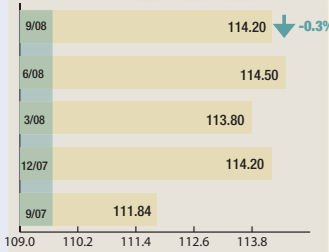


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BANKING



Mark Yost
CHAIRMAN,
FLATIRONS BANK

"Community banks have the opportunity to step up in an environment where some of the big national banks have ceased to exist."

HOUSING



Reid Williams
PRESIDENT,
LONGMONT ASSOCIATION OF REALTORS

"The biggest factor will be the number of buyers in the market, and this is in direct correlation to the job market."

CONSTRUCTION



Dennis Richard
DIRECTOR OF CLIENT RELATIONS,
GOLDEN TRIANGLE CONSTRUCTION INC.

"We're spread out pretty firmly across a wide variety of markets, and that's how we're going to make it through."

Forecast 2009

The Boulder County Business Report asked people in six key industries what they expect in 2009. Stories begin on 16A.

ENERGY



David Aldous
CHIEF EXECUTIVE,
RANGE FUELS INC.

"I see (Obama) putting more government money in alternate fuels for jobs creation as well as energy independence."

RETAIL



Kim Campbell
GENERAL MANAGER,
FLATIRON CROSSING AND TWENTY NINTH STREET

"I would say the economy is affecting all of us. However, we think we're a little slower to be affected here based on market demographics."

HEALTH CARE



Jim Hertel
PUBLISHER,
COLORADO MANAGED CARE AND INDUSTRY NEWSLETTER

"One of the most important changes ... is the additional increase that many small groups will be receiving in their health-insurance premiums."

THE GREENING OF ERIE *Town of 17,000 embraces new technologies, policies*



PETER WAYNE

Andrew Moore, mayor of Erie, stands in the town's new recreation center that makes use of solar-heated pool water, wood composite support beams and high R-rated windows. For story on how Erie has embraced the green movement, see page 26A.

High-tech Marketplace

Spectra Logic finds way to continued growth
9A

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Longmont firm to develop Ghana medical center

LONGMONT—American Hospital Management Co. signed an agreement to develop and manage St. Paul Sinai Medical Centre in Accra, Ghana.

The Longmont-based hospital management company develops and manages U.S.- and European-style hospitals in countries like Panama, Ecuador, Columbia and Mexico.

"St. Paul Medical Sinai Centre is a great opportunity for Ghana to experience the high level of medical care in terms of health-care delivery and management that exists in the USA and Europe," Isaac Thompson, one of the hospital's doctors and the chief of medicine at Delray Medical Center in Florida, said in a statement.

Hospital construction is scheduled to begin in January, and it will contain 84 in-patient beds, four operating rooms, a pharmacy, lab, digital imaging services an emergency department and more.

"By making the commitment to bring American Hospital Management Company onboard, St. Paul Sinai Medical Centre is taking a leadership role in the health-care system of Ghana," Gregory Ciottono, the management company's chief medical officer, said in a statement. "The people of Ghana will surely benefit from the very forward-thinking of St. Paul's Medical Centre."

Array receives \$40 million loan

BOULDER — Array BioPharma Inc. received a \$40 million loan from Deerfield Management, a health-care investment organization and one of Array's largest shareholders.

The \$40 million is the second installment of funds via Deerfield this year. The investment company committed \$80 million to Array in May and provided the first \$40 million in June.



Together with existing capital, these funds are being use to advance Array's seven wholly owned small molecule drug programs in development.

The \$80 million interest-bearing loan is due in April 2014. Principal and unpaid interest may be prepaid in whole or in part at any time.

Array is a Boulder-based biopharmaceutical company focused on the discovery, development and commercialization of targeted small molecule drugs to treat patients afflicted with cancer, inflammatory and metabolic diseases.

Turin merging with Force10

BOULDER — Turin Networks Inc. plans to merge with Force10 Networks Inc.

and will be branded under Force10's name.

The joint company, which will focus on networks within the data center and service provider markets, will be headquartered at Force10's San Jose, Calif. location if the merger is finalized as expected in March.

Turin purchased Boulder-based Carrier Access Corp., a provider of wireless backhaul optimization, for \$92.7 million in February 2008.

"Currently there are no plans to close any of the facilities," said Debra Layton, Petaluma, Calif.-based Turin's director of marketing communications.

That includes Turin's Boulder campus, located at 6150 Lookout Road, which employs about 50 people among its research and development and marketing departments, she said.

Layton said after the merger is complete, the company will reassess costs and look at ways to consolidate, but no decisions have been made.

"The inherent synergies of Force10 Networks and Turin Networks create opportunities to leverage existing joint distribution, integration and technology alliance partners," James Hanley said in a statement.

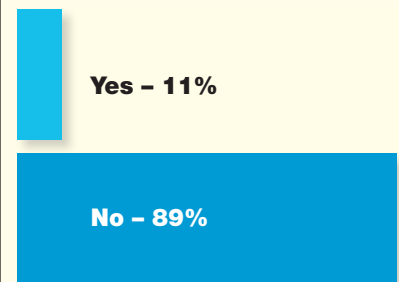
Hanley, Force10's current president and chief executive officer, will serve as president of field operations once the

► See **BCBRDaily, 15A**

BCBR Opinion Poll

Our online question:

Will you buy a car from General Motors, Ford or Chrysler this year?



Your comments:

• I'm not likely to buy a car this year; if I did I'd consider a GM or Ford. I'd have to be convinced that Chrysler will be around before buying one of theirs. ... My '98 GM mid-size with a V6 has 325,000 miles and averaging 28-plus mpg; best car I've ever owned.

• Ha! No way would I ever purchase any of their current models.

• I am spending money to maintain my '03 Buick Century. By keeping it in good shape it will last me many years. If it becomes a smog dog I will trade it in for another vehicle. I must keep the oil changed and keep it in good repair.

— 18 total votes

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

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MEMBER FDIC LENDER

Precision machining puts Sangat on growth track

BY HEATHER MCWILLIAMS
Business Report Correspondent

LONGMONT – In an economy swamped by bad news, one Longmont-based company looks to sail into rapid growth this year.

Business at Sangat Precision Machining and Grinding Inc., buoyed by hard work, a commitment to quality and customer service and good marketing, doubled in the past year.

“And beyond that for next year, it looks like we’re going to increase by about a factor of 10,” said Phil Smith, Sangat’s sales and marketing manager.

Smith said 2009 revenues are projected at \$2.3 million based on capacity, ongoing sales and marketing activities.

Sangat Precision took its name from a Bahasa Indonesian word meaning “extraordinary” or “remarkable.” It

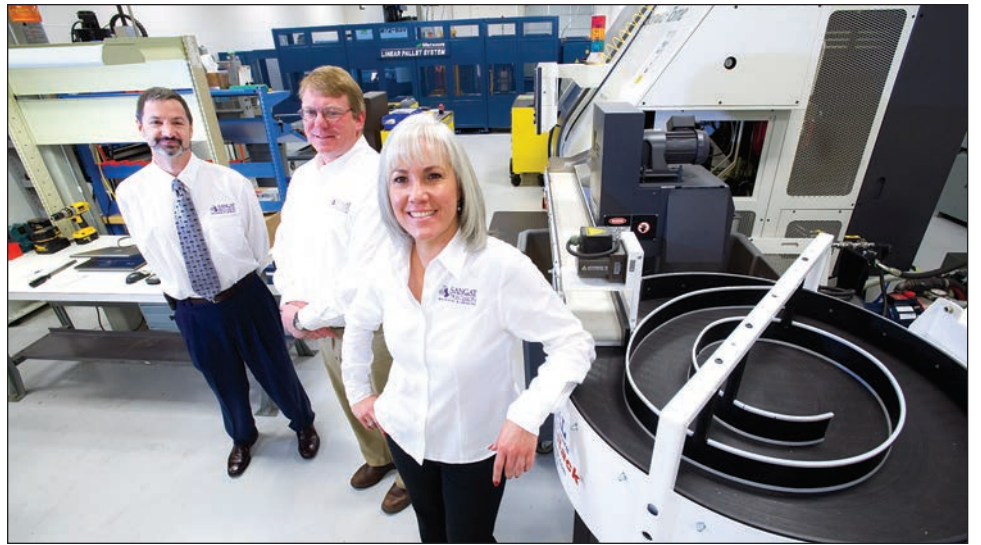
opened its doors in its current location in February 2008. The company machines custom parts for medical equipment, the aerospace industry and firearms, just to name a few.

“We talk to our customers. We find out exactly what their requirements are for finished fit,” said James Ray, Sangat Precision’s owner and president, and then they make the parts. Designs created by customers are translated into computer models by Sangat and then machined in-house using automated equipment.

Specializing in hard-to-work-with materials, they’ve made parts smaller than a centimeter to 37-inch stage rings used in rocket launches with jobs costing from hundreds to hundreds of thousands of dollars.

The idea for Sangat Precision started when Ray, then in his 30s, began engineering school at the University of Colo-

► See **Sangat, 5A**



JONATHAN CASTNER

Engineer James Ray, left, owner and president of Sangat Precision Machining and Grinding Inc. in Longmont, started the company after being frustrated with machinists who couldn’t deliver quality parts. The young company is on a growth path with the help of Phil Smith, sales and marketing manager; and Michelle A. Jordan, chief operating office



PETER WAYNE

Lance Emerson, owner and manager of Boulder Euro Sport Tuning LLC, sits in one of the vehicles he was commissioned to create for Sony UK. He built nine cars based on the PlayStation 3 video game MotorStorm: Pacific Rift. The job required copying the game cars to create real cars.

Veritable ‘virtual’ vehicles *Local company brings video game cars to life*

BY JENNIFER QUINN
Business Report Correspondent

BOULDER — Playing car video games can be fun, but turning those virtual vehicles into life-size, drivable motor vehicles is a challenge executed by few.

Lance Emerson, owner and manager of Boulder Euro Sport Tuning LLC, or BEST, has been hired by Sony UK to create nine cars based on the PlayStation 3 video game MotorStorm: Pacific Rift.

This is not the first time Sony UK has commissioned Emerson for a project. In 2006 he worked on the MotorStorm project where in 28 days he designed, built and delivered 14 custom cars for 40 journalists to drive from Denver to Las Vegas.

“It was amazing that we could pull it off the first time, and Sony was happy with the results,” Emerson said. “For the second project taking place in February, the cars do not have to be street legal. That extra freedom makes this project way more fun.”

The job requires copying the game cars to create real cars in classifications such as big rigs, monster trucks and mud sluggers. Each car is custom created with big tires, full suspension and roll cages.

“These look like they are right out of the game,” he said. “This is an example where life copies art. We have worked on these for weeks straight.”

The cars will be tested by winners of the MotorStorm: Pacific Rift contest. The winners will be chosen

► See **Vehicles, 24A**

Boulder ice rink gains accolades from TripAdvisor

The Ice Rink at One Boulder Plaza gives skaters more bang for their puck ... I mean buck.

TripAdvisor, a travel Web site, announced its top 10 bargain outdoor ice skating rinks in the U.S., as chosen by its editors, and the Boulder ice rink came in at No. 10.



“For travelers seeking an inexpensive winter activity, these beautiful rinks are not only easy on the eyes but easy on the wallet,” according to TripAdvisor.

“Nestled among various quaint shops and restaurants, The Ice Rink at One Boulder Plaza is a wonderful place to relax and have fun,” the company said, in a press release.

At the top of the list was the world-famous Pond at Bryant Park in New York City.

Just when you thought it was too cold to do anything but ice skate, the folks at GOBoulder are hosting the first Winter Bike to Work Day on Jan. 21.

Participants who bike that day will be rewarded with hot chocolate, food, prizes and activities between 7 and 9 a.m. at three separate locations: the city of Boulder Municipal Building at 1777 Broadway, Moe’s Bagels at 3705 Arapahoe Ave., and the University of Colorado at Boulder near 18th Street and Euclid Avenue.

“We all felt great about attracting 7,500-plus riders last June for Bike to Work Day, but now we want to honor those who ride throughout the year. By highlighting their commitment to ride year-round, we hope to encourage others to join in,” said Sue Prant, Walk & Bike Month campaign director, in a statement.

To register, visit www.GOBoulder.net.

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Think tank big believer in lean knowledge transfer

Approach links employee learning to business performance metrics

BY LYLA D. HAMILTON
Business Report Correspondent

BOULDER — “Down times are the right time to go lean,” said Todd Hudson of the Maverick Institute, a local think tank and consulting firm.

He’s not advocating laying people off. An engineer and a veteran of corporate turnarounds, Hudson applies lean management principles to knowledge transfer in businesses.

“Getting the right information at the right time is crucial to business performance,” Hudson said. “Even in tough times companies need knowledge transfer. There’s less money, and every customer interaction counts. More than ever, companies need to strive for error-free execution.”

Encompassed within knowledge transfer are teaching and learning resources and activities that range from formal training classes to “online learning portals” to the informal exchange of know-how between employees.

In many cases, Hudson said, classes and online training won’t link learning and performance. “They cover too much, and the content isn’t specific to an employee’s current information needs,” he said.

As a result, he pointed out, “Retention rates are poor.”

Hudson links knowledge transfer to performance by identifying specific, measurable business problems and then formulating learning strategies to solve them.

For example, a call center may want to reduce the amount of time it takes for representatives to handle a call and the number of callbacks that occur because representatives didn’t solve customers’ problem on the first call.

Before-and-after measurements of handling time and callbacks show whether the learning initiatives improved those metrics.

Maverick ensures executive engagement in learning initiatives by tackling problems that represent at least half a million dollars in potential revenue or cost saving for the client.

In addition to its consulting work, Maverick offers workshops that foster knowledge transfer by sharpening employees’ teaching and learning skills. Asking a colleague is a remarkably efficient form of knowledge transfer if the learner reaches a knowledgeable source and gets a timely, accurate response.

Boulder attorney Joyce Colson of Colson and Quinn LLC recently attended a Maverick workshop on peer-to-peer knowledge transfer. She immediately applied what she learned to her work as outside counsel to small- and mid-size business.

Her clients, while experts in scientific



MICHAEL MYERS

Tamara Greenleaf and Todd Hudson make up the core Maverick Institute, a think tank and consulting firm that helps clients improve business performance.

or financial matters, may be unfamiliar with legal terminology, principles and processes.

“They need to understand what we say and how to implement our recommendations,” Colson pointed out. “Our knowledge transfer to them has to be effective.”

As a result of the workshop, Colson said she is more aware of differences in learning preferences. She now asks clients whether they prefer to read material or hear a verbal explanation first. Knowing how clients like to learn allows her to tailor her communications approach.

Colson also asks clients to teach back what she has said.

“That helps embed the knowledge,” she explained. “They know why the document or process is important.”

In addition, she learned new ways to break down complicated information and present it in small, understandable doses.

“If you don’t do that clients can’t take it all in,” she noted. “They remember selectively.”

Technology can aid peer-to-peer knowledge transfer, pointed out Maverick vice-president Tamara Greenleaf. For example, Yammer, an in-house, secure version of social-messaging utility Twitter, allows a sales person to broadcast a question to selected colleagues — for example, “How do I close this deal with this client in this situation?”

Within minutes, several might respond with suggestions.

There’s no downtime for a class. It’s simpler and faster than searching the database of a knowledge management system. Problem solved.

The Maverick Institute is “technology agnostic,” Hudson said. What determines

► See **Think, 27A**

Bright Horizons acquires Work Options Group Inc.

BY BUSINESS REPORT STAFF

SUPERIOR - Work Options Group Inc., a child and elderly backup-care service based in Superior, has been acquired by Watertown, Mass.-based Bright Horizons Family Solutions LLC.

Financial terms of the deal were not disclosed.

Both privately held companies provide businesses the ability to offer backup-care services for their employees' children and elderly relatives if they are ill. It helps employees continue to work with the confidence that their loved ones are being cared for.

"By welcoming them into the Bright Horizons family, we have a tremendous opportunity to join together two successful programs and create an expanded

network of the highest quality providers to give our employer clients and their working families unsurpassed access to back-up child and elder care wherever they may live or work," Bright Horizons Chief Executive Officer David Lissy said in a press release.

Cindy Carrillo of Boulder founded Work Options Group in 1986 to provide work and family related consulting services to employers of all sizes. In 1994, the company began focusing solely on offering back-up care solutions to corporate clients nationwide.

Work Options Group has grown to serve 150 clients and their 600,000 employees through a network of 5,000 providers. Well-known clients include Microsoft, Princeton University, Merrill Lynch, Accenture and Verizon Wireless.

