www.intrado.com West Corp.	George Heinrichs, President 1979
16	17	TARGET CORP. 1625 Owens St. Lakewood, CO 80215 612-304-6073/612-696-3731	670 351,000	Discount retail chain.	\$64,948,000,000 N/A Jan. 31	Public NYSE TGT	Minneapolis www.target.com Target Corp.	Robert J. Ulrich 1962
17	19	WHOLE FOODS MARKET INC. 2905 Pearl St. Boulder, CO 80301 303-545-6611/303-545-6633	650 52,500	Organically grown produce, fresh-baked goods, deli foods, florist.	\$8,031,600,000 N/A Sept. 30	Public Nasdaq WFMI	Austin, Texas www.wholefoods.com	John P. Mackey, CEO 1980
18	22	AVISTA ADVENTIST HOSPITAL 100 Health Park Drive Louisville, CO 80027 303-673-1000/303-673-1048	635 N/A	Provides comprehensive medical services, including 24-hour emergency care. Maternity care and advanced total joint replacement provider.	N/A \$72,000,000 June 30	Private	Louisville www.avistahospital.org Centura Health	John Sackett, CEO 1990
19	NR	CRISPIN PORTER + BOGUSKY 6450 Gunpark Drive Boulder, CO 80301 303-628-5100/303-449-2346	600 N/A	Digital strategy, e-marketing, Web-site design and development, Flash, multimedia, DVD/CD, Web software, custom applications, analytics. Full-service advertising and marketing firm.	N/A N/A Dec. 31	Public Nasdaq: MDCA	Toronto www.cpbgroup.com MDC Partners	Jeff Hicks, CEO and President 2001
19	18	SANDOZ INC. 2555 W. Midway Blvd. Broomfield, CO 80020 303-466-2400/303-438-4474	600 N/A	Manufactures generic drugs, tablets and capsules.	N/A \$42,584,000,000 Dec. 31	Public NYSE NVS	Basel, Switzerland www.us.sandoz.com Novartis AG	Bernhard Hampl, CEO 1946
21	21	EMERSON PROCESS MANAGEMENT, MICRO MOTION DIVISION 7070 Winchester Circle Boulder, CO 80301 800-522-6277/303-530-8459	550 1,700	Manufacturer of precision flow and density meters.	\$20,900,000,000 N/A Sept. 30	Public NYSE EMR	St. Louis www.micromotion.com Emerson	Tom Moser, President 1977
22	NR	DIGITALGLOBE INC. 1601 Dry Creek Drive, Suite 260 Longmont, CO 80503 303-684-4000/303-682-3848	464 N/A	Provider of high-resolution commercial satellite imagery and geospatial information products.	N/A \$275,200,000 Dec. 31	Public NYSE DGI	Longmont www.digitalglobe.com	Jill Smith 1992
23	NR	WHITEWAVE FOODS CO. 12002 Airport Way Broomfield, CO 80021 303-635-4000/303-635-5657	450 1,481	Horizon offers organic and natural dairy products; Silk offers soy and almond milk products; International Delight non-dairy coffee creamer; Land O' Lakes liquid and cultured dairy products; The Organic Cow organic dairy products.	N/A \$1,500,000,000 Dec. 31	Public NYSE DF	Dallas www.whitewave.com Dean Foods Co.	Blaine McPeak, CEO and President 2004
24	23	TRANSFIRST 371 Centennial Parkway Louisville, CO 80027 800-745-2659/877-788-9670	445 776	Processes credit- and debit-card transactions.	N/A N/A June 30	Private	Dallas www.transfirst.com	John Shlonski, CEO 1995
25	NR	EPSILON/ABACUS, A DIVISION OF EPSILON 2550 Crescent Drive Lafayette, CO 80026 303-410-5100/303-410-5300	405 2,000	Marketing data, databases and e-mail marketing solutions.	N/A N/A Dec. 31	Public NYSE ADS	Dallas www.epsilon.com Alliance Data Systems Corp.	Bryan Kennedy, CEO and President 1969

N/A: not available.

If your company should be on this list, please request a survey by e-mailing research@bcbr.com or calling our research department at (303) 440-4950.

① IBM will only release statewide employment, which was 4,000 as of Jan. 25. Employment listed here is a Business Report estimate.

② Oracle Corp. acquired Sun Microsystems Inc. in January 2010.

③ Employee count includes 2,750 at Ball Aerospace in Boulder.

④ Includes employee numbers for both the Longmont and Boulder location.

SOURCE: BUSINESS REPORT SURVEY
RESEARCHED BY Beth Edwards

BCBRDAILY from 2A

employees from its facilities in Boulder and Cedar Knolls.

"We are excited to be expanding our footprint and adding to our Novella family," Novella Clinical President and Chief Executive Officer W. Richard Staub said in the press release. "As a clinical research organization focused on biotech and medical device companies, many of our clients are located on the West Coast and having an office in the western part of the country will allow us to better service their needs."

Solar firm offers financing

BOULDER — A Boulder-based solar-electric installer and designer will begin offering financing options for its products to residential customers.

Lighthouse Solar is introducing its SolarSaver program, allowing customers to purchase solar-electric systems through a lease or a power-purchase agreement.

With the SolarSaver lease option, customers pay a fixed monthly payment for the term of the lease. With the SolarSaver power-purchase agreement, customers pay a fixed rate for the energy generated by the system for the term of the agreement. At the end of either deal term customers will own their solar system.

Lighthouse Solar is funding the financing deals through equity capital from its Lighthouse Finance division, said Scott Franklin, president of Lighthouse Solar. The company is looking for future bank partners to expand the financing program.

The SolarSaver program is currently available only for Lighthouse Solar customers on the Xcel Energy grid. Additional requirements are that the roof or area where the array will be mounted must be free of shade and in good condition.

"For most people considering installing solar, the high initial capital investment is the primary obstacle," Franklin said. "SolarSaver financing removes that obstacle and allows Lighthouse Solar customers to take advantage of solar today."

Noosa's U.S. HQ in Boulder

BOULDER — Natural foods veteran Koel Thomae has established the U.S. headquarters in Boulder for Noosa Yoghurt, a firm that makes all-natural yogurt first developed in Australia.

Thomae, previously with Boulder firms IZZE Beverage Co., Mix 1 and Snickedy Snacks, partnered with fellow Australian natives Dennis Teichmann and brothers Paul and Grant Mathewson to launch the brand in Colorado.

Corporate offices are at 2460 Grape Ave. in North Boulder. The yogurt is being manufactured at Morning Fresh Dairy, owned by Rob Graves, in Bellvue near Fort Collins.

The yogurt is made with all-natural ingredients and comes in flavors honey, blueberry, mango and raspberry. It is available at Whole Foods Markets in Colorado and the Morning Fresh Dairy delivery area in Northern Colorado.

Where's consumer savings in SmartGridCity?

Boulder residents may have been wondering what Xcel Energy's SmartGridCity really means for them as a consumer.

It is well advertised how good it is for the utility to balance peak demand and enable renewable sources such as solar and wind. But will it lower the monthly home energy bill or reduce energy consumption?

To find some answers, I went to the Smart Energy Summit in Austin, Texas in January. Organized by home-automation consumer-research company Parks Associates, this was the first smart-grid conference focusing on consumer behavior and the new wave of businesses selling into home-automation markets with energy-management tools.

Andres Carvallo, chief information officer of Austin Energy, said most of the funding by the government and utilities has gone into smart grid 1.0, which starts at the generation plants, goes through long-distance transmission and gets distributed to the smart meter at the home. This is a huge effort and may require a half-trillion dollars to implement over 20 years or longer.

What happens at home

Smart grid 2.0 is about what happens in your home and relates to giving the homeowner information and control over his energy consumption. This segment will evolve quicker and is not currently driven by the utilities. Companies are jumping into this space including appliance manufacturers like GE and Whirlpool, communications companies like Verizon, retailers like Best Buy and a multitude of home-automation firms.

Once consumers become more aware of their energy costs, they will be able to conserve by making more effective choices. Some people will want to learn how to conserve and others will not take a day to day interest in their electric management.

Smart grid 2.0 has the potential to give the consumer energy management capabilities that work without day to day involvement. For example, the homeowner may set an energy budget and ask the energy manager to not exceed a daily cost and to send alerts via e-mail when this starts to happen. He may give instructions to the energy manager to run the dish washer after midnight and charge the electric vehicle when rates are lowest after midnight.

Major obstacles

These capabilities are a vision in the distant future and there are many obstacles in the way. A major issue is the lack of standards for the home area network that enables communication between the utility and the devices in the home.

In January the federal government (NIST) issued release 1.0 on interoperability standards for the smart grid. ZigBee, Wi-Fi and con-

trol over the power lines are just a few of the many choices equipment manufacturers will have to make the right guess for their home area network protocols.



GUEST OPINION

Carl Kalin

Best Buy director of emerging business, Kris Bowring, told the audience that his company is moving forward to bring energy-management tools into their home-automation market. Today, Best Buy sells controls for A/V and security systems using the Geek Squad to do custom in-home installation. Selling energy-management products for the home is a natural extension of its current business. The familiar TV remote control may soon dim the lighting and adjust the temperature.

Self-education

Adrian Tuck, chief executive of Boulder-based smart grid company Tendril Networks Inc., has been quoted as saying that the smart grid will be bigger than the Internet but will take much longer to evolve. So there is not much consumers can do today except start self-education on how electricity is used or wasted in

the home. Xcel Energy is promising to give Boulder residents with smart meters their consumption with a 15-minute time delay, which may be useful for pattern usage but falls short of giving real-time data.

Alternatively, Black and Decker sells a \$99 in home meter that shows real time total energy consumption in the home. When the electric stove or drier goes on, the increase electric cost is immediately displayed.

When it comes to in-home-energy conservation in the near future, consumer behavior is still the key factor. The consumer will have to learn what changes are needed to conserve and then change his behavior daily. Some day the smart grid 2.0 may make it easier, but that is still a long way off. Boulder SmartGridCity consumers should not be surprised by higher electricity bills unless they are willing to learn and practice conservation.

Carl Kalin is a Boulder-based clean-tech entrepreneur who focuses on energy efficiency work and recently was vice president of marketing and sales for Terralux, a Boulder based LED lighting company. He earned his bachelor's degree from MIT in electrical engineering and is the founder of a new consumer energy education program targeting schools called SmartGridBoulder. He may be reached at 720-771-7350 or e-mail carl.kalin@gmail.com.

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Breaking rules to thrive in stagnant market

The company's office supply market was stagnant. Sales were adrift in a sea of mediocrity. Worse, company management knew who their customers were, but felt alienated from them because of a middleman sales and logistics organization between the company and its end-users.

There's nothing worse than feeling that you don't have the power to influence change, or in this case, boost sales. The company was more focused on the middleman than on how the end customers buy and use its products. The middleman had become a blockade, which went against the owner's desire to grow.

It was time to break the rules, specifically in the supply chain.

The company decided to significantly grow its own sales organization and deal more directly with end-users. It was the "customer-intimate" approach that was going to improve sales and allow the company to control its direction.

The first thing they did was to hire the sales manager at the middleman to head the new direct sales effort. Instead of supplying 10 different competing products to a customer, he could spend more time explaining to that same customer how the company's less expensive products were just as reliable as name brands.

Hiring away talent and going around the middleman sounds risky, doesn't it? It was, but the middleman still maintains the role of warehousing and fulfillment, and more importantly benefits from higher volume from a more aggressive sales approach. The company, meanwhile, regained direct relationships with customers that offered the ability to grow sales.

Get everyone on board

The next step in creating significant change was to enlist employee commitment and excitement for the move. A series of meetings and a management retreat helped accomplish this goal and create a sense that it was the right thing to do.