THE COMBINATION OF THE BRIGHT HORIZONS

and Work Options Group backup-care network programs will create one comprehensive network of more than 6,500 providers, serving hundreds of clients and more than 1.8 million families in need of back-up care for their children, elder relatives or adult dependents in North America and Europe.

Work Options Group employs 79 people in Colorado, 84 nationwide. It reported \$18 million in revenues in 2008. The company will continue to operate out of its office at 1100 S. McCaslin Blvd, Suite 200, said Public Relations Manager Heather Hope.

The combination of the Bright Horizons and Work Options Group backup-care network programs will create one

comprehensive network of more than 6,500 providers, serving hundreds of clients and more than 1.8 million families in need of back-up care for their children, elder relatives or adult dependents in North America and Europe.

Bright Horizons has 17 child-care center locations in Colorado, including one in Broomfield, one in Louisville, and two in Longmont.

SANGAT from 3A

rado and struggled finding machinists who delivered what he needed.

"My parts were late. They were out of spec, and they couldn't really be bothered," to correct the problems in a timely manner, Ray said. So Ray, a former gunsmith, began making parts for friends in his private shop as a hobby.

"And then it started to be I would get calls from businesses ... asking, 'Could you make a run of parts?'"

"And I said, 'OK, there's a real need here.'" A need driven by clients' desire for precise parts delivered on time and with great customer service, he said.

For help translating that need into a successful business Ray hired Chief Operating Officer Michelle Jordan in 2006.

"I spent the first year on the property designing a business," Jordan said, including creating a company vision and value set, developing procedures and policies and identifying qualities desired in employees. A commitment to these values and policies play out in the company's record.

"We're so strict on delivering on time," Jordan said, and the company has never delivered a late part nor has it delivered a bad part, unlike some competitors.

A point illustrated by a recent conversation Ray had with a potential client.

"I talked to a company that had been using a Pacific Rim manufacturer, and they had a 40 percent rejection rate," Ray said. Sangat completes quality control checks on parts as they are made to ensure none are rejected. Rejections lead to lost time, especially when using foreign manufacturers where shipping can take weeks, making Sangat's quick turnaround and reliability a big seller to customers.

"Essentially we thought responsiveness was key," Smith said. In addition to delivering parts on time, responding to initial inquiries and getting quotes out quickly is also the norm, as is speedy communication if a problem arises.

"We're in the information age after all, and it's as quick as an e-mail most times," Ray said. Customers are contacted immediately with design sticking points that might cause delays.

While Sangat creates parts for a vari-



DOUG STORUM

Eric Potter, Sangat Precision's senior machinist/programmer, discusses the capabilities of one of the company's automated machines during a recent open house and tour of the company's plant in the Creekside Business Park in Longmont. The Nakamura-Tome WT-300 can machine families of parts with minimal setup times.

ety of clients, including the U.S. government, they don't share client information with the public.

"We maintain their privacy to a very high degree ... our clients very much appreciate that," Ray said. The level of privacy required at Sangat Precision, coupled with its federal firearms license with a class 2 tax stamp, requires background checks on each employee.

Sangat Precision recognizes today's machinists as highly skilled, intelligent workers able to navigate complex computer programming and automated machines. More than two dozen workers would have been needed to turn out the number of parts Sangat Precision produces with just a few workers. Ray hopes this will allow manufacturing jobs

to return to the U.S.

The company has seven employees and plans to add more when the need arises.

"We employ the best possible technical personnel to run the equipment at our facility," Smith said. "Typically we only hire experienced CNC programmers with machine operation experience, and our current staff includes a master-level CNC programmer/machinist who does all of our five-axis programming and operation. We pay our machining staff an average rate that falls around \$32 to \$34 per hour.

"There's been sort of an exodus of manufacturing going overseas, and we're adamant about bringing those jobs back to the United States," Ray said, and the

look to local talent before searching farther from home.

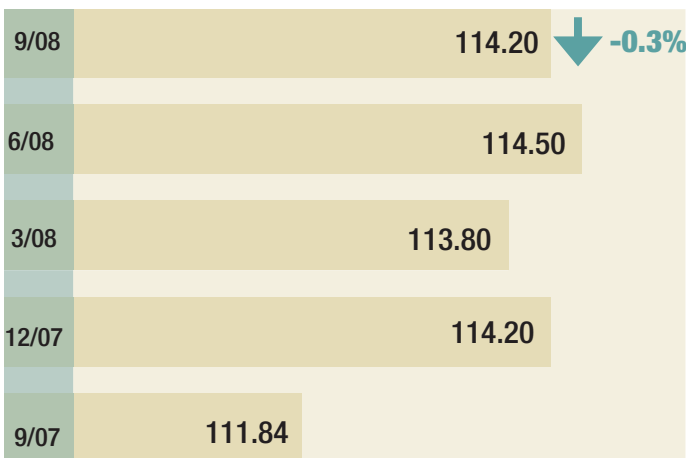
As business grows the company plans to hire additional employees and is looking to add a night shift to their business in the 2009. In addition to quality and customer service, Internet marketing tailored to desired businesses have boosted Sangat's sales, Smith said, and since many machine shops still shy away from the Internet Sangat is at a distinct marketing advantage. These factors allow for an expanded future business plan.

"My mission has been to establish a solid foundation so that this company grows not into something significant for Boulder County necessarily but something significant as a manufacturing company in the U.S.," Smith said.

COUNTY INDICATORS

County's economic index slips

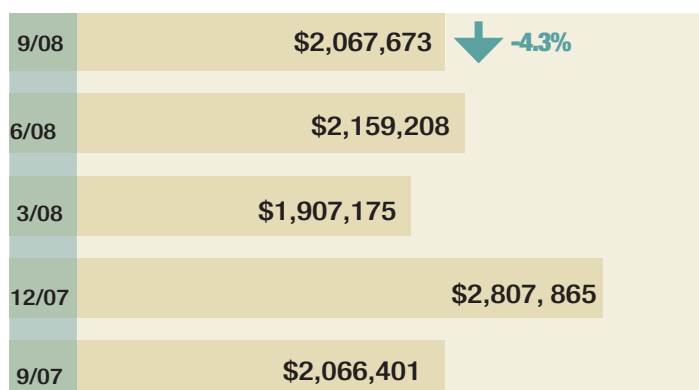
First downturn in six months.



Source: Business Research Division, University of Colorado

Retail sales tax takes a dip

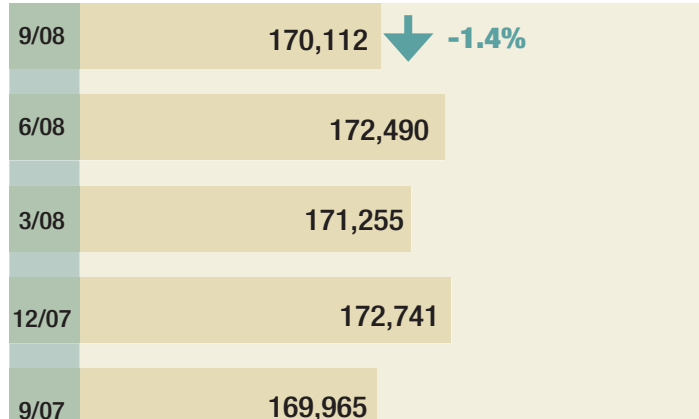
Still better than first quarter 2008.



* Retail sales in thousands %=Change in quarterly avg. Source: Colorado Dept. of Revenue, Office of Tax Analysis

Number of workers diminishes

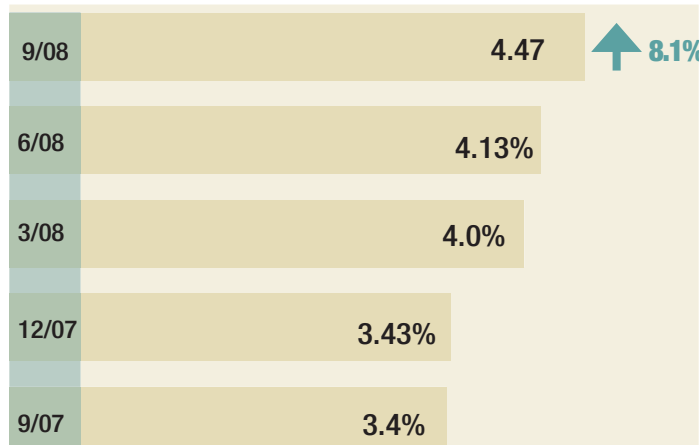
Down 1.4 percent from previous quarter.



%=Change in quarterly avg. * Figures are a 3-month average Source: Colorado Labor and Industry Focus, Dept. of Labor and Employment

Unemployment continues to climb

Highest rate in past 12 months.



Short-term outlook indicates downturn for Boulder Valley

The National Bureau of Economic Research recently announced what many had expected — the United States is in an economic recession.

It is difficult to address issues that involve turmoil, uncertainty or change. This is particularly true given the fact that this is typically a happy and joyous season, and the country and state could use a dose of good news to help get us over the hump.

At the same time it is necessary to be realistic. We have seen better economic times.

The Business Research Division at the University of Colorado at Boulder's Leeds School recently released its 2009 forecast and projected that the state would lose 4,300 jobs. This was the first state forecast that estimated negative job growth. Upon its release, fellow forecasters were quick to label the division's forecast as "too optimistic."

For what now seems to be an eternity, the news has been dominated by discussions of foreclosures and the slumping housing market, decreased wealth caused by the collapse of the financial markets, tight credit markets that have handcuffed businesses and individuals, volatile oil prices, overleveraged consumers and rising unemployment. Alone, any one of these events is capable of slowing the economy; together they have brought it to a screeching halt. Is it any wonder that consumer confidence has plunged to record lows?

The National Bureau of Economic Research defines a recession as a significant decline in economic activity in production, employment, real income and other indicators. For those who would like to learn more about the bureau's view of the situation, a seven-page description of its recent findings can be found at www.nber.org/cycles/dec2008.pdf.

At the state level, the Business Leader's Confidence Index, www.bhci.com, showed that expectations for the performance of both the U.S. and Colorado economies peaked in fourth quarter 2007, paralleling the national bureau's timing of the recession. Both components have been on a downward path since then, and preliminary estimates for first quarter 2009 suggest that they will sink to record lows.

Further research conducted by the Business Research Division shows that the decline in the number of U.S. workers began in December 2007, while the decrease in Colorado employment began in the first half of 2008. It is likely that data revisions, due early in 2009, will show that Colorado employment actually began to shrink in the first quarter of 2008. This suggests that the state downturn lags the nation by several months.

A review of Boulder County employment shows

a significant drop in the third quarter of 2008. During the past couple of years the Boulder Valley has been one of the top-performing economies in the state. The steady rate of growth, coupled with the diversity in the local economy, is most likely responsible for the lag in entering the current recession. This delay is similar to that experienced in entering the 2001 recession.

The final indicator of local activity, the Boulder County Leading Economic Indicator, lost the ground that it gained in the previous quarter and dropped back to 114.2. Four factors determine the movement of the county indicator: changes in the real gross domestic product, the interest rate spread, residential building permit valuation and local retail sales. Declines in real GDP and construction valuation, as well as flat retail sales, have pushed the indicator lower.

On Dec. 10, Economy.com released its updated and downgraded GDP forecast for 2009. It calls for real GDP growth of -4.6 percent in the fourth quarter of 2008, and -1.5 percent for 2009.

This scenario also points to improving conditions throughout the year; however, a return to positive growth may not occur until the fourth quarter of next year, at the earliest. The forecast calls for a decline in personal consumption of 2 percent, accompanied by a reduction in fixed investment of 6.6 percent. On a brighter note, the trade imbalance is expected to taper off to a level below \$350 billion. Government spending is projected to escalate by 3 percent as the incoming administration is anticipated to increase the federal deficit by at least \$1.2 trillion.

Looking ahead, the following set of six discussion points relate to the future performance of the state and local economy.

First, the recession is broad based. It touches all sectors of the economy. Unlike previous recessions that have been driven by one sector (housing, savings and loan, high tech or construction), there is no place to hide this time. This decade the state is projected to add 217,000 workers, down from 650,000 during the 1990s. The lower level of growth is a function of the 2001 recession, where it took the state about five years to return to pre-recession peak employment levels. At this point, it does not appear that the current downturn will have as strong an impact on state employment as the 2001 recession.

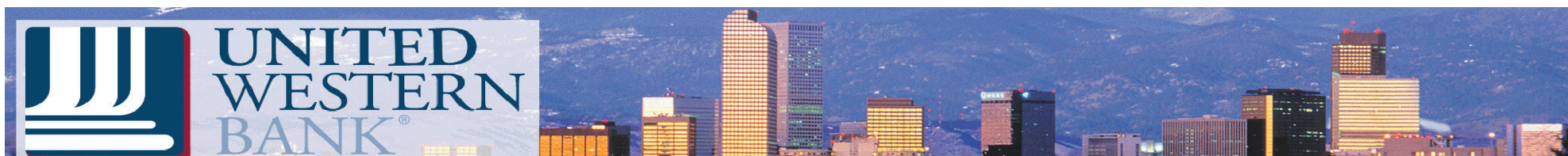
Second, with good fortune, funding for the local federal facilities will be maintained at current levels or increased. These facilities have the potential to provide stability to the local economy in the months ahead.

Another source of possible stability is the University of Colorado. While there will undoubtedly be some students who will be forced to temporarily delay their education, others will use this time as an opportunity to get an advanced degree or strengthen their skill set. Both the federal facilities

► See **Downturn, 7A**

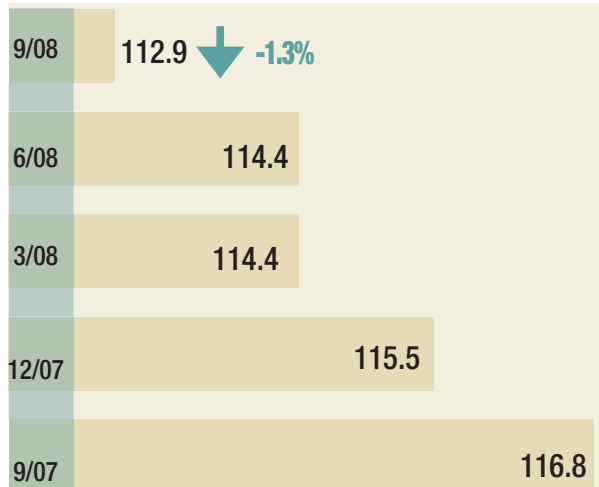


THE ECONOMY
 Richard L. Wobbekind



NATIONAL INDICATORS

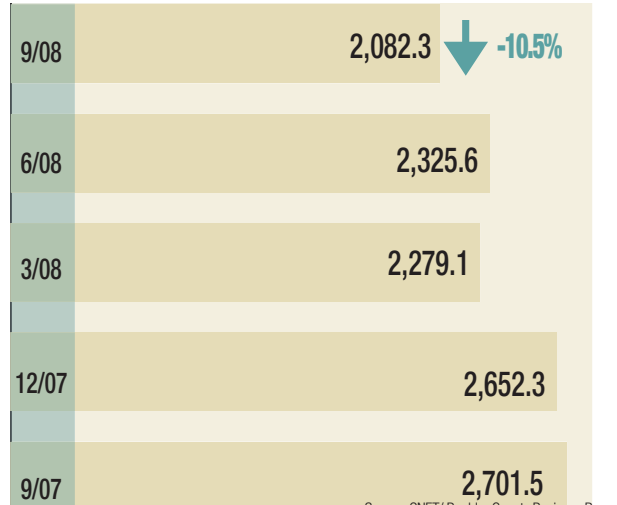
National leading indicator drops
 Down 3.9 percent compared to Q3 in '07.



Source: The Conference Board, Business Cycles Indicators

Nasdaq composite continues dive

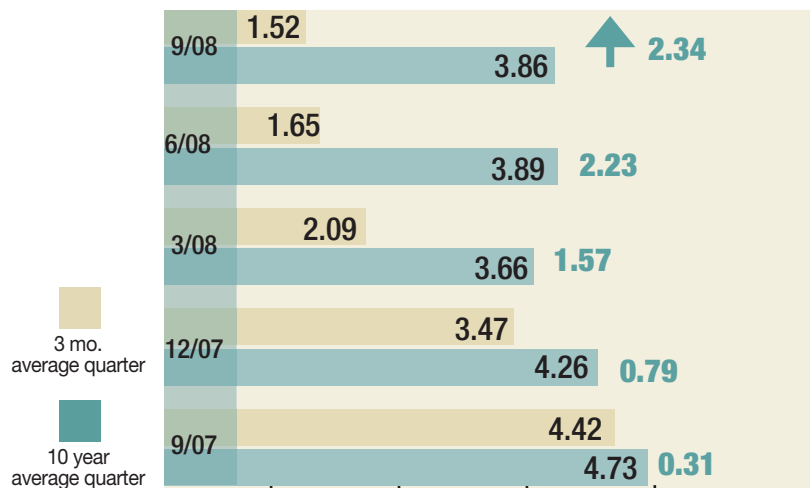
Composite drops 10.5 percent from previous quarter.



Source: CNET/ Boulder County Business Report

T-bill spread continues positive trend

Reaches highest level since 2005.



Source: Economic Indicators: Council of Economic Advisers; U.S. Govt. Printing Office

DOWNTURN from 6A

and CU are part of the cause and effect that make the Boulder Valley a hub for innovation and the creative class.

Third, an important part of that innovation is occurring in the area of energy. Research is being conducted locally that will benefit both the extractive and alternative energy industries. The energy industry is in a bit of a conundrum. As consumers, it is refreshing to have gasoline prices fall back to the \$1.50 per gallon level. Price declines and conservation efforts may ultimately drive down production. This will negatively impact employment in the western slope and reduce severance taxes paid to the state. At the same time, lower prices may act as a disincentive for companies to develop alternate sources. Despite the current bump in the road, there is reason to be bullish about the renewable energy industry in Colorado.

Fourth, state retail trade sales are projected to increase by 1 percent in 2009. This will be the fifth year this decade that inflation-adjusted retail trade sales will register negative growth. Retailers and restaurants will be challenged to take creative steps to maintain their customer base while watching their bottom line. Municipalities that rely on sales tax revenues from these sales will be equally challenged to maintain services.

Fifth, at the state level, the construction industry may be a harbinger of things to come. Total statewide construction valuation peaked at \$15 billion in 2006 compared with approximately \$8.7 billion projected in 2009. Residential valuation peaked in 2005 with more than 40,000 permits issued. In 2009, roughly 10,000 permits will be pulled. In late 2009 and 2010, the statewide construction industry will begin to both drive and benefit from an improved state economy.

Because of the state's quality of life and highly trained work force, it will continue to be an attractive place to live and work. With statewide population continuing to expand at a rate of 1.5 percent to 2 percent in the foreseeable future and the new administration suggesting that part of its economic recovery efforts will include a much-needed infrastructure overhaul, such a proposal has the potential to stimulate the economy on many different fronts.

By comparison, residential valuation for Boulder

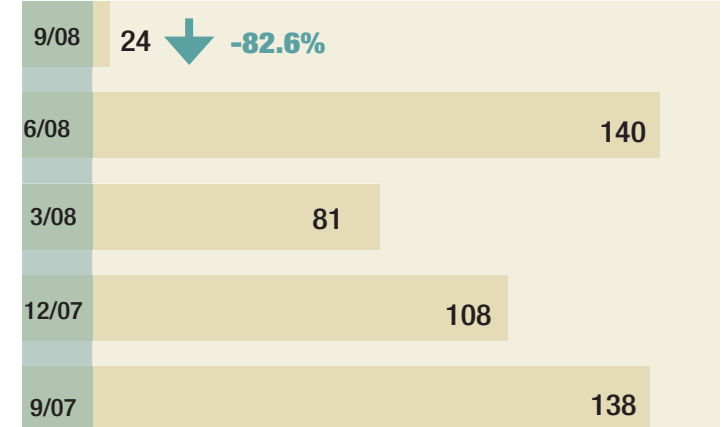
► See **Downturn, 8A**

Economic indicators for Broomfield County 8A

COUNTY REAL ESTATE INDICATORS

Residential permits take drastic tumble

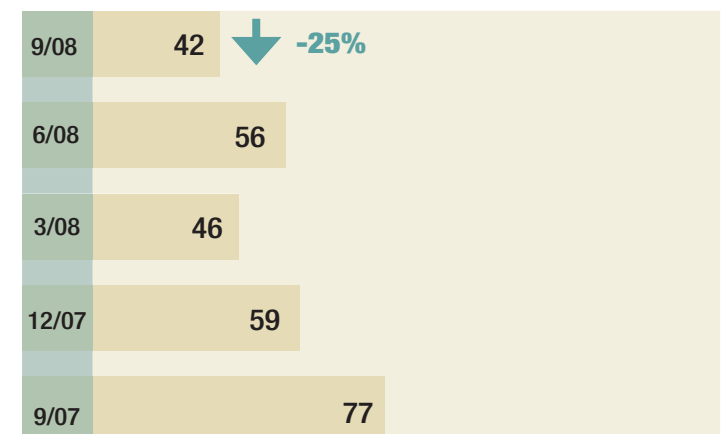
Only 24 permits issued in Q3.



Source: Bureau of Census, Manufacturing and Construction Division, Building Permits Branch. *Includes both single-family and multi-family housing

Single-family building permits decrease

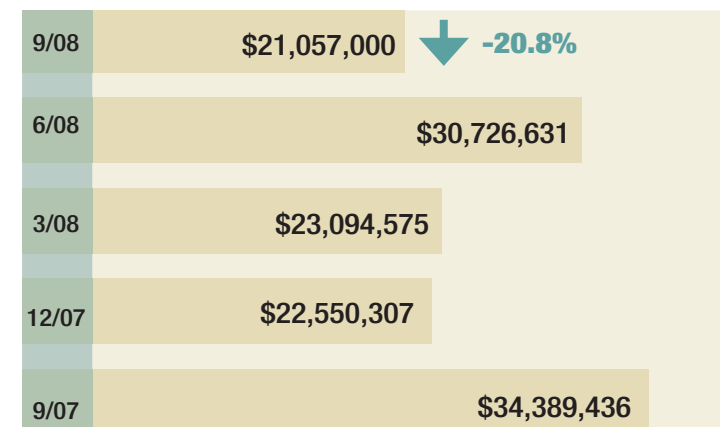
25 percent fewer issued in Q3.



%=Quarterly Change Source: Bureau of Census, Manufacturing and Construction Division, Building Permits Branch. *Value of single-family permits only.

Residential valuations decline

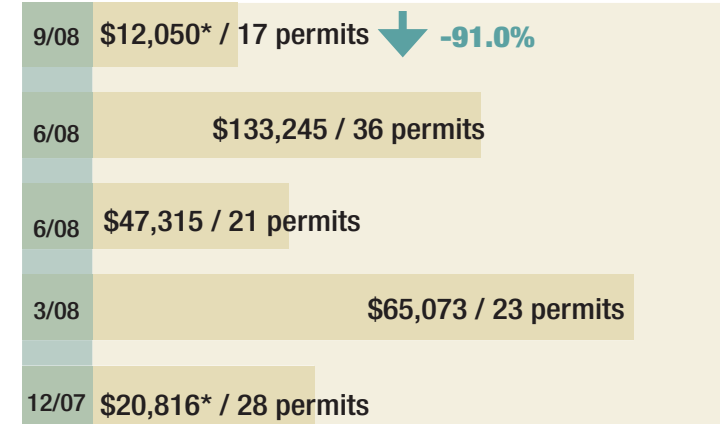
Demand drops as housing market stalls.



%=Quarterly Change Source: Bureau of Census, Manufacturing and Construction Division, Building Permits Branch. *Includes both single-family and multi-family housing.

Nonresidential building takes nose dive

Permits, valuations decline after decent quarter.



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Suite 108
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Loveland
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970-203-9220

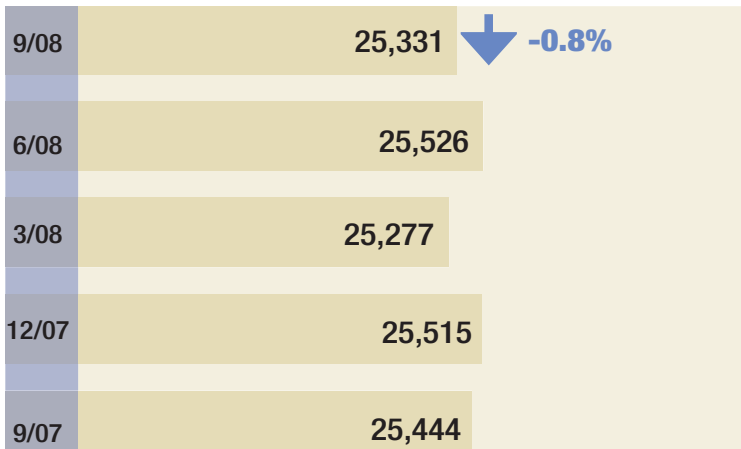
Longmont
Coming Soon!
10 Ken Pratt Blvd.





Employment takes small decrease

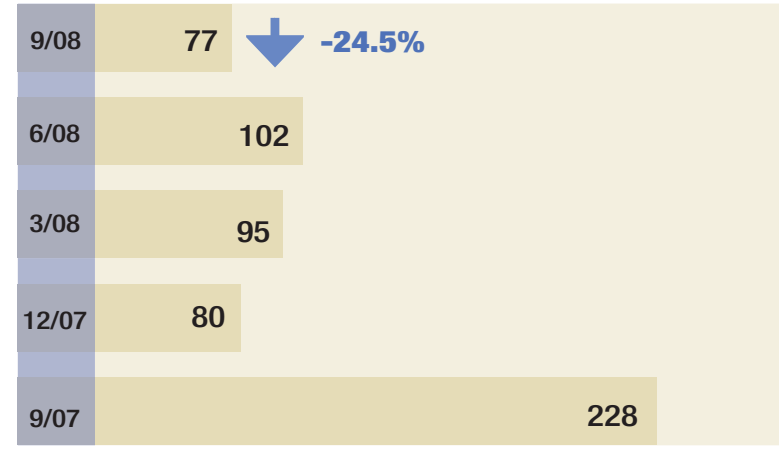
Slight decline in number of workers.



%=Change in quarterly avg. * Figures are a 3-month average
Source: Colorado Labor and Industry Focus; Dept. of Labor and Employment

Residential permits slow

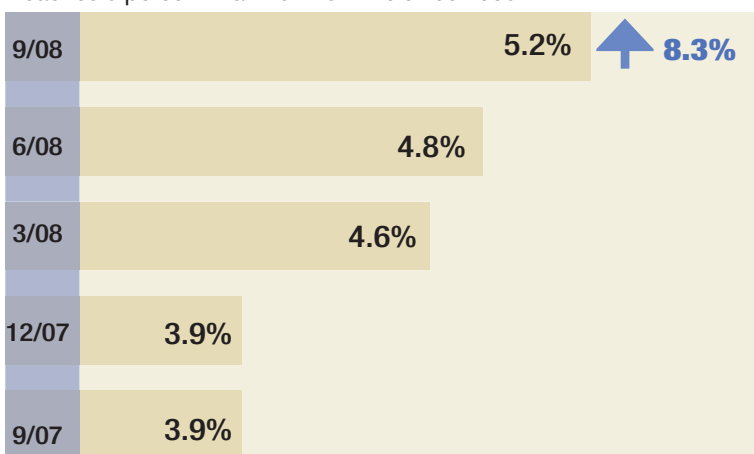
Fewest in a quarter since 2002.



Source: Bureau of Census, Manufacturing and Construction Division, Building Permits Branch. *Includes both single-family and multi-family housing

Unemployment continues to rise

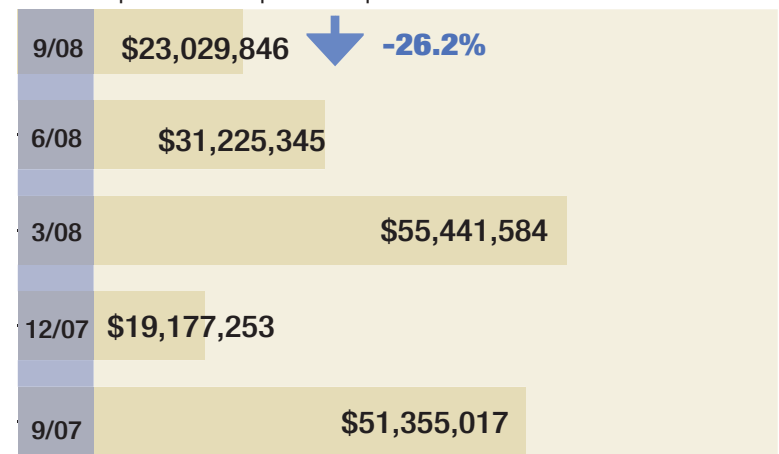
Reaches 5 percent mark for first time since 2005.



%=Change in quarterly avg Source: Colorado Labor and Industry Focus; Dept. of Labor and Employment

Residential building permit valuations continue to slide

Down 26 percent from previous quarter.



%=Change in quarterly avg Source: Bureau of Census, Manufacturing and Construction Division, Building Permits Branch. *Value of single-family permits only.

CEO ROUNDTABLE

The Boulder County Business Report introduces a discussion about the economic outlook for Boulder Valley

PUBLISHING JANUARY 23, 2009

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DOWNTURN from 7A

County peaked in 1998. Much of the construction in Boulder Valley in the past decade has been a result of industrial building. Construction tends to directly benefit the Boulder economy less than other parts of the state. As improvements are seen across the state in this area, the benefits will indirectly accrue to the Boulder Valley.

Sixth, in addition to the previously discussed upgrade of the U.S. infrastructure, other benefits will come from our current economic dilemma. Consumers will take a breather from consuming. Hopefully, they, along with lenders and government officials, have learned a lesson about the meaning of risk and overconsumption. Projections are for savings to increase by almost 4 percent next year.

If it is any consolation, Colorado and the Boulder Valley currently are outperforming most other states, but that doesn't mean that the months ahead will be easy to endure. Given the many strengths and diversity of the Colorado and Boulder Valley economy, it is important to keep in mind that in time this too shall pass. Best wishes for a prosperous new year.

Richard L. Wobbekind is executive director of the Business Research Division and an associate dean for Graduate and Enterprise Programs, Leeds School of Business at the University of Colorado at Boulder.

Spectra Logic continues to grow in 'tightening times'

Data-storage backup device maker has diversified client list

BY RYAN DIONNE
Staff Writer

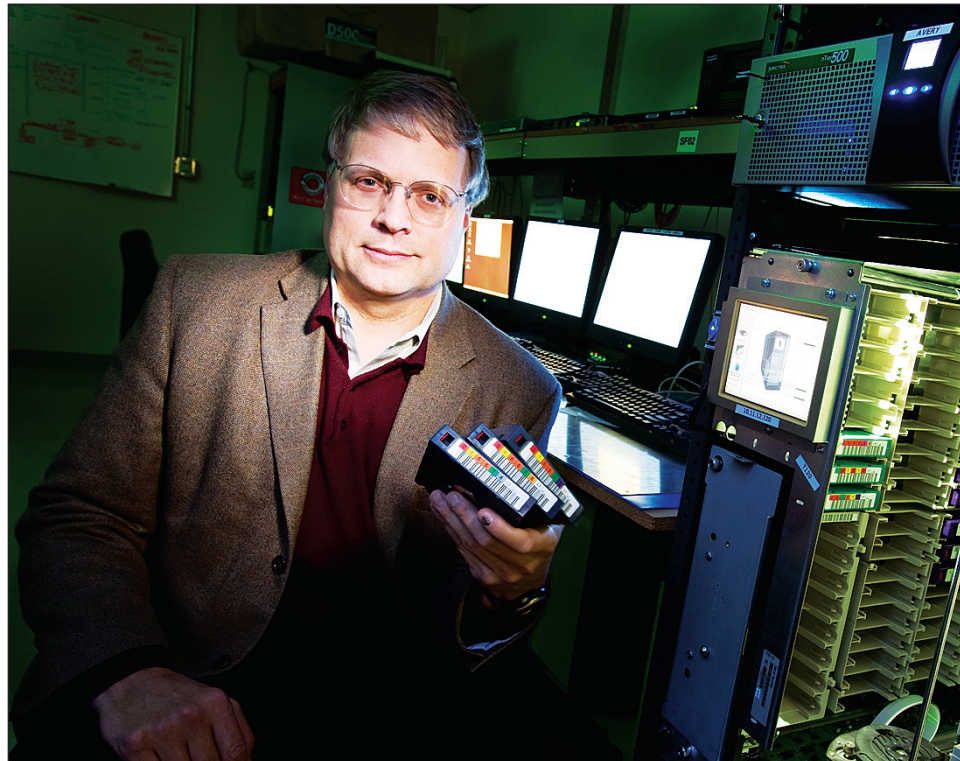
BOULDER – Despite a weak economy and companies throughout the country cutting costs, Boulder-based Spectra Logic Corp. has experienced consistent growth.