As the plan came together and the employees began to rally around the new strategy, the owners realized that financial reporting and measurement were becoming more and more critical to their continued success. They hired a full-time chief financial officer to help fill that gap.

It had long been a goal of the owners to build a professionally managed orga-

nization that could survive their exit. Without realizing it, the hiring of the sales executive and the CFO had significantly helped with this transition.

In this case, the desired change in the business model required an equally significant change in the organization structure. It caused a deep cultural change within the company which was welcome because the owners instinctively knew that change was needed and they trusted their entrepreneurial instincts. A generally rising economy wasn't going to buoy sales along with it, so the company knew that change had to come from somewhere else.

Lessons learned

Four new salespeople have been hired. An executive management team is in place. Sales are starting to pick up; new direct orders are coming in and the employees are buying into the new focus on customer service and knowledge of that customer. What were the lessons learned in this important reorganization?

Who do you know? They started the change by hiring a sales manager in their space who they already did business with. Sometimes talent doesn't come to you through resumes and job searches. Identify the talent that your business comes into contact with on a regular basis and decide whether to go after them.

Without capacity, opportunity dies. Too many companies have that go-to person who gets all the important assignments, but if you simply pile another important initiative on that person, the extra work won't get done. Make sure you have enough talent on board to handle all of your opportunities.

The plan is just the beginning. Leaders must dedicate time to change management or it likely won't happen. The pace has increased dramatically since the plan was developed. The owners were ready for it.

CEOs don't change rules, they lead change. The CEO isn't the one who touches the client every day, employees are and they have to believe and want the change as badly as you, the CEO.

In a stagnant economy, remember that doing nothing does have a cost. As John F. Kennedy said: "There are risks and costs to a program of action. But they are far less than the long-range risks and costs of comfortable inaction."

A.J. Steger is a principal with EKS&H Business Consulting, providing management-consulting services in the areas of business strategy and financial performance improvement. He can be reached at asteger@eksh.com or by calling 303-740-9400.

BUSINESS DIGEST

CLOSINGS

Quiksilver, an apparel store for skiers, skateboarders and surfers closed its retail store at 1122 Pearl St. in Boulder.

MOVES

Tech BizSolutions Inc., a government contract consulting firm, has moved from 2021 Miller Drive in Longmont to 5710 Flatirons Parkway in Boulder.

The Fix Bike Shop has moved to 3015 Sterling Circle to be closer to a bike park being built in Valmont Park at the northeast corner of Valmont and Airport roads in Boulder. The bike shop, owned by Alex Clark, moved from 3085 Bluff St. in Boulder. Fix has been in operation for seven years and first opened on The Hill near the University of Colorado campus.

BRIEFS

i4c Campaign, a socially responsible investing initiative of Boulder-based **TouchPoint Trust Group**, has secured its first partner in Sarah McLachlan's Lilith Tour. i4c is working with members of the arts and entertainment community to raise \$3 million in investment capital for socially responsible entrepreneurs. One dollar of every ticket will be contributed to i4c

Lilith Fair, and the group will encourage fan donations. In addition, the tour will feature guest entrepreneurs to educate the public on cutting-edge innovations.

Pilatus Aircraft Ltd., with operations in Broomfield and Switzerland, delivered 100 PC-12 NGs, turbine-powered aircraft in 2009, surpassing delivery totals for any production year since the PC-12 program began.

Level 3 Communications Inc. in Broomfield started the Content Delivery Partner program that allows direct resellers, value-added resellers and solutions partners — such as developers of online media players — to use Level 3's broadcast platforms. At the launch of the program, participants include companies such as Adobe, Cisco Systems, Gomez, Inlet Technologies, Microsoft, Multicast Media, Quova, Savvis and several others.

New Sky Energy Inc. in Boulder and the **Colorado School of Mines** in Golden will work together to build an operating model of New Sky's electro-chemical and carbon capture technology. New Sky's process can scrub carbon dioxide from the air, polluted water, waste salts from mining operations or flues

of coal-powered utility plants. Out put can include carbon-neutral or carbon-negative chemicals, each an ingredient of a manufactured good such as glass, plastic or building materials. The \$200,000 one-year project is being funded by New Sky.

CONTRACTS

Memphis-based Correctional Counseling Inc. selected **Pivot Communication** in Boulder to develop a new Web site. Correctional Counseling provides a wide range of treatment and training programs for offenders involved in the correctional system.

The Creative Alliance, a marketing, public relations and design firm based in Lafayette, has been retained by Neocase of Winston Salem, N.C., to assist the company with its rebranding, marketing communications, Web site development and multimedia communications. Neocase provides casework for health-care, laboratory, educational and commercial work spaces.

Boulder-based **GE Analytical Instruments**, a manufacturer of instruments used to measure total organic carbon in water, has hired marketing agency 90octane in Denver for a strategic search-engine marketing program. 90octane will provide search-engine optimization and a pay-per-click advertising audit.

EVOL Burritos, a Boulder-based maker of made-from-scratch natural and organic frozen burritos will begin sourcing all of its beef and pork from California-based Niman Ranch. EVOL already sources free-range poultry from California-based Petaluma Poultry and cage-free eggs from Colorado-based Nest Fresh Eggs.

Kronke Sports Enterprises and **AEG Live Rocky Mountains** finalized a deal to bring seven home games of the **Denver Roller Dolls** to the 6,500-seat **Odeum Colorado**, an event center in Broomfield. The Saturday roller derby games are set for March 20, April 17, May 8, June 12, Aug. 21, Sept. 18 and Oct. 16. Tickets go on sale Feb. 20.

Room 214, a social-media agency based in Boulder, is partnering with Massachusetts-based Crimson Hexagon to provide next-generation opinion analysis monitoring of online data. The analysis is based on information about brands, products, services, markets and competitors gathered from online conversations and is used to identify business trends and opportunities.

GRANTS

The Boulder Museum of Contemporary Art will

receive \$12,000 from the **Denver Foundation's** Community Grants Program. The money will be used for the museum's exhibition, programming and operating needs.

MERGERS & ACQUISITIONS

Boulder-based **Premier Members Federal Credit Union** intends to merge with Greenwood Village-based Farmers Union Federal Credit Union by April 1. Premier just completed a merger with Denver-based Colorado United Credit Union on Jan. 1.

Juwi solar Inc. of Boulder plans to sell its 16-megawatt direct-current Blue Wing Solar Project in Texas to Cincinnati, Ohio-based Duke Energy Generation Services Inc.

Chicago-based **Navigant Consulting Inc.** acquired Boulder-based **Summit Blue Consulting LLC**, specializing in energy and utility consulting. Navigant will maintain and grow the former Summit Blue office in Boulder.

Commercial landscaping firm **Brickman Group Ltd.** has acquired **The Green Plan Inc.** based in Broomfield for an undisclosed amount. Jeff Pope has owned and operated The Green Plan since 1996. The Green Plan's two locations, north and south of Denver, will join Brickman's four existing branches in Denver, Englewood and Colorado Springs. Pope and his management team will remain in their current positions.

SERVICES

Elevations Credit Union in Boulder has installed an ATM equipped with a voice-guidance system in the University Memorial Center at the University of Colorado. The ATM is designed to aid those who are visually impaired.

Broomfield-based **Digi-Data Corp.** is providing telecommunications corporation Telefonica based in Madrid, Spain with Terabox, a service that enables customers to store, share, back up, organize and remotely access digital files including documents and multimedia through an Internet connection.

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

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STAFFING AGENCIES

(Agencies in Boulder and Broomfield counties ranked by number of registered employees in region.*)