"We're ahead on our profit, and we're below on our spending, which is a great position to be in going into a tightening time like this," said Matt Starr, the company's chief technology officer.

Spectra Logic produces data-storage devices that back up a company's important information and have it readily accessible when needed.

The devices, which range in price from about \$8,000 to more than \$75,000, are similar to videocassette recorders or digital video recorders (but much more high-tech) that can accurately record information and retrieve it later.

Because of its variety of customers, the corporation has fared well in rough economic times, Starr said. The private company finished its fiscal year, which ended in June 2008, with its best revenue and profits ever, according to a Spectra Logic customer letter written by com-



JONATHAN CASTNER

Nathan Thompson, founder and chief executive of Boulder-based Spectra Logic Corp., has been able to grow his company since its inception in 1979.

pany founder Nathan Thompson.

In its quarter ending September 2008, the company experienced record revenues as well as profitability as it continues to grow.

The company's diverse customer roster, which includes Argonne, Ill.-based Argonne National Laboratory, Sunny-

vale, Calif.-based Yahoo! Inc. and Denver-based Exempla Healthcare, helps minimize economic woes.

But Starr knows the company isn't immune to tightening budgets, cutbacks and an uncertain economic future.

"I think we will start seeing a slight slowdown in sales," he said.

Spectra Logic Corp.

1700 North 55th St.
Boulder, CO 80301
877-205-7005

www.spectralogic.com
Nathan Thompson, founder

Employees: 303

Primary service: Data-storage device production

Founded: 1979

One customer, Exempla Healthcare, isn't one of those companies that have slowed down, yet.

Lots Pook, Exempla's chief technology officer, said his information technology department recently upgraded its backup system and incorporated updated Spectra equipment.

"We have been using their system for several years. I want to say at least six years," Pook said. "We use their tape drives as part of a larger tape backup solution."

Because Pook was so happy with Spectra's backup devices and customer support, he opted to install a new tape drive that backs up two different disks.

But that backup system overhaul began before the economy went downhill, Pook said. That means Exempla has suitable backup hardware for the next five or six years, he said.

► See **Spectra, 27A**

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Inexpensive telecommunications making world smaller

I'm writing this from the United Kingdom, staying with family but trying to keep up with work. Thanks to the wonders of the Internet — and cheap telecommunications — that's relatively easy to do these days.

It still astounds me, though, just how cheap telecommunications really are. I have a cell phone SIM card that I use when I'm in the UK; when I get on the plane in the U.S. I remove the US SIM card from my cell phone and replace it with the UK card, and magically my U.S. phone becomes a British phone, with its very own British phone number. I forward my U.S. cell number to my Skype account using a Skype online number, and then forward my Skype account to the United Kingdom number, so when someone calls me in the U.S. I receive the call in the United Kingdom.

Now, thanks to the vagaries of the United Kingdom cell phone market - in which you pay for outgoing, but not incoming, calls, and thus calling from outside the country to a cell phone inside the country is expensive - I get charged 29 cents a minute when calls are forwarded to my cell phone from the U.S. (Calls via Skype to a landline in the United Kingdom would be just 2.4 cents a minute.) But when I call from the United Kingdom to the U.S. on my cell phone, I'm paying just 3 cents a minute. (I've always thought that phone-call pricing is almost as illogical as airline pricing; it's often cheaper to fly roundtrip than one-way, and it's often much cheaper to

call from A to B than from B to A.)

So, 3 cents a minute ... \$1.80 an hour. When I first moved to Colorado in 1991, it used to cost me 80 cents a minute to call my literary agent, and that was just calling California. A one-hour call to California back then cost \$48. I don't recall what



GEEK NEWS

Peter Kent

it was to call the United Kingdom, but I'm sure it was more than \$100; maybe \$200? I suspect that my \$1.80 hourly calls to the U.S. are around 1 percent of the 1991 price and certainly way below 1 percent of the 1981 price.

When I first left the United Kingdom, way back in 1979, I simply didn't call home. It was just too expensive for anything more than emergency calls. In fact receiving an unexpected call from the other side of the world was scary in those days, as you'd generally assume it was bad news. Perhaps one might call home at Christmas, but even then you'd say hello to a few people, tell them you're fine and get off the phone as quickly as you could. I was working in the oil business, and now and then would hear stories about drunken ex-pats calling girlfriends or wives from some Third World country and ending \$500 bills.

Of course we had no Internet connections, thus no e-mail. We did have Telex,

OUR KIDS TAKE TELECOMMUNICATIONS FOR GRANTED - cell phones, text messaging, e-mail, instant messaging, webcam video - but it's all really quite recent and truly revolutionary stuff. There was a time when emigrating meant you'd probably never hear from your family again, beyond a letter every few years if you were lucky.

though. For those of you too young to remember, a Telex machine looks like a large, clunky, electronic typewriter. (You know what a typewriter is, right?) You'd type a message, which would be sent across the phone lines and printed out, on paper, on another Telex machine the other side of the world. But even Telex messages were expensive enough for management to complain if you weren't abbreviating the message telegram style. (Remember telegrams? Come on, you've seen old movies.)

In those days people actually wrote letters. It's hard to imagine now, but we would use pens to write on paper. In fact, international travelers would use "aerogram" letters that comprised a single thin sheet that served as both letter and envelope — once you'd written your letter, in tiny text on both sides of the sheet, you would fold this single sheet in three, lick and seal the gummed tabs, and presto, you'd have an envelope.

I recently found piles of these missives that I'd sent to my parents from various places around the world. These days I've pretty much lost the ability to write; I type very fast, but my handwriting

becomes more or less illegible once I've written around 25 words.

Our kids take telecommunications for granted - cell phones, text messaging, e-mail, instant messaging, webcam video - but it's all really quite recent and truly revolutionary stuff. There was a time when emigrating meant you'd probably never hear from your family again, beyond a letter every few years if you were lucky.

By the middle of the 20th century things were better, of course, but even then communications were either expensive, or affordable but slow and laborious. Now keeping in touch is so cheap and instantaneous that some families separated by the miles communicate pretty much every day.

When it's cheaper to chat with someone the other side of the world for an hour than buy a cup of coffee, distance starts to have less meaning.

Peter Kent is the author of "Search Engine Optimization for Dummies." For more information, visit www.PeterKentConsulting.com, or e-mail GeekNews@PeterKentConsulting.com.



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1	2	EDWARD JONES INVESTMENTS Boulder and Broomfield Counties Boulder, CO 80302 303-440-7885/888-759-8089	33 12,155	93 36,963	31 No	Full-service brokerage firm specializing in stocks, bonds, mutual funds, IRAs, tax-free investment, annuities and insured CDs.	N/A \$528,000,000.000	None	Jason Espy Regional Leader 1871 www.edwardjones.com
2 TIE	3	MERRILL LYNCH ① 921 Walnut St., 1st Floor Boulder, CO 80302 303-938-3900/303-938-3999	25 16,850	N/A 45,400	1 Yes	All financial services.	N/A \$1,475,000,000.000	Merrill Lynch	John Oliver Resident Manager 1895 www.ml.com
2 TIE	4	SMITH BARNEY INC. 1050 Walnut St., Suite 100 Boulder, CO 80302 303-413-1724/303-443-6539	25 N/A	35 N/A	2 Yes	Global, full-service investment banking and wealth management.	\$1,300,000,000 N/A	Citigroup	Elyssa Baltazar Manager 1895 www.smithbarney.com
4	5	UBS FINANCIAL SERVICES INC. 1801 13th St., Suite 100 Boulder, CO 80302 303-447-2940/303-441-5370	14 845	23 18,384	1 Yes	Complete financial services, including managed accounts, alternative investments, retirement plans, mutual funds, CDs, tax-exempt bonds, stocks, government securities.	N/A \$633,000,000.000	UBS Financial Services Group	Gerald Karre Director, Branch Manager 1879 www.ubs.com/branch/boulderby
5	1	MORGAN STANLEY ② 1800 Broadway, Suite 120 Boulder, CO 80302 720-562-6200/303-939-9007	11 8,426	N/A 46,964	1 Yes	Full-service financial firm: personal financial planning to global investment banking.	N/A \$527,000,000.000	Morgan Stanley & Co. Inc.	Justin Frame Branch Manager 1924 www.morganstanley.com
6	10	WELLS FARGO PRIVATE BANK 1801 13th St., Suite 200 Boulder, CO 80302 303-541-2020/303-541-2059	8 1,200	21 7,300	12 Yes	Full brokerage services, wealth planning, investment management, trust administration and private banking.	\$10,000,000.000 \$247,000,000.000	Wells Fargo & Co.	Rick Nelson Senior Vice President, Regional Private Banking Manager 1852 www.wellsfargo.com
7	8	CHARLES SCHWAB & CO. INC. 2480 Canyon Blvd. Boulder, CO 80302 303-448-3520/303-448-3538	6 7,000	10 13,500	1 Yes	Full-service investment firm.	\$2,100,000,000 \$1,100,000,000.000	Charles Schwab & Co. Inc.	Stuart Olsen Manager 1974 www.schwab.com
8	15	FIRST NATIONAL INVESTMENTS & PLANNING 3033 Iris Ave. Boulder, CO 80301 303-938-4647	5 32	8 61	5 Yes	Cash flow planning, protection planning, investment planning, retirement planning, college planning and brokerage services.	\$181,990.430 \$804,048,454	First National Nebraska Inc.	Jack Wolfe Executive Vice President 1993 www.firstnationalinvestmentsandplanning.com
9	9	ROBERT W. BAIRD & CO. 1881 9th St., Suite 250 Boulder, CO 80302 303-786-7240/303-786-7234	4 650	7 2,300	1 No	Financial planning, asset analysis, wealth management, corporate and executive services.	N/A \$66,000,000.000	Baird Holding Co.	Richard Palm Manager 1919 www.rwbaird.com
10 TIE	13	BATHGATE CAPITAL PARTNERS LLC 1906 13th St., Suite 300 Boulder, CO 80302 303-449-7994/303-402-0596	2 50	2 65	1 No	Stock, bond brokerage business, mutual funds.	N/A N/A	Bathgate Capital Partners	Doug Ray Branch Manager 1995 www.bathgatepartners.com
10 TIE	16	SCOTTRADE INC. 2425 Canyon Blvd., Suite N Boulder, CO 80302 303-413-0800/303-402-0437	2 665	4 2,475	1 Yes	Online investing, stocks, bonds, mutual funds, CDs, IRAs, CDs, stock news and research.	N/A N/A	Scottrade Financial Services	Matt Hancock Branch Manager 1980 www.scottrade.com
NR	NR	FIDELITY INVESTMENTS 281 E. Flatiron Crossing Broomfield, CO 80021 303-460-7224	N/A N/A	N/A N/A	1 Yes	Accounts and trade, retirement and guidance, investment products.	N/A N/A	Fidelity Investments Institutional Services Co. Inc.	Eugenia Rodriguez Branch Manager N/A www.fidelity.com
NR	14	FIRST ALLIED SECURITIES INC. 6684 Gunpark Drive, Suite 1500 Boulder, CO 80301 303-530-7717/303-527-0365	N/A 886	N/A 1,106	1 No	Investment advisory, financial planning, managed money, traditional brokerage.	N/A \$14,600,000.000	None	Bob Webster Manager 1990 www.firstallied.com
NR	11	NEIDIGER TUCKER BRUNER INC. 827 Grant St. Longmont, CO 80501 720-530-3321	N/A N/A	N/A N/A	2 No	Stock, bond brokerage business, 401 (k) set up.	N/A N/A	None	Tim Beaschler Branch Manager 1985 www.ntbinc.com
NR	6	RBC DAIN RAUSCHER INC. 1801 13th St., Suite 310 Boulder, CO 80302 303-443-5384/303-443-4483	N/A 1,670	N/A 5,000	1 Yes	Investment services to individual investors and small businesses, trust and estate planning, investment banking services to corporations and municipalities nationwide.	N/A \$112,200,000.000	RBC Dain Rauscher Corp.	Butch Carlson Branch Manager 1909 www.rbcdain.com
NR	12	THE MILLSTONE-EVANS GROUP OF RAYMOND JAMES & ASSOCIATES 1942 Broadway, Suite 400 Boulder, CO 80302 303-402-6907/303-402-6908	N/A 5,000	N/A 10,443	1 Yes	Detailed financial planning and individualized portfolio management.	N/A \$187,000,000.000	Raymond James & Associates	Greg Evans First Vice President of Investments 1962 www.millstoneevans.com
NR	7	WACHOVIA SECURITIES LLC ② 1155 Canyon Blvd., Suite 200 Boulder, CO 80302 303-441-0600/303-441-0656	N/A 19,082	N/A 117,000	1 Yes	Integrated investment banking brokerage and asset management business that develops capital raising, market making and financial advisory services.	N/A \$764,400,000.000	Wachovia Corp.	Steve Akers Complex Manager 2001 www.wachovia.com

N/A: Not available.

① National assets is global figure.

② National employees and national assets are global figures.

SOURCE: BUSINESS REPORT SURVEY

RESEARCHED BY Carol Maskus

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GOOD DEEDS

The Colorado Roofing Association donated \$190,000 worth of labor and supplies for a new roofing system for Brent's Place, a housing facility connected to The Children's Hospital in Aurora. Participating companies included Broomfield-based **Arapahoe Roofing & Sheet Metal Inc.**, and Boulder-based **Black Roofing Inc.** and **Boulder Roofing Inc.**

Several children with the **I Have a Dream Foundation of Boulder County**, located in Boulder, received new or gently used bicycles during the holiday season. Bicycles and funds were donated by Recycle Bicycles, the **K Financial Foundation** in Louisville, and **Louisville Cyclery**.

The I Have a Dream Foundation of Boulder County is seeking volunteer tutors and mentors to work with low-income, at-risk youth in the Boulder Valley area. Orientation sessions are held on a weekly and/or monthly basis. Contact Joshua Butler, 303-444-3636 ext. 19 or apply online at www.ihaveadream-boulder.org.

MEETINGS

Benevon presents **Major Gifts: Finding the Perfect Donors**, from 10 a.m. to noon on Thursday, Jan. 22, Xilinx Inc., 3100 Logic Drive, in Longmont. A seminar for the nonprofit world. Cost: Free and open to the public. Contact: sforce.benevon.com/intros/southwest.htm.

AWARDS

Level 3 Communications Inc. in Broomfield has been ranked the No. 1 satellite teleport operator by the World Teleport Association as part of the 2008 Global Top Twenty. The award recognizes Level 3's history as a key infrastructure partner to the broadcast industry.



Harrison

Zavala

Laura Zavala and Kimberly Harrison are recipients of the President's Award at **St. Vrain Valley Credit Union** in Longmont for 2008. The award recognizes professional achievement and outstanding member service. Zavala is member services supervisor, and has been

with the credit union for seven years. Harrison works in the collections/recovery department and has been with the credit union more than six years.

Mary A. Casey II, owner of the **Boulder Quest Center**, a Boulder martial arts training center, received the Sam Walton Emerging Entrepreneur Award. Casey was chosen for this award from a national pool of thousands of American women based on her business profile, commitment to community and her personal development. Casey opened the Boulder Quest Center in Boulder in 2004 where she is a senior instructor and holds a third-degree black belt in the Japanese self defense form To-Shin Do that is taught at the dojo.

BKI Woodworks, a Boulder-based manufacturer of custom cabinetry for commercial and residential interiors, has been chosen as one of six finalists in Modern Woodworking's 2009 Small Shop of the Year contest.

ON THE JOB

ADVERTISING, COMMUNICATIONS

Lisa Metzger has been promoted to vice president of agency services for **Metzger Associates**, a technology-focused public relations firm in Boulder. Prior to joining the company, she held positions at Schenkein Public Relations, The Fresh Ideas Group, Freeman Public Relations and the University of Denver. She is the sister of John Metzger, the founder.

Amanda Chatham has been named account executive responsible for client management and new business development with **SHIFT**, an integrated branding, marketing and public relations firm in Longmont. Prior to joining SHIFT, Chatham was brand manager for Miles-brand, a Denver-based ad agency.



Chatham

ENGINEERING

Matthew A. Adams of Boulder based engineering firm **Drexel, Barrell & Co.** has passed the Colorado Professional Engineering examination in October 2008. Adams joined Drexel, Barrell & Co. in June of 2004 after receiving a degree in civil engineering from the University of Colorado at Boulder.



Adams

HIGH TECH

Andrea Young has been named chief information officer and vice president of development for **BI Inc.**, a Boulder-based provider of technology for community corrections agencies. She will oversee the company's information technology systems and software development team.