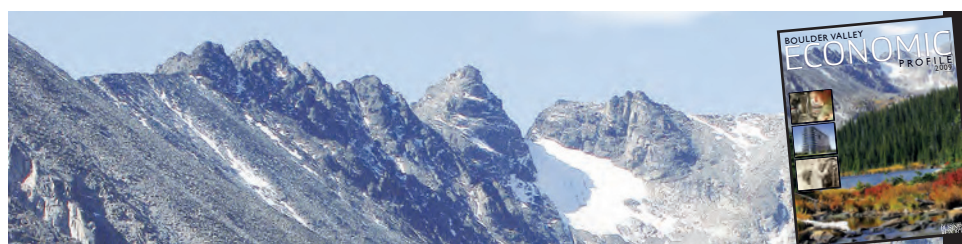
RANK	PREV. RANK	Company Address Phone/Fax	No. of registered temporary workers	Average hours billed weekly	No. of employees No. of local offices	Areas of specialization	Offer benefits?	Headquarters Year founded	Person in charge Web site E-mail
1	1	SOS STAFFING 829 Main St., Suite 1 Longmont, CO 80501 303-772-7422/303-772-7353	47,000	7,500	4 1	Executive searches nationwide for renewable energy, accounting and other professional placements.	Yes	Longmont 1973	Tammy Fisher, Northern Colorado District Manager www.sosstaffing.com dept023@sosstaffing.com
2	NR	APPLEONE EMPLOYMENT SERVICES 1660 30th St. Boulder, CO 80301 303-545-2440/303-545-2304	22,392	3,700	6 5	Direct hire placement, temp to hire and temporary placement: administrative, accounting, finance, sales, human resources, IT, management, engineering.	Yes	Glendale, Calif. 1964	Autumn Coffee, Manager www.appleone.com boulder@appleone.com
3	3	HIGHLAND TECHNICAL STAFFING 2101 Ken Pratt Blvd, Suite 200 Longmont, CO 80501 303-443-0200/303-532-2111	21,500	2,500	10 1	Provides technical and engineering staff via contract, contract-to-hire and direct-hire placements.	Yes	Longmont 1992	Chuck McCoy, President www.HighlandTechnicalStaffing.com info@highlandit.com
4	2	RESOURCEMFG 1707 N. Main St., Suite 402 Longmont, CO 80501 303-772-7201/303-772-4669	20,000	11,000	N/A 6	All manufacturing support, production and executive positions.	Yes	Atlanta 1972	Jerry McGarey, Operations Manager www.resourcemfg.com longmont@resourcemfg.com
5	4	THE PRISM GROUP 1101 W. 120th Ave., Suite 270 Broomfield, CO 80021 303-493-5473/303-474-2016	18,000	1,700	N/A 1	IT staffing and customized business solutions.	Yes	Broomfield 1999	Gary Bresien, Regional Director www.prismgroup.com sales@prismgroup.com
6	5	ASPEN PERSONNEL SERVICES 1155 S. Main St. Longmont, CO 80501 303-776-9661/303-776-0195	10,000	3,000	N/A 1	Locally owned, specializing in admin/clerical, electro/mech assembly, production and light industrial; also offers payroll services.	No	Longmont 1995	Carey Kempf, CEO www.aspenstaffing.com kim@aspenpersonnel.net
7	7	EXPRESS EMPLOYMENT PROFESSIONALS 700 Ken Pratt Blvd., Suite 109 Longmont, CO 80501 303-678-1608/303-678-1615	6,459	N/A	6 1	Human resource services including office/industrial staffing, human resources consulting/training and Web-based payroll.	Yes	Oklahoma City 2001	G. Todd Isaacson, Owner www.expresspros.com jobs.longmontco@expresspros.com
8	5	BOLDER STAFFING INC. 3303 30th St. Boulder, CO 80301 303-444-1445/303-444-1645	5,000	N/A	11 2	Staffing for customer service, administrative, light industrial and technical fields.	Yes	Boulder 1992	Jackie Osborn, President; Nancy Chapple, Treasurer and Honey Beuf, Secretary and Vice president www.bolderstaffing.com workwithus@bolderstaffing.com
8	8	KELLY SERVICES 3223 Arapahoe Ave., Suite 305 Boulder, CO 80303 303-444-7750/303-444-3191	5,000	N/A	5 5	Temporary staffing services, staff leasing, outsourcing, vendor on-site and full-time placement.	Yes	Troy, Mich. 1952	Sheila Brown, Manager www.kellyservices.com 1620@kellyservices.com
10	NR	UNIVERSITY OF COLORADO AT BOLDER CAREER SERVICES Willard Hall, CU Campus Box 133 Boulder, CO 80309-0133 303-492-4123/303-492-5723	4,000	N/A	25 1	Recent graduates beginning a professional career and current students seeking internships. Career services for employers to access the students of the Boulder campus. Many services (job listings, on-campus interviews, etc.) are free to Colorado employers.	No	Boulder 1922	Lisa Severy, Director careerservices.colorado.edu career@colorado.edu
11	9	EXCEL PERSONNEL 363 Centennial Parkway, Suite 220 Louisville, CO 80027 303-664-0600/303-664-1064	3,500	4,000	N/A 1	A full-service staffing company that matches the best employees with the best employers. Clerical, light industrial and professional placements.	Yes	Denver 1982	Janis Wagner, Co-owner www.excelpersonnel.com louisville@excelpersonnel.com
12	10	MANPOWER INC. 400 S. McCaslin Blvd., Suite 111 Louisville, CO 80027 720-890-1110/720-890-1105	1,330	N/A	4 1	Administrative, industrial, temporary, temp-hire, permanent placement. Training and assessments.	Yes	Milwaukee, Wis. 1948	Dawn Hinsch, Branch Manager www.manpower.com Louisville.CO@na.manpower.com
13	14	ROBERT HALF INTERNATIONAL 2500 Arapahoe Ave., Suite 200 Boulder, CO 80302 303-248-2027/303-444-9252	600	N/A	7 1	Accounting and finance, technology, legal and creative professionals.	Yes	Menlo Park, Calif. 1948	Stephanie Scholling www.accountemp.com boulder@accountemps.com
14	11	A-1 CAREERS 3000 Center Green Drive, Suite 250 Boulder, CO 80301 303-998-0000/303-998-1105	500	N/A	5 2	Accounting, administrative, clerical, IT, legal.	Yes	Kansas 1998	Karen Davis, Manager www.a-1careers.com N/A
14	11	ACCOUNTING PRINCIPALS/PARKER & LYNCH 1426 Pearl St., Suite 206 Boulder, CO 80302 303-473-0600/303-473-9489	500	N/A	5 1	Accounting and finance: direct-hire placements, contract-to-hire, consulting services, contract and temporary assignments.	Yes	Jacksonville, Fla. 1991	Deborah Grass, Division Director www.accountingprincipals.com, www.parkerlynch.com boulder@accountingprincipals.com
16	14	STAFFMARK INC. 916 S. Main St., Suite 201 Longmont, CO 80501 303-651-2498/303-772-1103	150	2,700	3 3	Administrative, clerical, light industrial, professional/technical, medical support, information technology, electronics.	Yes	Cincinnati, Ohio 1978	Chris Henson, Manager www.staffmark.com chenson@staffmark.com
16	13	WESTAFF 700 Ken Pratt Blvd., Suite 119 Longmont, CO 80501 303-772-2403/303-772-7705	150	4,000	N/A 13	IT and engineering, manufacturing, clerical and payroll services.	Yes	Walnut Creek, Calif. 1948	Kari Osmulski, Manager www.westaff.com colongmont@westaff.com
18	18	CORESTAFF SERVICES 4770 Baseline Road, Suite 110 Boulder, CO 80303 303-499-2800/303-499-2899	70	1,000	2 2	Engineering, test techs, IT, administrative, light industrial/basic, electrical and mechanical assembly, customer service.	Yes	Houston 1994	Roberta Muniz, Manager www.corestaff.com coboulder@corestaff.com
19	19	A SECOND OFFICE LLC P.O. Box 2164 Boulder, CO 80306-2164 800-276-0818/303-648-4149	5	100	2 1	Team of highly qualified virtual executive assistants providing services to busy executives and entrepreneurs. Office management, executive secretarial assistance, live phone answering, event planning, paralegal, organizational systems, traveling assistance, bookkeeping and more.	No	Boulder 2003	Michele Guarino, Owner www.ASecondOffice.com Michele@ASecondOffice.com
20	NR	MOUNTAIN MEDICAL GROUP 1405 S. Broadway St. Boulder, CO 80302 303-554-6337/303-499-3627	N/A	N/A	5 1	Recruits physicians for health, retirement groups and hospitals locally and nationwide.	N/A	N/A 1996	Rochelle Woods, President www.mountainmedgroup.com N/A
21	NR	THE JOB STORE INC. 3434 47th St., Suite 250 Boulder, CO 80301 303-682-5627/303-682-5400	N/A	N/A	4 1	Staffing administrative, technical, financial, office support, call center, customer service and skilled manufacturing.	Yes	Denver 1973	Dorothy Grandbois, CEO and President www.jobstorestaffing.com webtLong@jobstorestaffing.com
22	NR	10 TIL 2 N/A Boulder, CO 80303 720-883-3296	N/A	N/A	2 7	Place college-educated professionals into long-term, part-time positions.	No	Aurora 2003	Stephanie Sloim, Owner www.tentitwo.com ssloim@tentitwo.com
23	NR	32 SOLUTIONS LTD N/A Boulder, CO N/A 303-319-1200	N/A	N/A	1 1	Specializes in the recruitment of sales and development professionals within the technology industry.	N/A	N/A N/A	Lori Joy, Owner www.32-solutions.com Lori@32-solutions.com

* Second ranking criteria is number of employees.

N/A: Not available.

If your company should be on this list, please request a survey by e-mailing research@bcbcr.com or calling our research department at (303)440-4950.

SOURCE: BUSINESS REPORT SURVEY
RESEARCHED BY Beth Edwards



Target growing local businesses and companies that are seeking to relocate with the 2010 edition of BCBR's Economic Profile.

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AVIATION



JONATHAN CASTNER

Denver AirCenter employees Geoff Reeves, left, line manager, and Curt Eldredge, quality assurance supervisor, get ready to fuel a jet on the tarmac at the Rocky Mountain Metropolitan Airport

FBOs economic hub of regional airports

Denver AirCenter longtime fixture at Rocky Mountain

DAVID CLUCAS
dclucas@bcbr.com

BROOMFIELD — When corporate jets and recreational aircraft land at small regional airports such as the Rocky Mountain Metropolitan Airport in Jefferson County, many of them seek the same services found at large airports — fuel, food, hangars and rental cars.

That's where fixed-base operators, or FBOs, come into play. The private businesses, which typically lease land from the airport, provide the background services to keep the airport running.

It's the business of Broomfield-based Ross Aviation, which owns 13 FBOs across the United States, including its hometown Denver AirCenter FBO, which has been at the Rocky Mountain Metropolitan Airport for 27 years. Ross purchased Denver AirCenter in 2004.

Selling fuel to aircraft is Denver AirCenter's main line of business, said General Manager Laura Turner.

The local FBO with 20 employees sells two types of fuel from tanks at the airport totaling 52,000 gallons — jet fuel for corporate jets and aviation fuel for smaller aircraft. Avfeul Corp. provides Denver AirCenter with its fuel.

Plane fuel runs about double the cost of what people fill their cars with, Turner said. In early February, Denver AirCenter's jet fuel was running at \$4.75 per gallon, and its aviation fuel was slightly

above \$5 a gallon.

Beyond fuel, FBOs can provide many of the ancillary services that one would usually find in the main terminal of a large airport.

Denver AirCenter owns 60,000 square feet of hangar space and 16,000 square feet of office space that it leases out to private jet businesses, restaurants and other services. It can also arrange for a

rental car to be available upon arrival, and set up hotel reservations.

At Rocky Mountain Metropolitan Airport, Denver AirCenter competes with South Carolina-based Stevens Aviation, which also runs an FBO here, providing similar services, plus aircraft maintenance.

Both Denver AirCenter and Stevens Aviation also compete with other FBOs at other regional airports, such as the Centennial Airport in Denver.

This past year was rough for the entire aviation industry, Turner said — particularly corporate aviation took a hit with the negative stigma of executives flying on private jets while the economy struggled — but things are starting to pick back up.

"Like most FBOs, we saw about a 30 percent reduction in business after the first half of the year, but recovered in the latter half for it to be only about a 10 percent decline in 2009," Turner said.

Ross Aviation's 12 other FBOs are located in Arizona, New Mexico, Texas, Florida, Alaska and Hawaii. Nationwide, the company employs 375 people.

Chief Executive Officer Jeff Ross said the company made its last acquisition in 2008, but hopes to start expanding again soon.

"Right now, with the economy down and so few FBO transactions, it's very hard between buyers and sellers to agree on value," Ross said. "Having said that, we'd like to find some buying opportunities."

The company was founded in 2004 and moved to Broomfield shortly after it acquired Denver AirCenter. Ross Aviation is financially backed through a partnership with New York-based Centre Partners Management LLC, a private equity-investment firm focused on supporting strong middle-market companies.



JONATHAN CASTNER

Laura Turner, left, is general manager of the Denver AirCenter, and Jeffery Ross owns Ross Aviation, owner of the air center that serves as the fixed-base operator at the Rocky Mountain Metropolitan Airport.



AIRCRAFT COMPANIES: CHARTER, LEASING AND FLIGHT SCHOOLS

(Ranked by number of aircraft in Boulder and Broomfield counties.)

RANK	PREV. RANK	Company Street Address City, State/Province Postal Code Phone/Fax	No. of aircraft Type of aircraft	Products/Services	Person In Charge w/ Title Web site
1	1	MCAIR AVIATION LLC 11945 Airport Way Broomfield, CO 80021 303-466-8730/303-466-8737	16 Cessna 172	Cessna pilot-training center. Certified FAA testing center.	John Wiltzang and Gary Hulme, Owners www.mcairaviation.com
2	1	JOURNEYS AVIATION INC. 11844 Airport Way Broomfield, CO 80021 303-466-8566/303-484-3720	13 Single and Multi-Engine Aircraft from Cessna, Piper and Diamond.	A full-service flight training center and aircraft rental service. Hangar and tie down space available. Fully stocked Pilot Shop.	Cody Sutherland, Owner www.journeysaviation.com
3	5	MOUNTAIN AVIATION INC. 9646 Jeffco Airport Ave. Broomfield, CO 80021-2512 303-466-3506/303-466-3549	12 King Air, Citation Jet and Gulfstream	Heavy jet, medium jet, light jet, turbo prop. Complete aircraft management services including professional pilot crews, air charter and maintenance. Light- and medium-sized business jets and turboprops. 24-hour dispatch.	Rich Bjelkevig, CEO www.mountainaviation.com
3	4	WESTERN AIR FLIGHT ACADEMY 11915 Airport Way, Suite 4 Broomfield, CO 80021 303-466-6998/303-466-6991	12 Cirrus, Cessna, Piper	Cirrus, Cessna, Piper, professional flight instruction and aircraft charter (Western Skies). Crosswind simulator.	Jon Payne, President www.flywafa.com
5	6	MILE HIGH GLIDING 5534 Independence Road Boulder, CO 80301 303-527-1122	10 Sailplanes and Trainers: Schweizer, Grob, Duo-Discus; Tow Planes; Pawnee; Super Club	High-performance sail plane rides with FAA-certified pilots. Lesson packages available.	Dave Campbell, Owner www.milehighgliding.com
6	7	ROTORS OF THE ROCKIES 11915 Airport Way Broomfield, CO 80021 303-635-0496/303-635-0549	9 Schweitzer, R-44	Helicopter charter and flight training from private to certified flight instructor. High-altitude training program in the Schweizer 300c for all ratings and a mountain and turbine transition course in the Bell 206 BIII. Eight helicopters, 12 certified flight instructors and 100 active students. VIP, corporate, special occasion, dinner flights, weekend getaways and aerial photography and videography.	Mike & Regina Fyola, Owner www.rotorsoftherockies.com
7	8	WESTERN AVIATORS 229 Airport Road, Hangar 9 Longmont, CO 80501 303-776-2733	7 Merlin, Piper	24-hour aircraft charter; piston and turbine aircraft. Aircraft sales and management. Air ambulance services.	Rick Fowler, Owner www.westernaviators.com
8	1	JOURNEYS AVIATION BOULDER LLC 3335 Airport Road, Suite A Boulder, CO 80301 303-449-4210	3 Single- and multi-engine aircraft from Cessna, Piper and Diamond.	An FBO with a flight training center and aircraft rental service. Hangar and tie down space available. Fully stocked pilot shop.	Tracey Spence, Manager www.journeysaviation.com
9	9	LIFE CYCLE BALLOON ADVENTURES LTD. P.O. Box 17123 Boulder, CO 80308 303-216-1990/303-532-3318	2 Hot Air Balloons	Hot-air balloon rides. Balloon flights daily, year-round in Boulder area. Romantic flights for two also available. Gift certificates, special occasions, birthdays, anniversaries, proposals and weddings. Balloon sales, flight training and FAA-certified balloon repair station.	Michael Giametti, President www.lifecycleballoons.com

N/A: Not available.

If your company should be on this list, please request a survey by e-mail to research@bcbr.com or call our research department at 303-440-4950.

SOURCE: BUSINESS REPORT SURVEY
RESEARCHED BY Beth Edwards

April 29, 2010 | Lionsgate Event Center

Remarkable WOMEN

Nomination forms:
www.bcbr.com/bcbr_events.asp

The Boulder County Business Report's inaugural **Remarkable Women event and publication** is a celebration of local business women — and one young girl — in the following categories:

BEHIND THE SCENES: Recognizes women who play a key role in the success of their employer, even if they lack an executive title or huge office.

MENTOR: Recognizes individuals who share their experience, knowledge and insights in an effort to further the careers and lives of others.

COMMUNITY: Recognizes women who demonstrate a dedicated effort to support the local community through volunteer time, energy and other resources.

RISING STAR: Recognizes a grade school or high school young woman who has already made a lasting impact either in her school or in the community.

CORPORATE: Recognizes female executives who have risen in the ranks and established themselves in a large corporate environment.

LIFETIME ACHIEVEMENT: Recognizes women who have demonstrated a lifetime of accomplishment in their chosen field and who have leveraged that success to benefit the overall community.

FAMILY BUSINESS: Recognizes women who are contributing to the success of their family-owned enterprise, creating a legacy for future generations.

ENTERPRISE: Recognizes women who have demonstrated the core values of entrepreneurship, including risk-taking, innovation and the ability to overcome obstacles.

SCIENCE & TECHNOLOGY: Recognizes women who have been integral in the development or launching of a business, product or service in the fields of technology, engineering or science.

GOVERNMENT & POLITICS: Recognizes women who have dedicated their careers to public service.

Contact Emily Trayers for complete event & sponsorship information: **(303) 440-4950 x 115** or etrayers@bcbr.com

UNITES from 1A

report to the entire family through a single e-mail message or phone call, they're less likely to have to field calls on the same topic from several family members. "Physicians will save time and provide better care," Silverman said.

The phone option may prove critical for physician engagement. The Manhattan Institute, a health-care research firm, reports that only 39 percent of physicians currently use e-mail or electronic messaging to communicate with patients.

Patients + Families markets its services to adults with primary care-giving responsibility for an aging parent. According to the National Alliance for Caregiving, most of the 43.5 million U.S. caregivers who provide unpaid care to seniors are women. Many, Silverman noted, are simultaneously managing professional careers.

The anticipated price for basic service is \$49 per month. Depend-

ing on customer priorities discovered through the beta test, online surveys and focus groups, premium services might include medication management, fall prevention and additional sources of medical information.

Silverman ruled out advertising, affiliate marketing or data mining as revenue sources. "Privacy and security are paramount," he said. "We will not sell or scrub the data accumulated on the site."

He added that security and privacy provisions for the Patients + Families hub will comply with the Health Insurance Portability and Accountability Act, widely known as HIPAA.

Patients + Families has been in beta-testing since late 2009. Fewer than 50 hubs are active. Current development efforts focus on creating a scalable, production-level version.

Founded in 2009 and funded

privately, the company has seven employees. It will begin to generate subscription revenue later this year. As revenue grows, the company will hire additional staff with expertise in technology, new media and health-care delivery and reimbursement.

Silverman expects the company to be profitable in early 2011.

While not the first to identify web-based health care as a business opportunity, Patients + Families embodies a different business model. CaringBridge, a Minnesota-based nonprofit, facilitates free online communication among patients' family members and friends. It does not encompass physicians. Houston-based CareFlash offers private label "Care Community" Web sites to residential facilities that serve aging populations.

Silverman previously co-founded Performance Health Technologies

PATIENTS + FAMILIES

3100 Carbon Place, Suite 102
Boulder, CO 80301
303-717-3070

www.patientsandfamilies.com

privately held

Brian Lanahan, Marc Silverman, Anne Togher,
Gordon Van Dusen, co-founders

Employees: 7

Primary service: Web-based communication platform for dispersed families with aging parents

Founded: 2009

and Performance Factors Inc. He has led companies through initial public offerings as well as acquisitions.

The new company isn't dwelling on exit strategies, he said. "We want to show people that it makes sense to sign up." In his experience, he noted, "When you demonstrate value, the exit opportunities present themselves."

FUTURE from 3A

reaching the break-even mark from the time Moore purchased it for a little more than \$100,000.

"It started to show profit a few years ago — maybe 5 percent at most," he says. "I've been sustaining the business myself personally."

Now, after two hard winters, the venture is now 10 percent or more down from breaking even.

"I can't do this for another five or 10 years, and I don't know how long before it can sustain itself again," he says.

Why has he held on for as long as he has? It's the clientele.

"I enjoy the appreciation from returning customers along the Front Range and tourists. They're always impressed to find something so unchanged so close to a city."

About two-thirds of the store and café's customers come from Boulder County, Denver, Loveland and Fort Collins.

"Our really good food keeps bringing them back.



JONATHAN CASTNER

Like a lot of businesses, the Gold Hill General Store and Café is struggling in the current economic climate. What's different about this business is it's housed in a historic building built around 1890.

"A lot of the other third come from other countries — especially Europe," he adds. "Boulder has a lot of connections to European families so when people who are here on business or vacation have a few hours and want to do something that's dif-

ferent, people say, 'Go check out this little mining town that has a great café.' "

He recalls a snowy day when Kenneth D. Kaunda, president of Zambia, came in from the cold with his body guard. "He was such a gracious

man — smiled from the time he walked in the door 'til he left.

"He got a piece of pie, sat by our potbelly stove and was thrilled. It was unexpected for him to visit the U.S. and step back 100 years into American history."

Moore credits his staff as further motivation for continuing to operate the store and café. All employees, mainly high school and college students, work part-time around their school schedules. They contribute to the recipes and ideas that keep the café fresh.

Neighbor Bob Mason lives across the street from the store and café and goes in just about every day for the food and Silver Canyon Coffee. A Gold Hill resident for the past 45 years, he sees the potential closing of the business as a tragedy.

"The most disturbing thing for me is that it further undermines relocalization in terms of doing business with people who are neighbors rather than with big-box stores."

ORACLE from 1A

analyst firm, echoed that thought.

Though Martens said consumers will only buy combined products if it's cheaper than purchasing from separate companies as they do now.

Sturm said it's very likely Redwood Shores, Calif.-based Oracle (Nasdaq: ORCL) will at least attempt to sell a combined product, but it'll likely consolidate products, and employees, that overlap, too.

Though layoff numbers weren't disclosed, companywide, Oracle announced plans to hire 2,000 sales and engineering employees — which it said will outnumber the number of Sun cuts.

"Assuming that's the truth, I think that could be good for the Broomfield installation," said Wayne Citrin,

Boulder-based JNBridge LLC's chief technology officer.

Santa Clara, Calif.-based Sun operates its largest "green" data center in Broomfield as well as houses sales and support staff and data-storage engineers who help design storage option for customers. Locally, Oracle maintains a small office in Boulder, as well as locations in Denver and Colorado Springs.

Besides possible new hires at Sun's Broomfield campus, Sturm and Martens agree that Oracle's small Boulder office likely will move there to consolidate locations. Fortunately for local employees, much of the Sun (Nasdaq: JAVA) and Oracle employee overlap comes from locations outside the Boulder Valley.

Initially, Sturm thinks users will

see a slowdown of product development and delivery because of Oracle's ego. He foresees them struggling with hardware manufacturing until the company accepts help from the expert in the relationship — Sun.

But once the two companies are fully combined, the marriage will rival companies like Armonk, N.Y.-based IBM Corp. (NYSE: IBM) and Palo Alto, Calif.-based Hewlett-Packard Development Co. LP (NYSE: HPQ).

Citrin thinks if Oracle can successfully integrate with Sun, which it has proven in other acquisitions, then the combined company could become a big player in the technology industry.

"I think it's good that IBM has competition in that space," he said.

Oracle expects to provide that competition.

"Sun's new SPARC Solaris system and Sun's new Exadata database machine both run the Oracle database faster than IBM's fastest computer," Larry Ellison, Oracle's chief executive officer, said in a December earnings statement. "We expect Sun to rapidly improve both its market share and margins."

Whether or not the company is concerned, IBM, which was first rumored to be in acquisition talks with Sun prior to the Oracle announcement in late April 2009, may now have a target on its back.

"I think Oracle knows what they're getting and takes it seriously," Citrin said.

TECHNOLOGY

18A | Top Twitter feeds

FOCUS: SOCIAL NETWORKING

Social media coming of age as integral tool for business

BY RYAN DIONNE

rdionne@bcbcr.com

BOULDER — Social media isn't just a buzzword that will die in a couple years. It's a business necessity that companies should embrace, some social media "experts" say.

But many companies struggle with how much time and money they should invest in social media, how much involvement is too much and how to determine a return on investment.

Those concerns shouldn't be an issue, many social media mavens said. It's merely something businesses need to jump into sooner rather than later.

Dave Taylor, a Boulder-based blogger and regular social media user, said businesses can't expect people to listen to them as soon as they immerse themselves in social media on sites like Twitter and Facebook.

Taylor said that's one mistake some companies learn the hard way. Some businesses create a social media page during a crisis to help squash it but find out that, unless they have an established relationship with customers, it's not so easy.

But if a business shows up to the proverbial social media party, listens to other people, learns what is happening and then speaks, people are bound to pay attention. And that's the ultimate goal of social media participation.

"The best thing that I would recommend is really just to pay attention and monitor (social media) like anything else," said Seth Haber, founder and sole employee of Boulder-based Trek Light Hammocks LLC.

Even as a one-man business, Haber said he finds time to interact with customers on social media sites like Twitter and Facebook, and he's seen his audience increase directly because of his online marketing efforts.

But it's a tough balance between spending enough time on the Internet and enough time on product development no matter how big the business is.

"I think it is a time management challenge just like anything else in business," Taylor said.

And, as some financial officers would argue, wasted time is wasted money making it harder to justify social media efforts.

Ivan Misner, a bestselling



author in California who writes about business networking, thinks social media use by businesses isn't always justified.