Young

Merikangas

Khongphand-Buckman

LAW

The **Legal Marketing Association Rocky Mountain Chapter** in Denver announced new officers for 2009. They are: president, Kristin Merikangas of **Faegre & Benson LLP**; president-elect, Koree Khongphand-Buckman of **Hogan & Hartson LLP**; secretary, Kim Coey of Sherman & Howard LLC; treasurer, Kim Kaminski of Rothgerber, Johnson & Lyons PC; treasurer-elect, Mary Dilworth of Stern Elkind Curray & Alterman LLP; member-at-large, Rebecca Garverick of Isaacson Rosenbaum PC; member-at-Large, Eric Schwartz of **Holme Roberts & Owen LLP**, and past president, Connie Proulx of Wheeler Trigg Kennedy LLP.

NONPROFIT

Lise Aangeenbrug, deputy director of the **Great Outdoors Colorado** in Denver, has been named executive director of the organization. GOCO awards grants with a portion of Colorado Lottery proceeds for open space, wildlife and outdoor recreation projects.

SERVICES

Saul Manley, a contractor with **Flatirons Duct Cleaning LLC** of Boulder, was accredited as an Air Systems Cleaning Specialist by the National Air Duct Cleaners Association.

OTHER

Cheryl Rogers of Erie was promoted to Silver Designer with **Home & Garden Party**, a home décor company that sells its products through home parties. To reach her goal, Rogers sponsored two team members and reached her monthly sales quota.

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

"When your husband is off consulting in LA while you're in Southeast Asia tracking down antique beads for your jewelry business, keeping up with a 3,300-sq-ft home in the suburbs gets a little insane. Now that we're at The Peloton, there's no lawn to mow and no snow to shovel. So we can take off to wherever at a moment's notice. But with all the amenities we have right here, we've discovered that our favorite place to be is home."

-Anna and Mark, Peloton Residents and Very Frequent Flyers

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Lafayette opens performing arts center

Harlequin offering rental space to business groups, nonprofit organizations

BY HEATHER McWILLIAMS
Business Report Correspondent

LAFAYETTE — At 6 years old Jo Anne Lamun wanted to act, but she didn't meet the age requirement.

She was undeterred.

"I lied about my age and got into the play," Lamun said, performing as the "ugly, old stepmother" in Hansel and Gretel. Now, years later, she's making dreams come true for today's aspiring actors by opening a children's theater in Lafayette.

Lamun, founder and director of the Peanut Butter Players children's acting group, started the Boulder organization in 1991. She's coached hundreds of children, some who later became professional, Tony-Award-nominated actors.

Several actors call the group their second family, but it had no permanent performance space until Lamun discovered a building at 990 S. Public Road in Lafayette.

The space was transformed into the Harlequin Center for Performing Arts on Dec. 12. The Peanut Butter Players' first performance was Dec. 13.

"This building was uniquely suited for what we needed," Lamun said. The elevated ceilings are able to accommodate stage lighting, and there is a 3,000-square-foot open area available for a stage and seating.

"And it had a nice lobby. It had a great location. It had electrical power out the wazoo because it had a huge computer company in here. You need a ton of electrical power in order to do all the stage lights," Lamun said.

Morrell Printing Solutions, a family-owned business, purchased the property in September, and Lamun signed a lease on a portion of the building. She began the \$50,000 to \$75,000 in renovations needed to create the theater, including building a stage, removing unwanted cubicles, ordering and installing stage lights, painting, expanding the ladies rooms and installing safety equipment required by the fire marshal.

Originally Lamun planned to purchase the space rather than lease, using the sale of another property as a down payment. When that sale fell through the Morrell family stepped in to help.

They purchased the building and agreed to lease to the Peanut Butter Players. Morrell Printing Solutions plans to move into a different portion of the Lafayette building. The acting group has five years to buy its portion back.

While the Peanut Butter Players, a nonprofit, doesn't expect to make money on the new space, it hopes to pay the bills through ticket sales and rentals.

Rental space for nonprofits is hard to come by, Lamun said, with performance space running at \$6,000 a week for the



MICHAEL MYERS

The Harlequin Center for Performing Arts at 990 S. Public Road in Lafayette is the home of the Peanut Butter Players children's acting group. Jo Anne Lamun, founder and director of the group, signed a lease on a portion of the building and conducted \$50,000 to \$75,000 in renovations.

“We're hoping to rent it out to businesspeople. It would be a great place to hold a conference or a seminar. We have a catering kitchen so we can provide coffee and rolls and for a daylong session for someone it would be ideal.”

Anne Lamun

FOUNDER AND DIRECTOR,
PEANUT BUTTER PLAYERS



MICHAEL MYERS

From left, Norman Anderson, a musician; Don Wagner, music director; and Jo Ann Lamun, founder and director of the Peanut Butter Players children's acting group; watch students rehearse for a show at the Harlequin Center for Performing Arts. The performing arts center opened on Dec. 12. The Peanut Butter Players' first performance was Dec. 13.

stage at Boulder High School.

"The Avalon (Ballroom) is less. The Boulder Theater is about that. It's just really, really hard for nonprofits to find adequate performance space. That's why we want this space to be available," Lamun said, and groups such as the Boulder Friends of Jazz and Boulder Concert Band have already shown some interest.

Lamun thinks the space will appeal to businesses as well.

"We're hoping to rent it out to businesspeople. It would be a great place to hold a conference or a seminar. We have a catering kitchen so we can provide coffee and rolls and for a daylong session for someone it would be ideal," Lamun said.

She plans to offer two rates, one for nonprofits and one for businesses. Discounts for multiple uses within a year can

► See **Arts, 16A**



MICHAEL MYERS

The Harlequin Center for Performing Arts has a 3,000-square-foot open area available for a stage and seating. Jo Anne Lamun, founder and director of the Peanut Butter Players children's acting group, said she wants to rent the space to businesses people and acting groups. Rentals will run from \$400 to \$600 for a four hour minimum rental, Lamun said.

LAW FIRMS

(Ranked by number of attorneys in Boulder & Broomfield counties.)

RANK	PREV. RANK	Company Address Phone/Fax	No. of attorneys in Boulder & Broomfield counties Staff in counties Outside counties	No. of local partners No. of local associates	No. of local paralegals No. of local counsels No. of expected new hires next year	Specialties	Headquarters Web site
1	1	COOLEY GODWARD KRONISH LLP 380 Interlocken Crescent, Suite 900 Broomfield, CO 80021 720-566-4000/720-566-4099	42 687 38 664	13 29	8 2 3	Strategic litigation, including intellectual property and patent expertise, business transaction services, emerging technology and life sciences businesses, high-growth private and public companies, venture capital firms and investment banks.	Palo Alto, Calif. www.cooley.com
2	3	BERG HILL GREENLEAF & RUSCITTI LLP 1712 Pearl St. Boulder, CO 80302 303-402-1600/303-402-1601	31 0 55 0	10 19	3 2 4	Alternative dispute resolution, appeals, business, commercial and civil litigation, construction, criminal, environmental and water, government, real estate, wealth management.	Boulder www.bhgrlaw.com
3	2	FAEGRE & BENSON LLP 1900 15th St. Boulder, CO 80302 303-447-7700/303-447-7800	29 511 29 693	52 62	21 9 3	Providing legal counsel to emerging and established companies with matters relating to local, national and international growth.	Minneapolis www.faegre.com
4	5	HOLLAND & HART LLP 1800 Broadway, Suite 300 Boulder, CO 80302 303-473-2700/303-473-2720	27 413 17 397	14 7	3 6 N/A	General corporate, technology transactions, venture capital, trademark and patent, intellectual property, commercial litigation, labor and employment, tax and estate planning, health care, appeals, international transactions, real estate and mitigation.	Denver www.hollandhart.com
5	3	CAPLAN AND EARNEST LLC 1800 Broadway, Suite 200 Boulder, CO 80302 303-443-8010/303-440-3967	23 0 21 0	10 13	6 2 N/A	Health care, nonprofits, business law, litigation, appellate practice, labor and employment, corporate law, partnership law, banks and banking, construction law, real estate development, commercial real estate, hospital law, education law, global sustainability, insurance law, natural and organic products, personal injury, probate, renewable energy, technology, trusts and estates, wills.	Boulder www.celaw.com
6	7	HUTCHINSON BLACK AND COOK LLC 921 Walnut St., Suite 200 Boulder, CO 80302 303-442-6514/303-442-6593	20 0 16 0	12 4	3 4 2	Corporate and intellectual property work, complex commercial and personal injury litigation, real estate development and leasing, estate planning, and employment law.	Boulder www.hbcboulder.com
7	6	FRASCONA, JOINER, GOODMAN & GREENSTEIN PC 4750 Table Mesa Drive Boulder, CO 80305-5575 303-494-3000/303-494-6309	19 0 22 0	8 6	9 5 2	Real estate, business and association law, estate planning, family law, water rights, civil litigation, aviation, probate, wills, securities, foreclosure, bankruptcy.	Boulder www.frascona.com
8 TIE	8	HOGAN & HARTSON LLP 1470 Walnut St., Suite 200 Boulder, CO 80302 720-406-5300/720-406-5301	14 1,195 25 1,384	8 5	1 1 N/A	Corporate and securities, mergers and acquisitions, venture and private financing, intellectual property, patents, litigation, employment law and environmental law.	Washington, D.C. www.hhlaw.com
8 TIE	8	BERNARD, LYONS, GADDIS & KAHN PC 515 Kimbark St., Suite 203 Longmont, CO 80502 303-776-9900/303-413-1003	14 0 13 0	7 5	2 2 1	Real estate, business, taxation, estate planning, water law, education law, special districts, personal injury, employment law.	Longmont www.biglaw.com
10	10	DIETZE & DAVIS PC 2060 Broadway, Suite 400 Boulder, CO 80302 303-447-1375/303-440-9036	11 0 17 0	8 2	5 1 0	Business and commercial, estate planning, real estate, water rights, civil litigation, zoning and land use, environmental, municipal and employment law, family law.	Boulder www.DietzeDavis.com
11	10	JOHNSON & REPUCCI LLP 2521 Broadway, Suite A Boulder, CO 80304 303-442-1900/303-442-0191	10 0 5 0	4 3	1 3 1	Real estate, land use, water law, business organizations, acquisitions and sales, civil and commercial litigation.	Boulder www.j-r-law.com
12 TIE	13	HOLME ROBERTS & OWEN LLP One Boulder Plaza, 1801 13th St., Suite 300 Boulder, CO 80302 303-444-5955/303-444-1063	9 234 10 254	7 2	0 0 2	Real estate, commercial law and securities, litigation, intellectual property, environmental.	Denver www.hro.com
12 TIE	NR	FREDERICKS PEEBLES & MORGAN LLP 1900 Plaza Drive Louisville, CO 80027 303-673-9600/303-673-9155	N/A 6 N/A	3 6	6 0 N/A	Native American law.	Sacramento, Calif. www.ndnlaw.com
14 TIE	16	GREENLEE, WINNER AND SULLIVAN PC 4875 Pearl East Circle, Suite 200 Boulder, CO 80301 303-499-8080/303-499-8089	8 0 16 0	5 2	0 1 0	Patent, trademark, copyright law; has patent agents.	Boulder www.greenwin.com
14 TIE	21	GARLIN DRISCOLL HOWARD LLC 245 Century Circle, Suite 101 Louisville, CO 80027 303-926-4222/303-926-4224	8 0 4 1	3 4	3 1 0	Commercial litigation, personal injury, criminal law, intellectual property, trademark, and patent law.	Louisville www.gdhlaw.com
14 TIE	16	PACKARD AND DIERKING LLC 2595 Canyon Blvd., Suite 200 Boulder, CO 80302 303-447-0450/303-447-0451	8 0 4 0	7 1	4 0 0	Commercial real estate, development and land use, corporate/transactional, general business counsel, taxation and estate planning, open space and conservation easements, environmental and intellectual property.	Boulder www.packarddierking.com
17	21	MCELROY, MEYER, WALKER & CONDON PC ① 1007 Pearl St., Suite 220 Boulder, CO 80302 303-442-2021/303-444-3490	7 0 7 0	4 2	1 1 N/A	Federal American Indian law, family law.	Boulder www.greenlawyer.com
18 TIE	24	COOPER, TANIS, FULLER & COHEN PC 42 Garden Center Broomfield, CO 80020-1730 303-465-4605/303-460-8957	6 0 11 11	4 1	3 1 N/A	Criminal law, family law.	Broomfield www.broomfieldlaw.com
18 TIE	24	GRANT, GRANT & GOIRAN LLP 275 S. Main St., Suite 201 Longmont, CO 80501 303-776-3100/303-774-2349	6 0 4 0	3 3	1 0 0	Land use and development, commercial real estate, business transactions, commercial and civil litigation, construction law, water law, oil and gas law, estate planning, probate and estate administration.	Longmont www.gglaw.com
18 TIE	26	VRANESH AND RAISCH LLP 1720 14th St., Suite 200 Boulder, CO 80302 303-443-6151/303-443-9586	6 0 3 0	4 2	1 0 N/A	Water rights, environmental, real estate, special districts, litigation.	Boulder www.vrlaw.com
21 TIE	29	KOTTKE & BRANTZ LLC 2975 Valmont Road, Suite 240 Boulder, CO 80301 303-449-6161/303-440-0348	5 0 6 0	5 0	2 5 0	Real estate, estate planning, probate, business law, corporate, domestic relations, tax law.	Boulder N/A
21 TIE	54	G. REDMOND MICHAELS PC 3100 Arapahoe Ave., Suite 450 Boulder, CO 80303 303-800-5060/202-800-5165	5 0 2 0	2 2	N/A 1 1	General business transactions, corporate, real estate, estate planning and a specialty niche representing health-care practitioners in licensing, regulation, business and insurance matters.	Boulder www.grmpc.com
23 TIE	NR	KENDALL, KOENIG & OELSNER PC 4430 Arapahoe Ave., Suite 210 Boulder, CO 80303 303-672-0100/303-672-0101	4 7 0 2	2 1	0 1 1	Focuses on mergers and acquisitions, securities, venture capital, private equity investments, credit finance, technology and commercial transactions and general business matters.	Denver www.kkofirm.com
23 TIE	29	VINCENT, ROMEO & RODRIGUEZ LLC 1070 Century Drive, Suite 200 Louisville, CO 80027 303-604-6030/303-604-6052	4 1 4 1	2 1	1 0 0	Elder law, disability law, Medicaid planning, trusts, estate planning, Social Security law, probate litigation, contested guardianship.	Louisville www.elderlawcolorado.com
23 TIE	42	HOWARD O. BERNSTEIN PC 1111 Pearl St., Suite 203 Boulder, CO 80302 303-494-3321/303-544-5955	4 0 5 0	1 2	2 1 N/A	Small business, employment, taxation, international, estate planning, litigation.	Boulder www.bernsteinattorney.com
23 TIE	36	SCHEY, PILLER, ALSPAUGH & WONG PC 636 Coffman St., Suite 200 Longmont, CO 80501 303-776-3511/303-772-2297	4 0 3 0	3 1	2 0 0	Real estate, probate, estate planning, personal injury, business planning, elder law.	Longmont www.spawlaw.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.

① This firm was formerly known as Greene, Meyer & McElroy.

SOURCE: BUSINESS REPORT SURVEY
RESEARCHED BY Carol Maskus

➤ See **List, 15A**

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(Ranked by number of attorneys in Boulder & Broomfield counties.)