"Business owners are spending hours upon hours each day positioning themselves on these social media sites, many of them are completely neglecting their business' own products and services, letting quality fall by the wayside," he said.

Business owners shouldn't neglect other facets of the business, such as different networking strategies, in order to focus on social media efforts.

Taylor, and others, thinks businesses should focus less on how to track those efforts and whether or not they are worth the investment. Instead they should focus on establishing quality relationships with customers and reaching a bigger audience than possible sans social media.

Companies like Dell Inc. are the social media models. The computer-related company has reportedly earned more than \$6 million revenue via its social media efforts — primarily on Twitter — proving that social media use does pay.

While most companies won't see those kinds of numbers from their efforts, many consumers expect a brand to have a social

media presence. Involvement helps build loyalty, and Jason Cormier, co-founder of Room 214 Inc., a Boulder marketing agency focused on social media, thinks there isn't a substitute for loyalty.

Generally, it's better to have fewer fans or followers that are loyal than more fans or followers who aren't. Businesses also need to identify their audience and stick to it.

Because its audience is local, it doesn't pay for the Boulder County Business Report to have thousands of followers outside the Boulder Valley or from other states or countries, Taylor said.

"The numbers only make a difference if there is a result from them," Cormier said. And typically there's no result if the message is meaningless. However, if a business can engage customers with a meaningful message, its audience will continue to increase, which potentially translates to more sales making it easier to justify and continue the cycle.

Because sites like Facebook are changing the way people communicate, Cormier, Taylor and Haber think social media is here to stay reiterating the need for businesses to give customers what they want where they want it — and, for now, that means interaction on social sites.

Social media is learn-as-you-go proposition

BY RYAN DIONNE

rdionne@bcbcr.com

BOULDER — Not knowing how to get started in social media, for some businesses, is what prevents them from getting started.

But the best way to learn how to swim in the social media pool is to jump in and figure it out along the way, many social media gurus say.

To get started, businesses should first monitor what's being said about them. Is it good or bad? How frequent are the discussions? How many people are talking? What sites are they using to post comments?

Luckily, there are many tools available that allow companies to keep tabs on discussions about them.

For starters, many customizable RSS aggregators, such as Google Reader, will suffice.

Once the research is complete, businesses should draft a social media plan and stick to it. They need to figure out who will be the voice of the company, how often they'll post, what they'll say and how they'll say it.

Can too much involvement on Twitter, Facebook, LinkedIn or any of the other sites be too much? Some local social media mavens all say "no."

"Usually it's just the opposite," said Jason Cormier, co-founder of Boulder-based Room 214 Inc., a marketing agency focused on social media.

Dave Taylor, a Boulder-based blogger and regular social media user, said that many people, whether businesses or not, are gung-ho about social media when they first start. They post frequently for a few weeks or months and eventually fade away never to be seen again.

Instead, stick to the roadmap that should already be drafted — no matter how hard or daunting it is.

Not everything will make sense immediately. There's usually a learning curve associated with social media, but it becomes easier over time, Taylor said.

He and Cormier said social media shouldn't be a marketing tool by itself though. Businesses still need to send out press releases and advertise and engage customers in other ways, too.

Many people think "A" replaces "B," and that's not always the case, Taylor said.



Cormier



Taylor



TWITTER FEEDS

(Twitter feeds in Boulder and Broomfield counties ranked by number of followers.)

RANK	Name City	Twitter Feed Web site	Products/Services	Followers	Following	Tweets
1	CHAD FOWLER Boulder	http://twitter.com/chadfowler http://chadfowler.com	Software developer and author.	272,575	85	4,180
2	PHIL PLAIT Boulder	http://twitter.com/BadAstronomer http://blogs.discovermagazine.com/badastronomy	Astronomer, lecturer, and author who worked on the Hubble Space Telescope and has published two books.	27,722	231	10,279
3	ALEXIS MARTIN NEELY Longmont	http://twitter.com/AlexisNeely http://alexismartinneely.com	Lawyer and business strategist.	24,343	673	11,883
4	SAMAN RAHMANIAN Boulder	http://twitter.com/saman325 http://www.tischen.com	Free online service that provides helpers for household needs.	24,209	22,133	1,152
5	STEPHEN HULTQUIST Boulder	http://twitter.com/shultquist http://infinitesummit.com	Social media, Internet, marketing, technology for businesses.	23,689	24,386	11,023
6	BRETT GREENE Boulder	http://twitter.com/BrettGreene http://BlindInfluence.com	Blog by Brett Greene.	21,483	20,336	9,236
7	ALEX BOGUSKY Boulder	http://twitter.com/@bogusky http://alexbogusky.posterous.com	Founding partner of Crispin, Porter + Bogusky.	21,294	3,981	756
8	VELONEWS Boulder	http://twitter.com/velonews www.velonews.com	Competitive cycling magazine.	17,036	209	7,047
9	TAYLOR PHINNEY Boulder	http://twitter.com/taylorphinney http://taylorphinney.com	Pro cyclist on the Trek Livestrong team.	13,646	173	2,370
10	REBECCA WOOD Boulder	http://twitter.com/RebeccaWood108 www.rwood.com	Cookbook author.	13,572	14,931	185
11	GWEN BELL Boulder	http://twitter.com/gwenbell http://gwenbell.com	Advices businesses, universities and individuals on social interaction.	13,213	863	15,718
12	ELEPHANT JOURNAL Boulder	http://twitter.com/elephantjournal www.elephantjournal.com	Online guide to the mindful life: yoga, organics, sustainability, spirituality, conscious consumerism, fair fashion and the contemplative arts.	12,771	13,751	8,937
13	GRANDMA MARY Boulder	http://twitter.com/grandmamaryshow www.GrandmaMaryShow.com	A social media entertainer and educator helping small businesses leverage the power of social media.	12,202	12,524	2,630
14	RALPHIEREPORT Boulder	http://twitter.com/RalphieReport www.ralphiereport.com	A Colorado Buffaloes blog covering competitive CU Boulder sports.	10,978	12,062	1,208
15	BRAD FELD Boulder	http://twitter.com/@bfeld www.feld.com	Early stage investor and entrepreneur who co-founded Foundry Group and co-founded Mobius Venture Capital.	10,281	389	5,911
16	ANDREW HYDE Boulder	http://twitter.com/andrewhyde http://andrewhy.de	TechStars founder and business startup enthusiast.	10,182	8,010	17,600
17	JAMES BO INSOGNA Longmont	http://twitter.com/Lightning_Man www.azlightning.com	Fine art photo gallery.	9,648	10,038	834
18	ANDREA MEYER Boulder	http://twitter.com/AndreaMeyer http://workingknowledge.com/blog	Writes about innovation, social media and strategy.	9,393	9,234	1,064
19	MICAH BALDWIN Boulder	http://twitter.com/micah http://learntoduck.com	CEO of Graphic.ly, a TechStar company that provides social experience and marketplace around digital comics and associated merchandise.	8,228	799	21,992
20	DAVE TAYLOR Boulder	http://twitter.com/davetaylor www.askdavetaylor.com	Blogger, entrepreneur, public speaker.	8,044	532	21,359
21	ONERIOT Boulder	http://twitter.com/oneriot www.oneriot.com	Search engine.	7,821	6,328	1,917
22	BOULDERCOACHING Boulder	http://twitter.com/BoulderCoaching www.bouldercoachingacademy.com	Provides a system for people to achieve personal and professional goals.	7,532	7,441	2,565
23	GAIAM Louisville	http://twitter.com/gaiam www.gaiam.com	Environmentally friendly products; other goods and services for a healthy lifestyle.	6,921	2,726	2,572
24	MARK GAMMON Boulder	http://twitter.com/markgammon www.markgammon.com	Advances the teaching mission of the college of Arts and Sciences by supporting use of educational and information technology. Provides training resources to faculty and students, assists tech-related needs.	6,554	6,117	5,060
25	TECHSTARS Boulder	http://twitter.com/techstars http://techstars.org	Mentorship-driven seed stage investing for Web and software startups.	5,786	6,201	1,085
26	MIKE WILSON Boulder	http://twitter.com/2drinksbehind http://main.nationalmssociety.org	N/A	5,650	5,605	634
27	CROCS Boulder	http://twitter.com/crocs www.crocs.com	Manufacturer of Crocs branded footwear.	5,553	5,506	1,153
28	SANDY GRASON Boulder	http://twitter.com/sandygrason www.SandyGrason.com	Works with women in groups on live teleseminars and in private coaching and strategy sessions to help solve business or personal problems.	5,486	4,922	6,008
29	MATT GALLIGAN Boulder	http://twitter.com/mg www.mgalligan.com	CEO of Boulder-based SimpleGeo, a company that provides solutions to enable location-based services in mobile, Web and desktop applications.	5,198	370	7,170
30	FREESKIER MAGAZINE Boulder	http://twitter.com/freeskier www.freeskier.com	Winter sports magazine.	4,475	337	2,735
31	JARED POLIS Boulder	http://twitter.com/jaredpolis www.jaredpolis.com	U.S. Congressman representing the constituents of the Second Congressional District of Colorado.	4,381	115	316
32	JOHN WINSOR Boulder	http://twitter.com/jtwinsor www.johnwinsor.com	CEO of the Boulder-based ad agency Victor & Spoils and author of "Baked In, Spark and Beyond the Brand," about the future of marketing and product design.	4,355	3,696	2,125
33	LIJIT NETWORKS Boulder	http://twitter.com/lijit www.lijit.com	Search-powered Web applications for publishers.	4,343	4,775	837
34	DAVIS PHINNEY Boulder	http://twitter.com/davisphinney www.davisphinneyfoundation.org	Foundation supporting people with Parkinson's disease.	4,327	63	733
35	JO WHITE Boulder	http://twitter.com/JoWhite www.mediamum.wordpress.com	A blog by a mother of four living in Colorado, working on a startup and doing graduate research in social media and human computer interaction.	4,135	3,633	15,380
36	SOCIALTHING Boulder	http://twitter.com/socialthing www.socialthing.com	Web site that allows users to receive updates from all social networks.	4,090	5,622	390
37	SETH HABER Boulder	http://twitter.com/treklightgear www.treklightgear.com	Founder and CEO of Trek Light Gear.	3,854	2,684	2,833
38	BACKPACKER MAGAZINE Boulder	http://twitter.com/backpackermag www.backpacker.com	Backpacker magazine.	3,709	1,189	715
39	WOMEN'S ADVENTURE MAGAZINE Boulder	http://twitter.com/womensadventure www.womensadventuremagazine.com	Magazine for women who enjoy outdoor sports.	3,634	863	202
40	EF RODRIGUEZ Boulder	http://twitter.com/pugofwar www.efrodriguez.com	Geek culture, technology, social media, public relations.	3,605	3,083	53,326

Source: A snapshot from Feb. 2 based on data from www.twitterholic.com and BCBR research. This list represents a sampling of Twitter feeds originating in the Boulder Valley that are active as of Jan. 1, 2010. It is not a comprehensive list.

RESEARCHED BY BETH EDWARDS

Protect your business from latest threats

Knowledge is power. When it comes to protecting your business from savvy cybercriminals, this adage rings especially true. Cybercriminals will never go away entirely, but understanding how they think and operate can help you prevent them from harming your business and its reputation.



GUEST OPINION

Michael Clark

Fortunately, you don't need a degree in computer science to get into the head of a cybercriminal. There are plenty of free, easy-to-understand resources available to help business owners

stay ahead of the curve when it comes to data security. Microsoft's bi-annual Security Intelligence Report is a good example of a resource designed to educate businesses and the IT industry on emerging threats and trends.

Worms in your cybergarden

Worms you might find in your flower bed are slippery little creatures that may not be pleasant, but actually are good for your garden. However, worms that infiltrate your computer network are designed to wreak havoc on your IT systems. Digital worms replicate themselves, moving from PC to PC and network to network and spread particularly well when they gain access to unsecured file shares and removable storage devices.

Microsoft's most recent security report tells us that the most noteworthy security trend in the first half of 2009 was the dramatic increase in worm infections. One reason for this spike was a new worm called Taterf that targets multiplayer online role-playing games and can eventually make its way into the workplace by infecting removable storage drives that employees bring in from home. Taterf's attack strategy is a potent example of why preventing security breaches may require vigilance both inside and outside of office walls.

Human nature a target

Cybercriminals can be like wolves in sheep's clothing, posing as legitimate security software providers. Recently, they have employed a technique known as social engineering, which uses the predispositions, beliefs and emotions of people as a means to manipulate their behavior and, in this instance, entice them to purchase fake, or "rogue," security software.

Rogue software resembles the "real thing," so the average computer user may not consider that they are installing software that offers little to no protection and, ultimately, will take money and/or sensitive information from them.

Small- to medium-size businesses are more susceptible to rogue security software because their secu-

rity policies may be vague or not as stringent as in larger companies. Employees may feel a greater obligation to fend for themselves when it comes to data security and make independent decisions about security software.

The good news is that, according to the report, cybercriminals are losing ground. New security measures and education programs are beginning to reduce the prevalence of rogue software. However, social engineering remains a prominent threat.

Basics of self-defense

To prevent security breaches in your organization, you will want to apply some basic guidelines. For instance, stay abreast of the latest technologies that bolster network security. Network Access Protection and DirectAccess, for example, are new server operating system features that can keep employees from unknowingly infecting the network. Keeping your IT infrastructure updated with these kinds of technologies will provide a solid layer of defense and prove to be worth the investment, even in challenging economic times.

Additionally, educate your employees. Help them to better understand the impact of their computing habits and the role they play in preventing security breaches. It may never occur to them that what they do on their computer at home can negatively impact their workplace.

Michael Clark is a regional general manager for midmarket customers in Microsoft's Small- and Mid-market Solutions and Partners group. The full report is freely available at www.microsoft.com/sir.

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Serving Boulder County

Jason Berv

The Watershed School

Tyson Brawley

Goozmo LLC

Lynn Brewer

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Michael Christie

Colorado Music Festival

Dan Condon

Eagle Rock School

Brook Eddy

Bhakti Chai LLC

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Contact Emily Trayers for complete event & sponsorship information: (303) 440-4950 x 115 or etrayers@bcbcr.com

BOULDER VALLEY REAL ESTATE WATCH

Highest-Priced Home Sales in Boulder County

December 2009

Sale Price	Buyer, Address
\$2,250,000	Preston R. and Barbara L. Padden, 1301 Canyon Blvd., Apt. 306, Boulder
\$1,950,000	Richard Vanheyst 1981 Trust, 520 Spruce St., Boulder
\$1,950,000	Lynne C. Pearse 1995 Trust, 7205 Rustic Trail, Boulder
\$1,625,000	Gregory J. and Catherine J. Marich, 355 Mountain King Road, Boulder
\$1,600,000	Festus Colorado LLC, 3135 11th St., Boulder
\$1,525,000	Martin J. Jr. and Mary Schoen Wenzel, Jack Pine Court, Boulder
\$1,455,000	Roberto Caccia, 5445 Westridge Drive, Boulder
\$1,350,000	Michael J. Roberts Jr., 434 Dewey Ave., Boulder
\$1,225,000	Joshua J. and Stacy A. McClellan, 8442 Strawberry Lane, Longmont
\$1,150,000	Ashim Banerjee, 8445 Baseline Road, Boulder

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

Foreclosures in Boulder County

Jan. 1-31, 2010

City	Foreclosures Filed	Deeds Issued
Allenspark	0	0
Broomfield	23	12
Boulder	38	8
Eldorado Springs	0	0
Erie	6	2
Golden	0	1
Jamestown	0	0
Lafayette	4	6
Longmont	50	42
Louisville	2	0
Lyons	3	1
Nederland	1	0
Niwot	1	0
Superior	2	4
Ward	0	0
TOTAL	130	76
Year-to-date 2009	130	76

Source: Public trustees of Boulder and Broomfield counties

Shopping center in South Boulder changes hands

A Honolulu-based real estate investment company has purchased the Meadows on the Parkway Shopping Center in South Boulder for \$30,772,000.

A&B Properties Inc., the real estate subsidiary of Alexander & Baldwin Inc., (NYSE: ALEX) bought the 216,400-square-foot retail center from Foothills Center Limited Partnership headed by a mix of local and California investors.

The shopping center on the southwest corner of Foothills Parkway and Baseline Road was constructed in 1989 and features seven buildings with 179,800 of retail space and one building with 36,600 square feet of office space. The center is about 83 percent occupied with tenants such as Safeway, Blockbuster, Michael's and Rite Aid.

"The addition to our portfolio of Meadows reflects A&B's strategic objective of acquiring properties in prime markets with excellent potential for appreciation and growth," A&B Properties President Norbert M. Buelsing said in a press release.

A&B Properties' commercial property/investment portfolio consists of 8.3 million square feet of retail, office and industrial space located in Hawaii and eight other U.S. states.

APARTMENTS BOUGHT: A Boulder-based real estate investment company has purchased a 13-unit apartment building near the intersection of Broadway and Cedar Avenue in Boulder for \$2.05 million.

1240 Cedar LLC, managed by Scott Holton and Chris Jacobs, both of the Boulder-based Holton Group, bought the 12,804-square-foot building at 1240 Cedar Ave. with financing from FirstBank of Boulder. The seller was Denver-based Cedar-

bridge Apartments LLC.

"The apartments at 1240 Cedar have very high historical occupancy, and it's rare to be able to purchase a building with such character so close to downtown," Holton said. "This acquisition underscores our continuing confidence in the strength of the Boulder residential market."

Holton said he plans to keep the building as apartments for now.

The Holton Group made a similar acquisition in the same neighborhood in 2008 — purchasing 1201 Balsam Ave. and converting the 16 one- and two-bedroom units into for-sale condominiums. Holton said 11 out of 16 units at The Flats at 1201 Balsam are under contract with five remaining in the \$335,000 to \$365,000 price range. The project is expected to be complete by March 1.

"We truly believe in that sub market — being close to downtown, parks and shopping," Holton said.

LONGMONT

HIGH-TECH WATERING: An Australian irrigation technology company is moving its U.S. headquarters to Longmont.

Irrigation Water Technologies America Inc. is moving from Colorado Springs to Longmont after signing a lease for 12,000 square feet at 1200 S. Fordham Road.

The privately owned company expects to move in late January and will bring 11 employees here.

"IWT America chose Longmont because of its proximity to the Front Range labor market as well as its atmosphere and reasonable cost of living," said Collis Woodward, the company's chief financial officer.

Irrigation Water Technologies America Inc. sells its products under the trade name KISS, which is a system that uses capillaries to deliver water directly to the root zone of sport fields, commercial properties, green roofs, and public and private parks. As a result, the system uses

MUSICAL CHAIRS

Renovation begets retailer moves on Pearl Street



DAVID CLUCAS

The former Art Mart Gifts location at 1222 Pearl St. in Boulder is being renovated into two smaller spaces. Meanwhile, Art Mart Gifts is moving to 1326 Pearl St. That will displace Alpaca Connection, which in turn, is moving to 1334 Pearl St. That will force Zuni Fetishes Direct to move to 1424 Pearl St., replacing Sunglass Pro's, which is closing its Boulder store. All the moves should be completed by this early spring.

less water than conventional, or even drip, sprinkler systems. The system can reduce fertilizer requirements and runoff by sending it directly to the root zone.

IWT America works with businesses and municipalities across the United States, Mexico and Canada with projects including green roofs on the Clinton Presidential Library in Little Rock, Ark. and the Target Center in Minneapolis, Minn.

GOLIATH MOVES: Goliath Solutions, a Chicago-based marketing research company, is moving its office in Boulder to Longmont.

The company signed a lease for 4,222 square feet of space at 1860 Lefthand Circle in The Campus at Longmont business park owned by Circle Capital. The local office employs fewer than 10 people.

Arn Hayden with Freeman Myre

and Hunter Barto with Dean Callan & Co. helped broker the deal.

BROOMFIELD

BROOMFIELD LEASES: Grandrabbit's Toy Shoppe, a Boulder-based toy store, signed a lease for 3,000 square feet of retail space at 180 E. Flatirons Circle Drive at Main Street at Flatiron. It is the third location for Grandrabbit, which has stores in Boulder and Superior.

* Abbot's Frozen Custard signed a lease for 1,333 square feet of retail space at 2205 W. 136th Ave. at The Shops at Quail Creek.

* AIM Mail Center, a retail mail service company, signed a lease for 1,400 square feet of retail space at The Shops at Quail Creek.

LOUISVILLE

FINISHING LEASE: Illinois-
▶ See **Real Estate, 21A**

Rally Software led Boulder Valley in 4Q VC

Editor's note: The Boulder County Business Report in its online BCBrdaily on Jan. 22 incorrectly reported that Clovis Oncology Inc. in Boulder received \$65.6 million in venture capital during fourth quarter 2009. The news item was based on the MoneyTree Survey prepared by PricewaterhouseCoopers and the National Venture Capital Association. A spokeswoman for PricewaterhouseCoopers said the survey was incorrect. The \$65.6 million listed in the survey was part of the \$146.3 million Clovis received during second quarter 2009.

BY DOUG STORUM
dstorum@bcbr.com

BOULDER - Rally Software Development Corp. led 10 companies in Boulder and Broomfield counties that received a total of \$33.7 million in venture capital during fourth quarter 2009.

Boulder-based Rally, a developer of tools and strategies for software developers, raised \$16 million it will use to hire more engineers to advance its product line. The round was led by venture capital firm Greylock Partners, which has offices in California, Boston, Israel and India.

According to the MoneyTree Survey prepared by PricewaterhouseCooper and the National Venture Capital Association, 18 firms in Colorado received about \$132 million during the fourth quarter. Rally was not included in the MoneyTree Survey.

Venture capital investments in Boulder and Broomfield counties

Fourth quarter 2009 (Listed by amount of funding raised.)

- Total fourth-quarter investments in Boulder Valley: \$33,715,200
- Total 2009 investments in Boulder Valley: \$300,876,000

- Total fourth-quarter investments in Colorado: \$132,015,300
- Total 2009 investments in Colorado: \$475,353,400

Company	Nature of Business	Amount Raised	Investors
Rally Software Development Corp. Boulder	Develops software for lifecycle management	\$16,000,000	Greylock Partners, Mohr Davidow Ventures, Mobius Venture Capital, Boulder Ventures
Biodisix Inc. Broomfield	Develops medical diagnostic tools	\$10,000,000	
EnVysion LLC Louisville	Computers and peripherals	\$2,330,000	Columbia Capital LLC, High Country Venture LLC
SimpleGeo Inc. Boulder	Develops location-based technology	\$1,500,000	First Round Capital, individuals, Redpoint Ventures, undisclosed firm
Graphic.ly Boulder	Provides digital content delivery system and community platform	\$1,200,200	DFJ Mercury, GC&H Partners, individuals, North East Finance, undisclosed firm
SendGrid Inc. Broomfield	Provides e-mail services	\$750,000	Highway 12 Ventures, SoftTech VC, TechStars, undisclosed firm
Next Big Sound Inc. Boulder	Provides online music analytics and analysis	\$585,000	Foundry Group
Efficas Inc. Boulder	Develops compounds for health and wellness management	\$500,000	Burrill & Co.
Mandelbrot Project Inc. Boulder	Provides products and services	\$500,000	Foundry Group
Everlater Inc. Boulder	Operates an online platform for sharing travel experiences	\$350,000	Highway 12 Ventures

Source: PricewaterhouseCoopers/Thomson Venture Economics/National Venture Capital Association MoneyTree Survey and Dow Jones VentureSource.