RANK	PREV. RANK	Company Address Phone/Fax	No. of attorneys in Boulder & Broomfield counties	No. of local partners No. of local associates	No. of local paralegals No. of local counsel No. of expected new hires next year	Specialties	Headquarters Web site
27 TIE	54	COOK & JEFFRESS PC 5390 Manhattan Circle, 2nd Floor Boulder, CO 80303 303-543-1000/303-543-8582	3 0 5 0	2 1	1 0 1	Injury law, automobile accidents, product liability, insurance disputes, professional malpractice, wrongful death.	Boulder www.cookjeffress.com
27 TIE	54	CRAIG D. JOHNSON & ASSOCIATES PC 8 Garden Center Broomfield, CO 80020 303-466-2335/303-466-6342	3 0 4 0	1 2	2 0 0	Business law, civil litigation, criminal law, injury, real estate, will and estates.	Broomfield www.cdjlw.com
27 TIE	42	MILLER & HARRISON LLC 2305 Broadway Boulder, CO 80304 303-449-2830/303-449-2198	3 0 3 0	2 1	1 0 0	Criminal defense, personal injury actions for injured persons, civil litigation of all kinds, business litigation.	Boulder www.millerandharrison.com; www.bouldercolaw.com
27 TIE	54	KRASSA & MILLER LLC 2344 Spruce St., Suite A Boulder, CO 80302 303-442-2156/303-443-3617	3 0 2 0	2 1	0 2 1	Water rights, real estate, mining, trials, appeals.	Boulder www.krassa.com
27 TIE	36	KAPSAK LAW FIRM LLC 1610 Hover Road, Suite 203 Longmont, CO 80501 303-651-9330/303-485-3714	3 0 1 0	1 2	1 0 1	Trust and estate planning, elder law and Medicaid planning, disability trusts, wealth preservation, complex tax planning; estate and trust administration; guardianships and conservatorships.	Longmont www.kapsaklaw.com
27 TIE	51	SPARKMAN SHAFFER PERLICK LLP 2338 Broadway Boulder, CO 80304 303-449-6543/303-449-0617	3 0 1 0	3 0	N/A 0 N/A	Business planning and transactions, private placements, tax, real estate, estate planning, wills, trusts, probate, nonprofit organizations and charitable planning.	Boulder www.sspattorneys.com
33 TIE	54	COHEN, SILVERMAN & ROWAN LLP 6650 Gunpark Drive, Suite 200 Boulder, CO 80301 303-581-0722/303-581-0732	2 4 1 2	2 0	0 0 0	Promotion, marketing law, with emphasis in sweepstakes, games of chance, contests, alcohol beverage promotions, Internet and text message promotions.	Boulder www.promolaw.com
33 TIE	NR	SCHUNK & DUNN LLC 808 S. Public Road, Suite 202 Lafayette, CO 80026 303-939-9790/303-939-9792	2 1 1 0	2 0	0 1 1	Mechanics liens, enforcing and defending against, construction law, title disputes, landlord tenant law, collections, domestication of judgements, criminal law, domestic relations, civil protection orders, DUI/DWAI.	Lafayette www.bouldercoloradolawyer.com
33 TIE	54	CAMERON W. TYLER & ASSOCIATES PC 2969 Baseline Road, 2nd Floor Boulder, CO 80303 303-443-2644/303-545-6979	2 0 4 0	N/A N/A	3 1 N/A	Personal injury, medical malpractice, workers' compensation, insurance bad faith, ERISA, collections, employment, disability.	Boulder www.camtylerlaw.com
33 TIE	NR	LISA E. BATTAN PC 1909 26th St., Suite 1F Boulder, CO 80302 303-444-8668/303-444-4847	2 0 4 0	1 1	3 0 0	Business and family-based immigration law including skilled and professional workers, entrepreneurs, entertainers, religious organizations, students and families.	Boulder www.battanlaw.com
33 TIE	54	BALIS & BARRETT PC 728 Pearl St. Boulder, CO 80302 303-443-6924/303-449-6648	2 0 3 0	2 0	1 0 1	Domestic relations, bankruptcy, real estate, civil litigation.	Boulder www.balisandbarrett.com
33 TIE	NR	THE COHEN LAW FIRM PC 4845 Pearl East Circle, Suite 101 Boulder, CO 80301 303-733-0103/303-733-0104	2 0 2 0	1 1	0 0 2	Tax law, business law and estate planning.	Boulder www.cohenadvisors.net
33 TIE	NR	TIENKEN & HILL LLP 801 Main St., Suite 120 Louisville, CO 80027 303-673-9373/303-926-0853	2 0 2 0	2 0	1 2 0	Trials and appeals including litigation in all state and federal courts with emphasis in professional liability, aviation, insurance, personal injury, products liability, commercial litigation, natural resources, water rights law, business law, local land use, municipal law and real estate.	Louisville www.tienkenhill.com
33 TIE	54	LAMM & BUTLER LLC 287 Century Circle, Suite 103 Louisville, CO 80027 303-664-9103/303-664-9105	2 0 1 0	2 0	1 0 0	Personal injury, criminal defense, commercial representation.	Louisville www.lammlaw.com
33 TIE	54	COLSON-QUINN ATTORNEYS AT LAW 4450 Arapahoe Ave. Boulder, CO 80303 303-415-2557/303-447-0970	2 0 N/A 0	2 0	N/A 0 N/A	Corporate, intellectual property, financing, sales and distribution contracts, technology, employment and commercial law.	Boulder www.colsonquinn.com
42 TIE	NR	CLIFFORD L. NEUMAN PC 1507 Pine St. Boulder, CO 303-449-2100/303-449-1045	1 0 1 0	1 0	1 0 0	Corporate law, securities.	Boulder N/A
42 TIE	NR	KELLY LAW OFFICE LLC 1919 7th St. Boulder, CO 80302 303-440-4300/	1 0 1 0	1 0	N/A 0 N/A	Business counseling, corporate transactional, financings, real estate.	Boulder www.kellylawllc.com
42 TIE	NR	LOPEZ LAW OFFICE 4450 Arapahoe Ave., Suite 100 Boulder, CO 80303 303-415-2585/303-415-0932	1 0 1 0	1 0	0 0 N/A	Civil litigation, land use law.	Boulder N/A
42 TIE	NR	CHARLES P. MARTIEN LLC 2129 13th St. Boulder, CO 80302 303-440-0900/303-440-0365	1 0 0 0	1 0	0 0 0	Business law, real estate, estate planning.	Boulder www.cmartien.com
42 TIE	NR	TAFFET LAW PC (STEVEN TAFFET) 2305 Broadway Boulder, CO 80304 303-449-2830/303-449-2198	1 0 N/A 0	1 0	0 0 N/A	Insurance coverage disputes: fire losses private disability, ERISA (Employee Retirement Income Security Act) long-term disability; catastrophic injury, wrongful death, malpractice.	Boulder www.taffetlaw.com

N/A: Not available.

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SOURCE: BUSINESS REPORT SURVEY
RESEARCHED BY Carol Maskus

BCBRDAILY from 2A

companies merge. Henry Wasik, Turin's current president and chief executive officer, will become president and chief executive of the combined company.

State promotes Broomfield vet

BROOMFIELD—Veterinarian Keith Roehr of Broomfield has been named the new Colorado state veterinarian.

Roehr replaces John Maulsby who retired July 31 after serving as the state's chief veterinarian in the Colorado Department of Agriculture since August 2006.

Roehr has been employed by the department since 1995 and has served as the assistant state veterinarian since 2002. Roehr also supervises the Pet Animal Care Facilities program and the Bureau of Animal Protection.

He received his doctorate of veterinary medicine from Kansas State University college of Veterinary Medicine in 1981.

Level 3 finishes debt buybacks

BROOMFIELD—Level 3 Communications Inc. finished its last portion of debt buybacks for three separate bonds

set to expire in 2009 and 2010.

The Broomfield-based broadband services company sold \$400 million in bonds, set to be repaid in 2013 at a 15 percent interest rate, to fund the \$460 million in buybacks, said Rafael Martinez-Chapman, Level 3's vice president and assistant treasurer.

Bond investors received 92 cents per dollar as part of the buyback for bonds set to expire September 2009 and 62 cents and 70 cents per dollar for bonds set to expire in 2010.

Despite being lower than face value,

Martinez-Chapman said the amount was better than market value, and most investors likely couldn't sell the bonds on the market now if they wanted.

Because Level 3 (Nasdaq: LVL3) paid less than face value for the debt, the company saved money by tendering the bonds now. Prior to the recent buyback, the company had about \$1.1 billion in outstanding bonds.

Martinez-Chapman said the company has enough cash on hand to handle the maturities that expire in March and July of 2010.

Looking for ways to weather the recession

Executives in six key industries in the Boulder Valley share their insights into what to expect in 2009 and how to survive the recession. Bankers will see more regulations, health-care needs a new prescription, housing depends on jobs, construction companies need to diversify, alternative energy firms will continue their quest and retailers will need to be creative to lure shoppers.

Restructuring, more regulation expected in banking industry

BY DAVID CLUCAS
Staff Writer

Boulder Valley banks and credit unions will battle for new lending business in 2009 as some institutions with shaky balance sheets become more cautionary, giving the opportunity for others to become aggressive in the loan market.



Burkhard

Already, local credit unions have taken advantage of banks pulling back due to the credit crunch, and that is expected to continue into 2009, said Craig Burkhard, chief lending officer

at Boulder-based Elevations Credit Union.

"I think we're in a better position than our banking competitors," Burkhard said. "You don't see any bailouts for credit unions. We've got money to lend, and we're looking to lend it."



Horan

Burkhard said the industry will have to focus on financial education to get back on track. He also thinks that greater banking regulations are coming in the near future.

"I just hope it's not too much," he said.

At United Western Bank in Boulder, Regional President Margie Horan said the bank has seen an increase in activity in the residential market.

"I think rates will remain low and generate some more activity, but we don't anticipate a huge change," she said.



Yost

In the commercial lending market, Horan doesn't expect any huge swings.

"Given the increase in the cost of construction over the past few years, less inventory came onto the market, so there will be less inventory to absorb in a recovery," she said.

Mark Yost, chairman of the board

and acting president of Flatirons Bank in Boulder, said he doesn't expect a quick recovery for the general banking industry in 2009, but that community banks will remain strong.

"The community banks have the opportunity to step up in an environment where some of the big national banks have ceased to exist," Yost said. "The community banks can take the extra steps to understand the local community and provide liquidity and credit."

Yost predicts there will be substantial restructuring in the banking industry, specifically for those banks that "grew their loan portfolios too aggressively in a nondiversified way."

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ARTS from 13A

also be negotiated. Rentals will run from \$400 to \$600 for a four hour minimum rental, Lamun said.

The permanent performance space alleviates logistical challenges for the group, such as how to move sets from its practice area to its performance place. Previously the kids and their support crew designed sets to squeeze into a van then transported and reassembled the sets and supplies, including all the food for their luncheon theater, for each run of performances.

Practicing in one place and performing in another added to performance jitters, too, said Peanut Butter Player's Lunch Bunch performer Ivan Armendariz.

"It saves us a lot of that nervousness thinking, 'I don't know, does the dance fit on this stage, or how do we project into the audience on this space's shape?'" 13-year-old Armendariz said. He calls the

group his "sport."

The Lunch Bunch, a select group of 21 kids currently spanning ages 8 to 16, is Peanut Butter Player's professional acting troupe.

"They are very experienced professional kids who get paid for what they do. They're very talented, and they work very hard," Lamun said. Hundreds of other children participate through after school and summer camp programs each year.

Hundreds of children find a home for their creativity and self-expression through the Peanut Butter Players.

"I guess it just lets me express what I'm feeling inside. Even though the characters may not be displaying or portraying exactly what I'm feeling, it's a way for me to almost let whatever I have inside of me out. They taught me not to be afraid, I guess, on stage, and they're kind of like family," Armendariz said.

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Local housing market depends on stable employment

BY DAVID CLUCAS
Staff Writer

The upcoming year will signal whether the Boulder Valley housing market has reached its bottom, or if job losses will create additional strains.

"The biggest factor will be the number of buyers in the market, and this is in direct correlation to the job market," said Reid Williams, president of the Longmont Association of Realtors and owner of Keller Williams First Realty in Longmont.

He sees the local job market holding steady, therefore helping the housing

market. Declining inventories will also help the market stabilize, Williams said.

Inventory levels of single-family homes for sale in Boulder and Broomfield counties are at 1,985 homes through November 2008, down 11 percent from a year ago. The inventory of multifamily homes for sale has dropped 708 units, down 20 percent from a year ago.

Falling interest rates will help boost refinances but also those with adjustable mortgage rates, Williams said. The



Williams



Kalinski

adjustable rates won't reset at higher rates and help keep those borrowers in their homes, he said.

Overall Williams thinks the market will be turning a corner.

"I'm very optimistic that we will look back to 2008 and see it as the bottom of the market," he said.

Tom Kalinski, a broker/owner of ReMax of Boulder Inc., said lower interest rates will help the housing market and the general economy recover in 2009.

He said homes priced in the lower to

medium range should do well. He's less optimistic about the highest priced home of more than \$1 million because of high inventory levels. Kalinski also expects to see a continued "elasticity" in home prices — meaning a high price difference from homes within the city of Boulder and those throughout the rest of the Boulder Valley.

The question for 2009 will be the banking sector, Kalinski said. "Will they be willing to lend the money?"

Kalinski said Realtors should focus on educating buyers about the long-term view of owning real estate as a solid investment.

Diversity is key for construction companies in '09

BY BOB McGOVERN
Staff Writer

Construction companies may need to diversify their projects this year if they want to survive in the current economic climate, according to experts in the field.

Projects in the health care, education and public works sectors are desirable as they "will continue to keep going, regardless of the economy," said John Kamprath, business development manager at Longmont-based Krische Construction.

"It seems like every time there's a downturn in the market, there are other opportunities out there," he said. "As long as you're not fixed on one construction type, you can pretty much do very well in any economy."



Kamprath

Dennis Richard, director of client relations at Longmont-based Golden Triangle Construction Inc., agrees that diversification is the key to success.



Richard

"We're spread out pretty firmly across a wide variety of markets, and that's how we're going to make it through this market," he said. "I think some companies might be focused on particular markets that are slowing down."

He said retail construction and office projects are two segments that have experienced a slowdown during the past year.

Kamprath hopes the suffering segments of construction will rebound by the end of 2009, but he said a lot has to do with the "historic" problems in the economy and whether or not the new administration can have an effect.

According to Richard Wobbekind, an economist at the University of Colorado at Boulder's Leeds School of Business, the construction industry will lead the state in job losses in 2009, losing about 11,200.

"This sector has held up remarkably
▶ See **Construction, 18A**



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Quest for new energy may give boost to Front Range economy

BY RYAN DIONNE
Staff Writer

The price of traditional energies such as gas, oil and coal will continue to increase throughout 2009, but with a new president, alternative energy emphasis will likely increase as well, local industry experts said.

And because the Front Range is a hotbed for alternative energy development and production, that increased emphasis should positively impact the local economy.



Aldous

"The demographics are perfectly suited for being at the tip of the spear, so to speak, in ushering in the new energy economy," said Blake Jones, president of Boulder-based Namaste Solar Electric Inc.

With recent legislation passed, such as Boulder ballot issue 1A, and more in the works, local government officials are helping push energy independence and environmental sustainability, Jones said. And President-elect Barack Obama will help advance alternative energies as well.

David Aldous, chief executive officer of Broomfield-based Range Fuels Inc., agrees.

"I would see (Obama) putting more government money in alternate fuels for jobs creation as well as energy independence," Aldous said.

National investment in clean energy will add billions of dollars to the Colorado economy as well as thousands of jobs,

Matt Garrington, Environment Colorado field director, said in a statement.

"Renewable energy and energy efficiency have already created over 88,000 jobs in Colorado," Garrington said in a statement.

Some of those jobs likely have come with the help of Colorado Gov. Bill Ritter.

"In 2009, a tremendous business growth opportunity for energy efficiency businesses across the residential, commercial and industrial sectors will be created as a result of an aggressive Energy Stimulus Package from the Obama administration and administered by Governor Ritter's Energy Office," Tom Plant, the Governor's Energy Office director, said in an e-mail.



Jones

Aside from renewable energy, Aldous and Jones think Obama will initiate a carbon credit or cap and trade policy. But the men question whether or not that will happen in 2009.

Jones foresees the new president working to improve energy efficiency in vehicles, homes and offices, too.

The economy, though, undoubtedly will play a role in 2009 energy, and Aldous thinks some companies will experience rough times.

"I think it will be extremely challenging for some companies that need to raise funds," he said.

That could translate into well-funded companies acquiring others or perhaps bankruptcies.

Shopping centers plan to lend hand to merchants during down economy

BY BOB MCGOVERN
Staff Writer

As local retail revenues dip, major shopping centers are working with their merchants to wade through the economic crisis in the coming year.

At the Twin Peaks Mall in Longmont, management is focusing on branching out into the community to show consumers that the mall is still a hub for retail. The mall has been in a redevelopment phase and General Manager Sandra O'Clock wants to increase the mall's traffic.

"We're trying to turn the mall into a community venue," she said. "The response has put the word out there that, 'Hey, we're open.'"



O'Clock

She said the redevelopment period has hindered the mall's growth, and believes it will take awhile for the retail market – in general – to stabilize. The Twin Peaks Mall saw its revenues decrease by 11.6 percent in November, according to the most recent data prepared by the Longmont Finance Department.

"I think it's going to take awhile to rebound. We also have the fact that we weren't doing new leases and extensions for a period of time," O'Clock said.

She said the mall is helping its merchants advertise and has given individual businesses temporary rent reductions to "work through the tough times." The Twin Peaks Mall is looking for a new

anchor space in the next six months.

At FlatIron Crossing in Broomfield and the Twenty Ninth Street retail district in Boulder, the management is working with its merchants but said things are pretty much "business as usual."

"We're not operating any differently at this point than we would normally operate," said Kim Campbell, general manager of the two shopping centers.

She said merchants ramped up their promotional sales during the holidays and that typical January clearance sales started a little bit early. For the upcoming year, she said the management of the shopping centers will maintain communication with merchants as the economic landscape changes.

"We're cognizant of what we're seeing in the media, and we're in close communication with our retailers," Campbell said.

According to the city of Boulder Sales and Use Tax Revenue Report, issued in early December, October sales tax revenues were down 2.41 percent, as opposed to a 9.49 percent increase in October 2006.

While Campbell didn't speculate about when retail would rebound, she said the local economy is preventing the retail segment from getting hit too hard.

"I would say that the economy is affecting all of us. However we think we're a little slower to be affected here based on the demographics of the market," she said.



Campbell

CONSTRUCTION from 17A

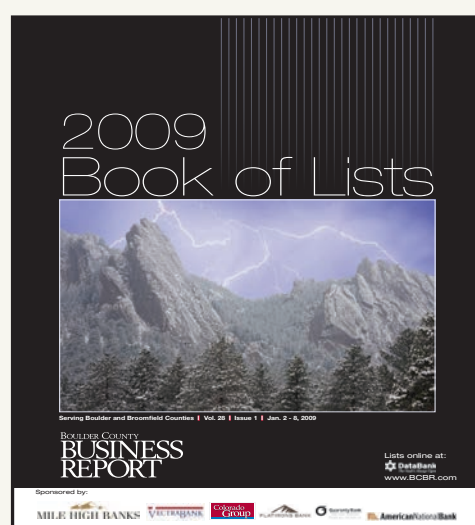
well in Colorado, given that our housing market has been in trouble for quite a few years, yet we've managed to have decent construction employment," Wobbekind said during a Dec. 8 economic forecast. "But that was being fueled by commercial and industrial building, which is taking a direct hit from the national credit crunch."

One construction company that has already scaled back operations is McStain Neighborhoods, which shut down its physical headquarters in Louisville to operate the company virtually from several locations. The local homebuilder employs 21 people - down from about 100 employees two years ago.

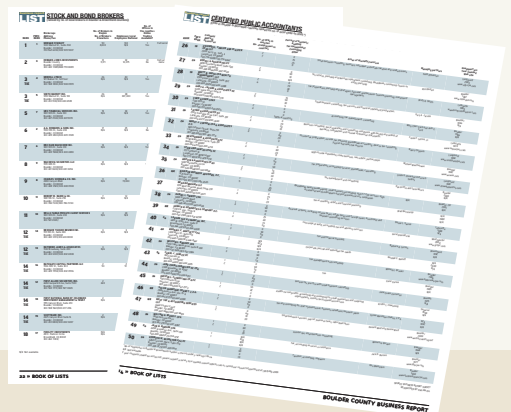
Kamprath said the news sent a "message" to others in the field.

"It certainly sends a message that you really have to watch everything," he said. "We're watching the financial situation of our subcontractors and vendors and suppliers to make sure they aren't having problems."

Neither Golden Triangle nor Krische are planning any layoffs this year, and Richard said his company may hire project managers and superintendents "when things start to pick up."



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Employers will see increases in health insurance premiums

BY RYAN DIONNE
Staff Writer

Consumers can expect to see more changes to health care as a result of a weak economy, some experts said.

Many employers already have started to see health-insurance premiums increase, which, in many cases, has trickled down to employees.

"One of the most important changes ... is the additional increase that many small groups will be receiving in their health-insurance premiums on top of the normal inflation," said Jim Hertel, publisher of the Colorado Managed Care and Industry newsletter.

Ultimately some people, whose rates increase more than the rate of inflation, may drop coverage, which increases the number of uninsured people, Hertel said.

David Hamm, president and chief executive officer of Exempla Good Samaritan Hospital in Lafayette, said hospitals aren't immune to economic ailments, either.

He said hospitals will continue looking at expenses and find ways to cut costs.

"We start with capital expenditures, so we're buying less big stuff because we have less money in the bank," Hamm said.

After putting potential projects on hold, Hamm said health-care facilities likely will cut noncrucial aspects of health care.

As president-elect Barack Obama takes office, Hertel and Hamm both expect to see some form of health-care reform.

Hertel said the first thing Obama likely will do is try to obtain more money for Medicare and the State Children's Health Insurance Program. He believes Obama will work to keep doctors involved in serving Medicare patients despite possible reimbursement reductions.

On the state level, more hospitals and insurance companies likely will begin providing electronic records and make them more accessible to patients, Hertel said.

It probably will take a couple years to be widespread, he said, but some organizations, such as The Children's Hospital, The University of Colorado Hospital and others already sharing are electronic records among emergency departments.



Hamm



Hertel

PRODUCT UPDATE

BeyeNETWORK, a Boulder-based online resource for business intelligence professionals, released its latest research study: "Data Warehouse Appliances: Achieving the Business Value." Conducted by industry expert Richard Hackathorn, the report analyzes the current state of the art in data warehouse appliance technology and products, and evaluates the strengths, weaknesses and benefits of an appliance approach to data warehousing. The report can be seen at www.beyesearch.com.

The U.S. Food and Drug Administration issued a 510(k) marketing clearance for the Evident Microwave Ablation System, intended for use in the ablation of nonresectable liver tumors. The system is a product of **Covidien**, a Bermuda-based health-care company with operations in Boulder.

Linotype GmbH and its parent company, **Monotype Imaging Holdings Inc.**, a text imaging company, collaborated to unveil the FontExplorer X Pro and FontExplorer X Server font management solutions. FontExplorer X Pro debuts for Macintosh platforms and includes features geared for creative professionals. Capabilities extend to networked environments when FontExplorer X Pro is coupled with FontExplorer X Server, which provides workgroup administrators centralized control over font management and access rights. The Server edition also includes access to more than 4,000 OpenType fonts from the Linotype, Monotype and ITC libraries. Linotype GmbH

is based in San Francisco, and Monotype Imaging is based in Woburn, Mass., with operations in Boulder.

OneRiot, a social search engine company based in Boulder, announced the addition of Facebook Connect. OneRiot users can share their Web searches with their Facebook friends, starting conversations on Facebook about the gossip, music, fashion and other stories that they found.

Longmont data-storage company **Rebit Inc.** created software that allows users to back up multiple personal computers at once, the company announced Monday. The new software will be available to customers via CD Friday, Jan. 30, and will allow users to backup as many as six PCs running Windows XP or Vista.

Visionman Computers, a Boulder-based manufacturer of servers, gaming systems and notebooks for small businesses and home users, released the latest addition to its Acserva brand. The Acserva VIXone7 family of servers support Intel's new Nehalem architecture. Visionman Computers is a subsidiary of Silicon Mountain Holdings Inc.

WildCharge Inc., a Boulder-based company that makes a wireless mobile phone charger, launched its global Technology Licensing Program. The program provides the design and manufacturing guidance necessary for OEM/ODM partners to embed WildCharge technology into their products.

INTERNET NEWS

Gorilla Logic, a Broomfield-based software consulting company, launched its new Web site at www.gorillalogic.com. It was designed by Boulder-based **Insight Designs Web Solutions LLC**, and includes animated messaging and content management tools.

Copper Conferencing, a Broomfield Web and audio conferencing company, now has an online learning center and One-Minute Skill Builder Webinar Series. The online learning center has general information on conferencing, and the Webinar series focuses on specific conferencing skills. Visit www.copperconferencing.com/learning-center/.

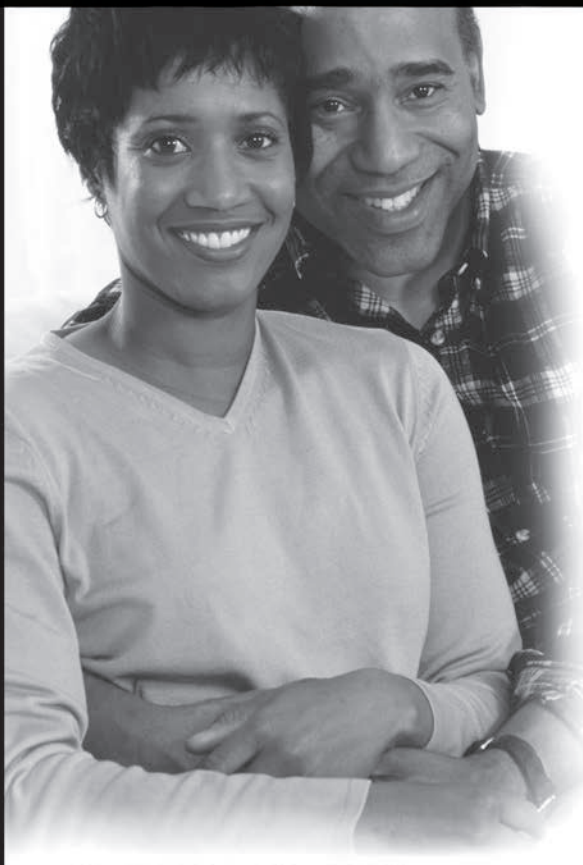
Monotype Imaging Holdings Inc., a Woburn, Mass.-based text imaging company with offices in Boulder, added 15 new typeface collections to its Fonts.com store. They are: Thinkdust, Brass Fonts, TypeTogether, Sherwood Type, DSType, Scriptorium, IHOF, TipografiaRamis,

Canada Type, Mean Tangerine, Haiku Monkey, Cubo Fonts, Greenprint, Dutchfonts and TypeBank. The new fonts can be previewed by clicking the "foundries added" link on www.fonts.com/new.

Colorado State University's online program, Global Campus, has been accredited by the Higher Learning Commission of the North Central Association of Schools and Colleges, a nongovernmental organization granting peer-reviewed regional accreditation. The university is located in Fort Collins. Visit www.csuglobal.org.

Adrienne Zoble Associates Inc., a Fort Collins-based marketing consulting company, introduced a "Schmoozing Calendar to Ensure Results." The calendar offers weekly suggestions of key contacts to connect with, as well as a brief script that can be used to set up a meeting, among other features. The online version is available for \$16.95 at www.azobleassoc.com.

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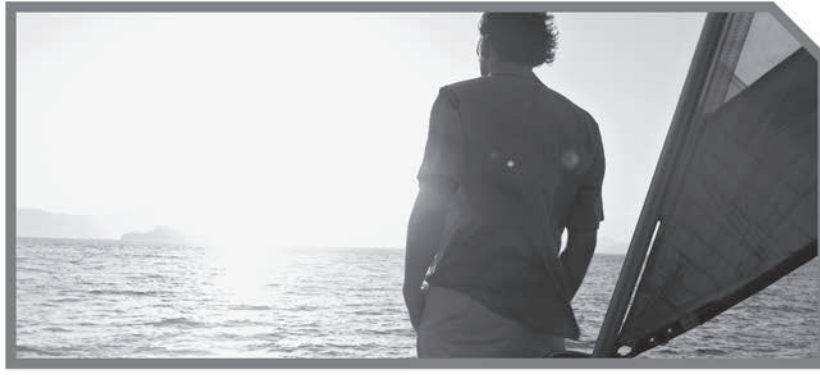
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WEALTH MANAGEMENT

Things to consider when playing stock market in '09

As investors look forward to 2009, the market results of 2008 may be on their minds.

The markets suffered one of the worst years in history in 2008. The Dow Jones Industrial Average, or DJIA, declined 33.84 percent and the S&P 500 was down 38.49 percent.

Only two stocks in the DJIA ended the year higher. The extreme volatility of the markets last year made investors uneasy and needs to be taken into account as people consider their strategy for the future.

For investors, it is always wise to evaluate your portfolio and to try to prepare for the new year, especially after this past year. One of the items to consider is how much cash or cash equivalents to keep on hand.

For most people, a general rule of thumb is to keep three to six months of living expenses available in case of a need or emergency. People may want to have a lower or higher amount of cash available due to their own personal situation.

This cash or cash equivalent investment may consist of money market accounts or certificates of deposit, or CDs. On Oct. 3 2008, for nonretirement accounts, FDIC insurance temporarily increased

from \$100,000 to \$250,000 per depositor through Dec. 31. This is for interest and principal of all deposits held in the same legal capacity at the same institution. On certain retirement accounts, interest and principal are insured up to a maximum of \$250,000 per institution.



GUEST OPINION
Peter Braun

It is important to check these limitations with your institutions. The next step for many investors to consider is their risk tolerance and the percentage they want to allocate to stocks (equities) and bonds (fixed income). These allocations can be accomplished through individual securities, with mutual funds, or a money management strategy.

In the current environment, UBS Wealth Management Research believes investors should stick with high-quality, defensive, large capitalization stocks in a volatile market. Historically, these large caps have tended to outperform small caps during periods of elevated market volatility. Additionally, as the credit

crunch intensifies, not only is the cost of capital rising disproportionately faster for small companies since they have weaker credit ratings than larger companies, the credit crunch is also stifling U.S. consumer spending, the primary source of end-market demand for the less globally oriented small cap group.

In the fixed income category, UBS Wealth Management Research believes corporate bonds and municipal bonds are attractive. For corporate bonds, they present some of the best investment opportunities available. Those investors with a longer-term time horizon and a buy and hold approach, may be able to earn high single-digit total returns.

The majority of our preferred sectors are those that tend to be more defensive. Our research finds particular value in nonfinancial investment grade bonds, which offer mid-single digit coupons with a strong chance for price appreciation during the next few years. We caution that this a long term call and it may take some time for credit spreads to compress sharply from current levels.

UBS Wealth Management Research also views municipal bonds as one of the most attractive sectors for investors with

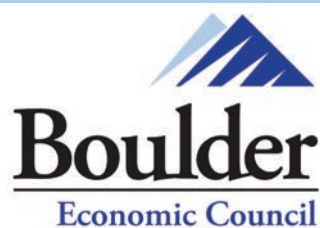
intermediate to longer term horizons. Absolute yields on municipals are higher than they have been in the past six to eight years, while yields relative to the Treasury market have soared to levels that are unprecedented in at least 25 years.

In their view, market dislocations and liquidity constraints, not municipal credit concerns, continue to drive current pricing. UBS Wealth Management Research recommends a focus on high-quality credits in sectors likely to be best protected from looming credit and pricing pressures. Pre-refunded, essential service, general obligation and special tax revenue bonds tend to outperform broader municipal market benchmarks during market stress.

By keeping an adequate amount of cash, choosing an appropriate asset allocation policy and diversifying their portfolios, investors may be better able to be properly positioned for this new year. It is important to talk to your financial adviser and CPA to help you determine the appropriate course of action for your personal portfolio.

Boulder-based Peter Braun is a financial adviser with UBS Financial Services Inc.

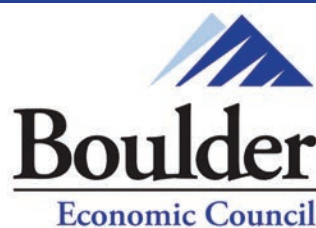
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2009 Economic Forecast: Boulder & Beyond

January 14th, from 5:15-7:45PM, hear CU Economist Dr. Richard Wobbekind present a 2009 forecast for the nation, state and county at CU's Wolf Law Building. The event will be followed by a reception and is almost sold out.

Tickets: \$40 preregistered (\$35 Chamber Members)
To register go to: www.boulderchamber.com



The Boulder Economy: A Street Level View

January 16th, from 7:15-9:15AM, we are taking it to the streets with a panel of local industry and community leaders who will give you their assessment of how current and anticipated economic events are affecting businesses and non-profits in Boulder. The event will be held at the Chamber Center and includes a continental breakfast.

PANELISTS

Advanced Tech: Tim Miller, CEO, Rally Software
Financial Services: Pat O'Brien, Boulder Area President, Wells Fargo
Non-Profit Organizations: Josie Heath, President, The Community Foundation
Hospitality: Dan Pirrallo, General Manager, Millennium, Chair, Colorado Hotel & Lodging Association
Professional Services: Janet Martin, President, Communication Arts
Real Estate: Jeff Wingert, President, WW Reynolds & Co
Retail: Jack Stoakes, General Manager, Liquor Mart, Board Member, Downtown Boulder Inc.

Tickets: \$30 preregistered (\$25 Chamber Members)
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Green MAKEOVERS

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There are many ways to “green” your home appropriately including the application and use of soy bean oil insulation, inset top left; the use of bamboo hardwood flooring, inset bottom left; and using fly ash instead of concrete for areas in the house like the fireplace, main photo.