Castle Pines Capital, a financial services company based in Englewood, led Colorado with \$56 million. The firm provides channel financing to vendors and resellers. This deal represents the only capital raised by a financial services company during 2009 and is significantly greater than the \$14.4 million raised by similar companies in all of 2008, said Bob Puls, a partner in PricewaterhouseCoopers' Denver office.

Among the most significant trends observed with respect to the fourth quarter was a significant increase in venture capital going to less mature

companies. "Of the 20 venture capital financings in the quarter, 12 of the companies were in the startup or early stages and nine of the 20 deals were first-round financings," Puls said. "If we look at data from the second and third quarter of 2009, this appears to be a trend."

Boulder startups Everlater Inc., Graphic.ly, Next Big Sound Inc. and SimpleGeo Inc. along with SendGrid Inc. in Broomfield were early stage firms that received funding.

Activity in the clean-technology sector remained low throughout 2009 compared to 2008. However,

two Colorado companies received funding during the fourth quarter, bringing the 2009 funding tally for clean technology to \$20 million.

Funding not listed by MoneyTree included \$10 million raised by Broomfield-based medical-test designer Biodisix Inc. The round started in third quarter 2009 and ended in fourth quarter 2009 coming from members of the company's board of directors and existing shareholders. Biodisix recently launched VeriStrat, a test to help guide oncologists treating patients with lung cancer.

REAL ESTATE from 20A

based ITW Industrial Finishing Inc., a spray finishing equipment provider, signed a lease for 9,939 square feet of space at 1721 Boxelder St. in the Colorado Technology Center business park for its research engineering facility. Neil Littmann and Scott Reichenberg with The Colorado Group helped broker the deal.

BOULDER VALLEY

COMMERCIAL SALES TICK UP: After a very quiet commercial real estate market for most of 2009, there's been a slight bump in local sales activity this past two months.

The buying activity is largely being led by owner-occupiers — companies that purchase buildings for the direct use of their business. As the credit market loosens, it has been easier for owner-occupiers with a proven business plan to obtain money from banks, than it has for the speculators.

The most recent example was Boulder-based Spectra Logic buying its own 80,712-square-foot building at 6285 Lookout Road in Gunbarrel for \$5,025,000 in December.

Federal stimulus help to the Small Business Administration also has helped reduce the costs for small businesses to borrow money for real estate — leading to an increase in office condo sales.

Institutional investor money also is

GOING UP

Jack in the Box in Longmont



DOUG STORUM

Work nears completion on a new 2,400-square-foot Jack in the Box fast-food restaurant at 1723 Main St. in the Main Street Marketplace in Longmont.

making its way back into the Boulder Valley. In December, Chicago-based Ventus Inc. (NYSE:VTR) purchased 74,000 square feet of medical office space at Avista Adventist Hospital in Louisville for \$20.25 million, and in January, Honolulu-based A&B Properties Inc. (NYSE:ALEX) purchased the 216,400-square-foot Meadows on the Parkway Shopping Center in Boulder for nearly \$30.8 million.

The sales uptick doesn't necessarily

signal the market's recovery, however. Many of the deals are at a discount compared to what the properties would have fetched a few years ago, brokers say.

This could either be a bottom where that discount is being set and investors are jumping in, or it could be the tip of the iceberg with an upcoming avalanche of owners who need to sell.

Contact David Clucas at 303-440-4950 or e-mail dclucas@bcbr.com.

PRODUCT UPDATE



COURTESY ARIUS LLC

Longmont-based Arius LLC has introduced its new Air Pear Thermal Equalizer Model 100 — an air-circulation system designed to conserve energy in buildings with ceilings from 10 to 100 feet high. The Model 100 is designed to cover areas approximately 1,500 to 2,500 square feet.

Boulder-based **Neve Designs Inc.** will add jewelry to its fall 2010 product line. The company is known for its detail-oriented sweaters.

Boulder-based **PeeKoo Bedding Concepts LLC** launched a series of quick-zip duvet covers with removable top sheets geared towards kids.

Superior-based **StillSecure** launched its ProtectPoint VSS managed security service that should allow data centers, hosting providers and others to provide secure virtual environment.

OPINION

EDITORIAL

It's time for Democrats, Republicans to settle on health-care reform

Last August, we requested that both sides in the debate over health-care reform lower the volume of their rhetoric. We, along with many Americans, were turned off by shouting matches at town-hall gatherings.

Today, we have a different request: Get something done.

The health-care reform plan crafted by the White House and Democrats in Congress — with nary a Republican vote — appears to be dead, although rumors abound that House Speaker Nancy Pelosi will attempt to get something through the Congress based on the plan passed by the Senate.

That would be a mistake. What's needed now, after an agonizing year of vitriol, is a compromise, not parliamentary maneuvers.

Republicans opposed many of the measures in the Democratic plan, including the federally mandated expansion of Medicaid. Democrats ignored many valid Republican ideas in favor of cramming their own measure through the Congress.

It is now incumbent on both sides to come to the table and determine what measures will get the job done, or at least improve the situation. Here are some suggestions:

- Reform, as we noted last year, should make health care affordable and accessible for the vast majority of Americans. (This is one area in which the Republican alternative falls short.)

- It must preserve the quality of U.S. medical care.

- It should include portability of insurance plans across state lines.

- At least be revenue-neutral, although a plan that would reduce the exploding federal deficit would be a huge plus.

- Health reform should include measures to reduce frivolous malpractice claims.

- Allow states to experiment with their own reforms.

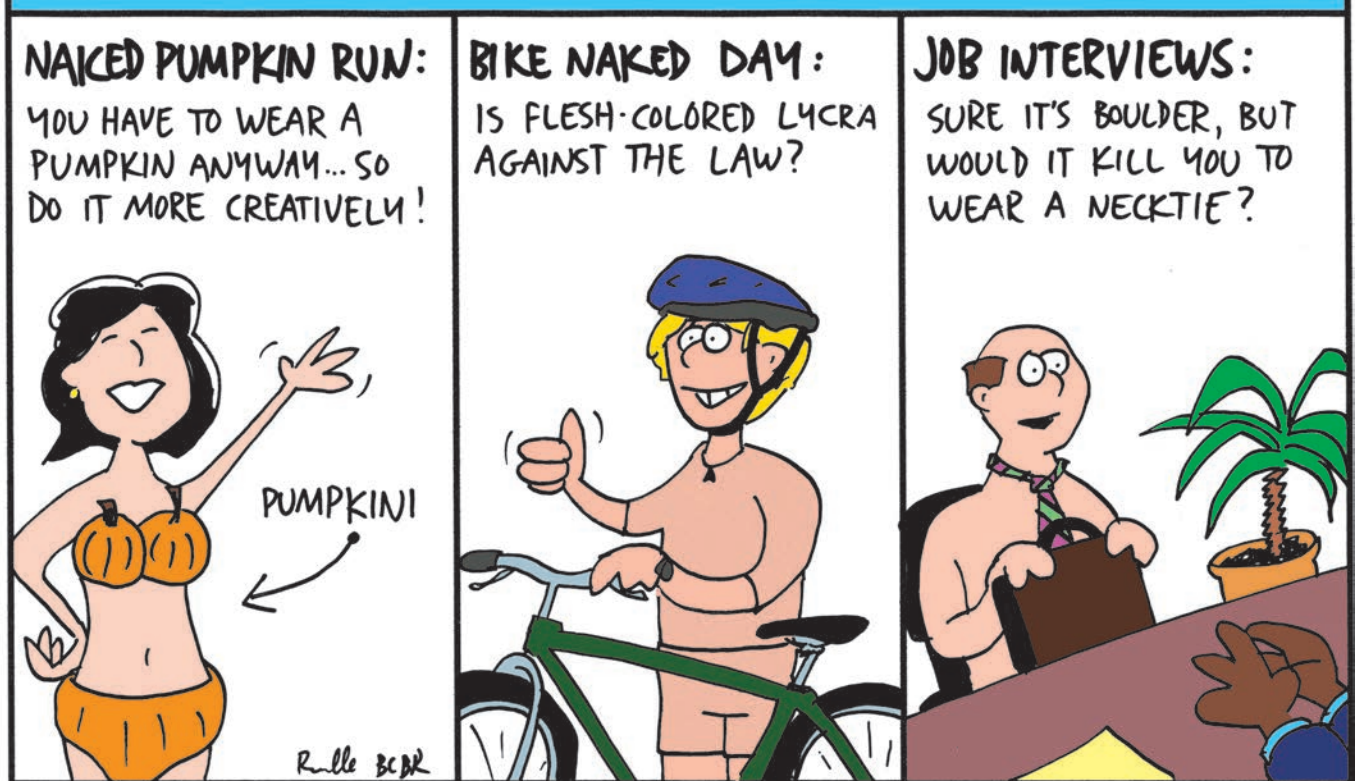
- Eliminate exclusions for pre-existing conditions.

- Finally, don't further reduce reimbursements for Medicaid to providers, who already are providing services below cost for those patients.

Many doubt that after the bruising battle of the past year, Democrats and Republicans can come together to compromise on health legislation, especially during an election year.

For the sake of the country, let's hope such pundits are wrong.

HOW WILL YOU GET AROUND BOULDER'S PROPOSED ANTI-NUDITY LAWS?



State tax proposals will hurt business

Balancing budget should not come at expense of jobs

As Colorado legislators seek to balance the state budget amidst continuing economic doldrums, one has to wonder whether, in addressing one problem, they will perpetuate another.

Proposals working their way through the Legislature would repeal a variety of tax exemptions for the business community, running the risk of forcing companies out of business, pushing them to cut workers, or driving them out of state — this at a time when state officials should be opening the doors to business to help address the weak economy.

As the Boulder County Business Report noted in a recent editorial (Jan. 8-21), one of the most onerous proposals would be to eliminate a tax exemption for software sales. Currently, software is exempt unless it is packaged for repeat sale, is subject to a non-negotiable license agreement and is delivered via a tangible medium. Software downloaded via the Internet is exempt.

Colorado would become one of only 11 states to tax all software, no matter how it was delivered. This is of special concern to the Boulder Valley, which boasts a vast number of soft-

ware companies, large and small.

But other measures would be equally devastating to their respective industries. One proposal would eliminate for three years the tax exemption on materials used in direct-mail advertising. This measure will be extremely burdensome for the direct-mail industry and will undoubtedly cost jobs.

It's troubling that Rep. Joel Judd, D-Denver, trivializes the direct-mail companies as "the junk-mail industry." Judd was quoted in the Denver Business Journal as saying, "It's very difficult to say to (Coloradans): 'Well, we're going to take away from educating your child in order to save a tax exemption for the junk-mail industry.'"

So anyone laid off from a direct-mail company as a result of this measure need not go to Rep. Judd for sympathy.

Also at risk is an exemption on energy used in the manufacturing process. In all, some 13 business tax exemptions are up for repeal.

Some advocates of repealing business tax exemptions have taken to calling the exemptions "loopholes." None

of the exemptions at risk qualifies as a "loophole," a term meant to describe omissions or ambiguities in the law, which certain parties can exploit without really breaking the law.

These exemptions were well considered by the Legislature or state administrators years ago. To call them "loopholes" makes it seem as if businesses are unseemly for taking advantage of what the law has allowed.

Supporters of repealing or suspending these exemptions also aren't taking into account that these businesses have already been hit hard by the worst economic downturn since the Great Depression. Just as the economy is showing tentative signs of life, they'll be hit by massive new tax burdens.

It will be left to the courts — or perhaps the state attorney general — whether elimination of these tax exemptions constitutes a tax increase. Such a determination would mean that each of them would require a vote of the people, as provided in the Taxpayer's Bill of Rights.

We stated in our editorial that we sympathized with the governor and legislators who are attempting to cure a massive revenue shortfall. But it should not come at the expense of businesses that can help lead us to better economic times.

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 4
BOULDER COUNTY BUSINESS REPORT
3180 Sterling Circle, Suite 201, Boulder, Colo. 80301-2338, is published biweekly by Boulder Business Information Inc., a Colorado corporation, in Boulder, Colo.



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CALENDAR

FEBRUARY

6 The St Vrain Valley School District is hosting a Technology Fair from 7:30 a.m. to 3 p.m. at Trial Ridge Middle School, 1000 Button Rock Drive in Longmont. The fair will include project judging, public viewing and awards. For more information, visit <http://techfair.stvrain.k12.co.us>.

The Boulder County Energy Corps will be conducting free basic home-energy assessments for residents in Longmont at 9:30 a.m., 11 a.m., 1 p.m. and 2:30 p.m. Assessments take approximately 90 minutes and are set on a first-come, first-serve basis and will be confirmed in advance. Following the assessments, corps members will install energy-efficiency measures and give homeowners advice on how to further reduce their energy consumption and utility bills. Contact Beth Beckel at bbeckel@bouldercounty.org or 303-441-3502 to schedule an appointment.

8 The Boulder Chamber's Annual Dinner will be held from 6 to 9 p.m. at the UMC on the CU Boulder campus, 1669 Euclid Ave. in Boulder. The dinner honors business members and volunteers in the community. Admission is \$90. For more information, call 303-442-1044 or e-mail erin.work-chou@boulderchamber.com.

9 Mark Fuller of Fuller Wealth Management will host a financial planning services workshop from 6:30 to 7:30 at the Mountain View Corporate Center, 12303 Airport Way, Suite 200 in Broomfield. Refreshments and hors d'oeuvres will be served. The workshop is free and limited to those with \$200,000 in investment assets. For more information, call 303-327-1575 or e-mail mark@fullerwealth.net.

11 A free nontechnical webinar, Worry Free IT, is scheduled for 10 a.m. for owners of small- to mid-size businesses looking to answer fundamental questions about information technology, such as improving reliability and reducing costs. For more information or to reserve a limited spot, call [arielMIS at 303-415-0266 ext. 2](tel:303-415-0266).

The SDL Roundtable will be held from noon to 3 p.m. in Denver. The location is to be determined. Learn about product localization challenges and best practices for accelerating time-to-market. To register, visit <http://www.sdl.com/en/events/2010-02-11-SDL-Round-Table-Event-Denver.asp> or contact Kara Creer at 303-402-2448 or kcreer@sdl.com.

18th Annual Impact Awards will be held from 5:30 p.m. to 8:30 p.m. at the UMC Glenn Miller Ballroom, 1669 Euclid Ave. on the University of Colorado campus in Boulder. A community tradition honors five outstanding individuals who have made a huge impact on student learning in the Boulder Valley School District. Nominations are generated by and evaluated by the community. Award recipients are recognized for their outstanding service to students, exception teaching skills, and/or inspirational leadership.

Boulder Digital Arts presents Marketing with Social Media from 6 to 9 p.m. at the Boulder Digital Arts studio, 2510 47th St. Suite 202 in Boulder. Learn how social media sites like Wikipedia, Facebook and Twitter are critical components of search-engine optimization and Web marketing campaigns. Admission is \$50 for members and \$70 for nonmembers. For more information, call 720-331-5940 or visit www.boulderdigitalarts.com/training/details.asp?offering=207.

Mark Fuller of Fuller Wealth Management will host a financial planning services workshop from 6:30 to

7:30 at the Mountain View Corporate Center, 12303 Airport Way, Suite 200 in Broomfield. Refreshments and hors d'oeuvres will be served. The workshop is free and limited to those with \$200,000 in investment assets. For more information, call 303-327-1575 or e-mail mark@fullerwealth.net.

13 The Hotel Boulderado is hosting the Anti-Valentine's Day Party from 8 to 11 p.m. at the Hotel Boulderado, 2115 13th St. in Boulder. For more information, call 303-440-2880 or e-mail sales@boulderado.com.

15 The DaVinci Institute presents a Startup Junkie Underground, The Future of Board Composition: Could You be a Candidate for a Public Company Board from 6 to 9 p.m. at the MadCap Theater, 10679 Westminster Blvd. in Westminster. Admission is \$25. For more information, contact 303-666-4133 or jan@davinciinstitute.com or visit www.davinciinstitute.com and click on events.

16 Scott Rodwin of Rodwin Architects presents Building Green Homes in Boulder from 9 a.m. to 1 p.m. at Rodwin Architecture, 1245 Pearl St., Suite 202 in Boulder. Topics include current city and county requirements, HERS rating and energy modeling and how to create a net-zero home. Admission is \$95. To register, call 303-413-8556 or e-mail scott@rodwinarch.com.

17 The Colorado Small Business Development Center is hosting a Contract Opportunities Fair from 8:30 a.m. to 4:30 p.m. at the UCAR Event Center, 3080 Center Green Drive in Boulder. Speakers include U.S. Congressman Jared Polis as well as Don Marostica, director of the Office of Economic Development and International Trade. Admission is \$79 for nonmembers and \$69 for members. For more information, contact Sharon King at 303-442-1475 or visit www.bouldersbdc.com.

18 Boulder Digital Arts presents WordPress, Installing and Getting Started from 6 to 9 p.m. at the Boulder Digital Arts studio, 2510 47th St. Suite 202 in Boulder. Admission is \$50 for members and \$70 for nonmembers. For more information, call 720-331-5940 or visit <http://www.boulderdigitalarts.com/training/details.asp?offering=216>.

19 The Boulder Elks Lodge presents the ABCDEFGHaiti Fundraiser from 7 p.m. to midnight at the Boulder Elks Lodge, 3975 28th St. in Boulder. Admission is \$25, and all proceeds go to the American Red Cross Haiti Relief and Development fund. For more information, contact Rakesh Ganeriwala at 804-305-5908 or rakesh05@comcast.net or visit www.facebook.com/home.php?#/event.php?eid=276365537450&index=1.

20 The DaVinci Institute presents an Affiliate Marketing 101 Boot Camp from 8 a.m. to noon at the Wolf Law Building, 2450 Kittredge Loop Road in Boulder. Admission is \$119 for nonmembers and \$79 for members. For more information, contact 303-666-4133 or jan@davinciinstitute.com or visit www.davinciinstitute.com and click on events.

22 The Colorado Photonics Industry Association quarterly meeting will be held from 3 to 7 p.m. at mBio Diagnostics, 3122 Sterling Circle in Boulder. A presentation and tour of the mBio Diagnostics will be included. Admission is \$10 for nonmembers and free for members. For more information, contact Karen Eye at 303-834-1022 or exec@coloradophotonics.org.

AWARDS

The Louisville Chamber of Commerce handed out awards at its 25th Annual Chamber Awards Banquet on Jan. 27. Business of the Year — **Old Style Sausage**, Mike and Scott Deborski; Business Person of the Year — **Brad Barnett, Mountain High Appliance**; Lawrence Enrietto Volunteer of the Year — **Barb Disalle**; Pioneer of the Year (awarded by the Historical Commission) — **Frank Domenico**.

Downtown Boulder Inc. honored individuals and businesses at its annual awards luncheon Jan. 20 at the Hotel Boulderado. Outstanding Community Service Award — **Karli Gronholm, Full Cycle**; Business of the Year Award — **Dan Hayward, Savory Spice Shop**; Outstanding Property Owner Award — **Ann M. Getches, Centro II**; Rising Star Award — **Patty Ross, Clutter**; Event Maker of the Year Award — **Renae Foxhoven, Foxbacher Productions**; Lifetime Achievement Award — **Richard Foy, Communication Arts Inc.**

The University of Colorado Technology Transfer Office recognized five faculty researchers, two companies founded on university research, and an Aurora organization at its annual awards dinner Jan. 20 at Tivoli Turnhalle. Winners were: Inventor of the Year — **Robert T. Batey**, New Inventor of the Year — **Mark E. Rentschler**, Physical Sciences/Engineering/IT Company of the Year — **Mentor InterActive Inc.**, Inventor of the Year UC Denver — **Robert S. Hodges**, New Inventor of the Year UC Denver — **Malik Y. Kahook**, New Inventor of the Year, CU-Colorado Springs — **Charles C. Benight**, Bioscience Company of the Year — **Globelmmue Inc.**,

Louisville; Business Adviser of the Year — **Michael Artinger, Fitzsimons BioBusiness Partners**.

Covidien, a global health-care products company with operations in Boulder, presented **Steve Buysse** of Longmont with the Issued Patent of the Year Award, **Jim Orszulak** of Nederland received the Innovator of the Year Award, and **Bob Wham** of Boulder won the Chairman's Innovator Award. All three work at the company's Boulder facility. Covidien gave seven innovation awards companywide.

Thanasi Foods LLC, a developer and supplier of branded foods in Boulder, received CSNews' 2009 Best New Product Award in the Salty Snacks category for its BIGS Vlasic Dill Pickle Sunflower Seeds.

HW Home, a home furnishings company in Denver with stores in Boulder and Broomfield, received the ARTS Award for Retailer of the Year in the Midwest/Southwest region by the Accessories Resource Team at its 21st annual dinner held Jan. 16 at the Dallas Market Center in Texas.

Maxim Magazine named Boulder-based **Upslope Brewing Co.**'s Upslope Pale Ale as one of The 25 Best New Beers in America.

Play It Again Sports in Longmont, a retail store owned by Chris Martin that buys, sells and trades new and used sporting goods, received the Gold Standard of Distinction from Winmark Corp., franchisor of the Play It Again Sports brand.

NONPROFIT NETWORK

FUNDRAISER

The Holy Smokes Clergy Cook-Off will be held from 11 a.m. to 1 p.m. on Saturday, Feb. 6, at the Broomfield United Methodist Church, 545 W. 10th Ave. in Broomfield. The public is invited to attend, taste the food prepared by clergy and vote on their favorites to crown a winner. All proceeds will benefit the Flatirons Habitat for Humanity in Boulder. Tickets are available at the door. Admission \$5 for children (under age 5 are free), \$10 for adults or \$30 for an entire family.

GRANTS

The Boulder Museum of Contemporary Art (BMoCA) has been awarded a grant from the Community Grants Program at the Denver Foundation for \$12,000. The funding will contribute to the exhibition, programming and operating needs of the museum. BMoCA actively seeks to provide an inclusive forum for all community members to participate in art education, exhi-

bitions, programming and volunteerism. The Denver Foundation is a community foundation dedicated to improving life in Metro Denver through philanthropy, leadership, and strengthening the community.

GOOD DEEDS

The Whole Foods Market donated 30,000 pounds of food to Community Food Share in Longmont through its Grab and Give food drive in November and December. "Whole Foods Markets stores in our area already donate nutritious food daily to Community Food Share," said Jim Baldwin, chief executive of Community Food Share. "At a time when food banks nationally are rising to meet the increased need for food assistance caused by the recession, such corporate and community support is making a real difference in our ability to alleviate hunger in Boulder and Broomfield Counties."

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