Don't get fooled by using materials marketed as environmentally friendly when really they're not

BY KEELY BROWN

Business report correspondent

With so many options to choose from it's hard not to become overwhelmed by the deluge of new environmentally friendly products flooding the market.

Despite all your best intentions, how do you know that the products you choose are really the safest for the environment?

Sean Mitchell, co-owner of Kessler Design Group, a remodeling/home improvement company that services Boulder County and the Front Range, believes the first step is to educate yourself as to what really constitutes “green.” And sometimes, this means doing a little research first — or you just might end up choosing products that are advertised as all natural but could actually require intensive, environmentally unfriendly processing.

One such misconception, Mitchell said, is the popular idea that concrete

countertops are a green alternative.

“A lot of people are under impression that concrete countertops are a green product because they're natural, just made of sand and gravel,” he said. “But you're dealing with acres of mining that has to take place to get the materials, and then processing them at up to 1,500 degrees Celsius, which gives off harmful gases. So there are actually a lot of elements in the equation that leave a huge footprint on the environment.”

The greenest option, Mitchell said, is to choose countertops made of a coal-combustion residue called fly ash.

“Fly ash is twice as strong as concrete, and it's made of 97 percent recycled materials — so it's going to leave less of a carbon footprint,” he said. “It's a byproduct of coal burning, a residue that would end up in a landfill otherwise — so you're taking something that would have a negative impact on the environment, and you're turning it into something useful.”

Mitchell said consumers should also

beware of some insulation products that are marketed as environmentally friendly.

“Companies will market their insulation as green because of its use, but it may have formaldehyde, which will lower the quality of air in your home,” he said. “Instead you can choose lots of insulations on the market that are bio-based, made with a soybean oil that creates a foam which naturally prevents mold development and bugs.”

Recycled paper can do the trick as well, Mitchell added. A super-efficient, all-natural insulation can be made of torn recycled shredded paper, which is then sprayed into any space cavity or attic.

One of the best ways to green up your home, Mitchell said, is to choose an alternative to hardwood flooring. Attractive and durable options can include woods such as bamboo and eucalyptus, which are being cultivated in controlled-growing environments.

“Bamboo is readily available and grows quickly, so it leaves very little carbon footprint,” he said. “With bamboo, you'll get the same appearance and feel of hardwoods, without touching our natural forests. And there are other options, such as cork and eucalyptus, which are slightly more pricey but are just as durable as any hardwood, once they're treated and coated.”

Another issue can be air quality.

“The last thing you want to do is enter someone's home and find that the air quality inside the house is worse than outside — and this is incredibly common. With regular paints, your home is releasing all these gases from floor to ceiling.”

The solution to this problem is environmentally friendly paints that are made today with no volatile organic compounds, or VOCs, eliminating gases and odors. According to Mitchell, non-VOC paints are readily available in all colors and are a great way to improve

► See **Makeover, 23A**

REMODELING COMPANIES

(Remodeling companies in Boulder & Broomfield counties ranked by revenues.*)

RANK	Company Address Phone/Fax	Revenues 2008 Revenues 2007	No. of local employees	Residential? Commercial?	Specialties	Person in charge Year founded locally Web site
1	BLUE SPRUCE DESIGN & CONSTRUCTION 8854 Pine Cone Lane Niwot, CO 80503 303-652-1150/303-652-1149	\$3,200,000 \$4,070,000	5	Yes Yes	General contracting firm focusing on large residential renovations, luxury custom homes, commercial tenant finish and restaurants.	Sandra Ellen Weeks, President 1997 www.bluespruceconst.com
2	MAICON LLC 1840 Delaware Place Longmont, CO 80501 720-494-9544/720-494-9533	\$2,500,000 \$1,500,000	22	Yes Yes	Facilities maintenance, general contracting, paint, HVAC maintenance, electrical; residential and commercial remodel. Installation, monitoring maintenance of fire alarm systems, custom woodshop and millwork.	Chip Mueller, Owner 2001 www.maiconllc.com
3	POWELL CONSTRUCTION 368 S. McCaslin Blvd. Louisville, CO 80027-9432 303-604-9950/303-774-0314	\$1,900,000 \$3,400,000	3	Yes Yes	General contracting for new homes, additions and remodels.	Ken Powell, President 1983 N/A
4	TNC DRYWALL INC. 7209 Valtec Court, Suite C Boulder, CO 80301 303-444-9873/303-415-0627	\$1,514,000 \$1,472,000	16	Yes Yes	Drywall, steel stud, tenant finish.	Joe Mullins, President 1980 www.tncdrywall.com
5	BROOKS DESIGN-BUILD CORP. 6908 Charity Court Frederick, CO 80530 303-997-7716/303-997-7718	\$1,500,000 \$1,400,000	N/A	Yes Yes	Room and story additions, kitchen and bath remodeling, basement finishes, whole house renovations.	Jonathan R. Brooks, Founder and Owner 2000 www.brooksdesignbuildcorp.com
6	BUCKNER CONSTRUCTION INC. 2510 47th St., Unit 209 Boulder, CO 80301 303-440-0763/303-440-8036	\$1,400,000 \$1,140,000	10	Yes Yes	Residential remodeling and new construction.	Marisa Callaway and Matt Buckner, Co-owner and President 2004 www.bucknerdesignbuild.com
7 TIE	PARAMOUNT REMODELING CO. 11852 Juniper St. Lafayette, CO 80026 303-828-1261/303-828-1278	\$1,000,000 \$750,000	5	Yes Yes	Specializing in basement finish; kitchen and bath remodeling; features Canyon Creek cabinets. Major additions and remodels, general contractor for new homes.	Martin Maxwell, Owner 1995 www.paramountremodeling.com
7 TIE	MLM CONSTRUCTION MANAGEMENT INC. P.O. Box 19945 Boulder, CO 80308 303-886-5039/	\$1,000,000 \$1,000,000	1	Yes Yes	Construction defect resolution, maintenance, additions, remodels, new construction, historic renovations, construction consultation.	Malcolm Morison, Owner 1994 N/A
9	CLAY DUSEL, CUSTOM BUILDER 107 Noland Court Lyons, CO 80540 303-523-6631/866-227-9919	\$795,000 \$815,000	4	Yes Yes	Specializes in residential and commercial remodeling and new construction with an emphasis on green building.	Clay Dusel, Owner 2004 www.duselbuilders.com
10	ABE DESIGNWORKS LLC 10875 Dover St., Suite 900 Westminster, CO 80021 303-926-7801/303-926-7802	\$750,000 \$585,000	4	Yes Yes	Commercial, religious, residential, civic and educational architecture. Also entitlement consulting, sustainability upgrades, and real estate development strategies.	Mike Gengler, Principal; Vidar Hvidevold, Partner; Charles Wempe, Principal and Jon Vincent VanBentem, Principal 2002 www.abedesignworks.com
11	CLASSIC WORK CONSTRUCTION LLC 4949 N. Broadway, Suite 66 Boulder, CO 80304 720-841-3048/303-543-2264	\$675,000 \$1,450,000	N/A	Yes Yes	Building green homes and additions with a focus on indoor air quality and timeless design.	Mark Aschwanden, President 1991 classicworkconstruction.com
12	PICCADILLY CONSTRUCTION 2235 Linden Ave. Boulder, CO 80304 303-443-0432/303-443-9750	\$500,000 \$650,000	2	Yes No	Custom homes, remodeling, additions.	Michael Dille, Owner 1979 N/A
13	CUSTOM QUALITY CONSTRUCTION LLC 4450 Arapahoe Ave., Suite 100 Boulder, CO 80303 303-543-9963/	\$350,000 N/A	2	Yes No	Residential remodeling including home theaters, basements, additions, kitchens, and baths; also custom theaters.	Robert Dreher, Owner 1992 www.customqualitytheaters.com
14	ARCHITECTURAL PARTNERSHIP INC. 3803 26th St. Boulder, CO 80304 303-442-8202/303-442-8267	\$216,300 \$255,109	N/A	Yes Yes	Historic preservation, custom homes, residential remodeling.	John Woodward Mink, AIA 1992 N/A
15 TIE	MELTON CONSTRUCTION INC. 5075 Chaparral Court, Unit 3 Boulder, CO 80301 303-473-9542/303-516-4008	N/A N/A	15	Yes Yes	Design/build services for residential and commercial customers, basement finish, kitchen and bath remodel, design architects.	Ty Melton, President 1993 www.meltonconstruction.com
15 TIE	PARRISH CONSTRUCTION CO. 4770 Pearl St. Boulder, CO 80301-2434 303-444-0033/303-444-0047	N/A N/A	15	Yes Yes	Remodeling, general construction, design-build, certified kitchen/bath design, custom cabinet shop, home theater design/installation, tankless water heater installation, certified aging-in-place specialists.	Larry Parrish, CR, CGR, CAPS, CR, CGR, CAPS and President 1969 www.ParrishBuilt.com
17	TERRA VERDE ARCHITECTS LLC 2625 28th St., Suite 200 Boulder, CO 80302 720-565-3929/720-565-3931	N/A \$1,226,786	8	Yes Yes	Architecture and interior design for custom residences and remodels as well as multi-family, hospitality, mixed-use projects and office and retail projects.	Mark S. Queripel, Principal 1996 www.terraverdearch.com
18	TRES BIRDS WORKSHOP 4520 Broadway, Unit A Boulder, CO 80304 303-442-3790/303-444-1983	N/A N/A	7	Yes Yes	Ecological conversions of existing homes and businesses.	Mike Moore, Founder 2000 www.tresbirds.com
19	ALABASTER DESIGN 7087 Niwot Road Niwot, CO 80503 303-652-8511/303-652-8499	N/A N/A	5	Yes Yes	Builder specification, custom commercial/residential, remodeling, window treatments, custom rug design.	Christine Costigan, Owner 1998 N/A
20 TIE	HICKMAN CONSTRUCTION INC. 2090 Pearl St. Boulder, CO 80302-4430 303-245-0554/303-938-8153	N/A N/A	4	Yes Yes	Light commercial and residential renovation.	John P. Hickman, Owner 1990 N/A
20 TIE	WILDWOOD JOINERY & DESIGN INC. 9635 Schlagel St. Longmont, CO 80503-8556 303-684-6604/303-684-9212	N/A N/A	4	Yes Yes	Remodeling and new construction; sustainable, energy-efficient building practices, doing both residential and light commercial construction.	W. Michael Shuster, President 1985 N/A
22	SUSTAINABLE INTERIORS P.O. Box 20896 Boulder, CO 80308 720-771-1708/	N/A N/A	3	Yes Yes	Green building, sustainable remodeling and renovations. Natural paints and finishes, lime plasters and lime paints. HERS ratings (a home-energy rating system) and energy audits.	Stephen Michael Self, Owner 2005 www.SustainableInteriorsBoulder.com
23	ACCENT REALTY & RENOVATIONS 300 Center Drive, Suite G360 Superior, CO 80027 303-809-2376/	N/A N/A	1	Yes Yes	Construction, decks, basements, remodeling, tile, carpentry.	Eric Hiiivala, Owner 1999 www.accentrr.com
NR	JUNIPER ASSOCIATES HOMEBUILDING & REMODELING P.O. Box 381 Nederland, CO 80466 303-258-3588/303-258-3588	N/A \$1,000,000	N/A	Yes No	Building, remodels, additions, project management.	Jacob Gaventa and Andrew Dewart, Co-owners 2004 www.juniperassociates.com
NR	WHITESTONE CONSTRUCTION SERVICES INC. 1930 Central Ave., Unit C Boulder, CO 80301 303-661-0613/303-661-0895	N/A \$2,910,000	N/A	No Yes	Commercial renovation and tenant finish projects. Specializing in difficult projects in occupied facilities.	Bob Bosshart, President 1994 www.whitestone-construction.com

N/A: Not available.

*Second ranking criterion is number of local employees.

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

SOURCE: BUSINESS REPORT SURVEY
RESEARCHED BY Carol Maskus

MAKEOVER from 21A



COURTESY KESSLER DESIGN GROUP

The countertop of this bathroom is made from fly ash. "Fly ash is twice as strong as concrete, and it's made of 97 percent recycled materials so it's going to leave less of a carbon footprint," said Sean Mitchell, co-owner of Kessler Design Group, a remodeling/home improvement company that services Boulder County and the Front Range.

indoor air quality.

While photovoltaic panels may be the best way to introduce solar energy and natural lighting into a home, not everyone can afford the major overhaul of a photovoltaic installation. But you can still use solar power by looking for other ways to bring in as much natural daylight as you can into your home, Mitchell said.

While solar-heated water tanks are an ideal alternative to water heaters and boilers, simple procedures such as installing weather stripping on doors and windows can also help you cut back on those heating bills.


When it comes to choosing green options, Mitchell said that most hom-

owners are willing to implement eco-friendly products, once they realize the practical advantages of doing so.

"If I just tell them a product is green, they'll say 'What's the difference?'" he said. "But if I educate them even for two minutes about the long-term benefits, I get a pretty receptive response."


And whether you're building a new home or remodeling an old one, Mitchell said that, after educating yourself, you need to involve yourself as well.

"Every home is unique and has so many different areas for green improvements," he said. "That's why homeowners need to get involved with the building and remodeling process."




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21st Century Teaching and Learning—Part 3 of 5

Quality Teachers—Essential to Student Achievement



Beverly Ingle is President of the Colorado Education Association

The Colorado Education Association has over 38,000 members most of whom are K-12 public school teachers and other public school employees. CEA is affiliated with the 3.2 million member National Education Association.

Colorado is fortunate to have many great teachers in our public schools. Our challenge is to ensure that we continue to have the teachers our children need to succeed in the 21st century.

Half of all new teachers, both in Colorado and across the country, are likely to quit within their first five years. In addition, the number of teachers retiring is growing. In Denver, Colorado Springs District 11 and Grand Junction about 1 in 6 teachers are reaching retirement age.

Every business manager knows it is much more cost effective to retain employees rather than continually recruit new ones. According to the Alliance for Quality Teaching, it costs about \$70 million annually in Colorado school district resources to replace teachers who leave the profession.

Attracting and Retaining

The profession attracts individuals who want to make a difference for children as they grow and become successful adults. This is a great foundation for building a career. However, in today's competitive world, that passion is not enough. We can't expect thousands of top quality people to choose a career that is notorious for low compensation and a stressful working environment. Recruiting and retaining quality teachers is critical to student achievement now and in the future.

To attract teachers, Colorado needs to:

- Advocate for competitive, professional salaries;
- Develop an external program to promote teaching as a career, emphasizing the need for racial and ethnic diversity;
- Support programs that offer scholarships and college loan forgiveness for those who agree to teach in our public schools; and
- Provide for teacher mobility across all Colorado school districts.

Studies show that to keep quality teachers in the profession, Colorado must provide:

- Comprehensive and effective support systems for teachers in their first three years that pair them with accomplished teacher-mentors;
- Time during the school day for planning and relevant professional development, such as observing master teachers teaching;
- Collaborative peer assistance programs;
- Equitable access in every school to resources, training and technology that meet the needs of 21st century learners and help advance student achievement; and
- Additional training, accountability and support for school administrators, especially in school districts with high teacher turnover.

Colorado needs quality teachers who:

- Want to make a difference in their student's academic achievement and in their lives;
- Demonstrate in-depth professional and content knowledge;
- Understand that students have a variety of learning styles which require different teaching strategies for students to be successful; and
- Are committed to and understand teaching and learning for the 21st century.

There are a number of issues challenging public education today. Key to dealing with many of these is making sure we have a quality teacher in every classroom.

To learn more, visit www.coloradoea.org and click on 21st Century Teaching and Learning



No one knows education better.

Take steps to make 2009 a 'green' year at work

Although your company may not be green yet, you can do a lot in your own work space to reduce your ecological footprint.

You will help the environment with these actions, and you will reduce costs for your company. Together these small steps can make a significant impact in just a few months. By taking the lead you will set an example to your colleagues and make a difference.

Phase out paper

The paper industry releases loads of carbon dioxide, making it the third largest polluter in the world; as such, it is a significant cause of global warming and deforestation. An average office worker uses 10,000 sheets of copy paper each year. A study by Xerox shows that 45 percent of the office paper that is discarded is thrown away on the day it was printed.

In addition to its environmental impacts, paper is time consuming to manage. Begin to create that paperless office by reducing your own paper consumption. Before printing ask yourself if you really need that document on paper. Instead of printing on new paper, think about printing on the backside of recycled documents, especially for drafts and temporary documents. Move your desk printer further from arm's reach or consider removing your printer from your cubicle all together. You will be less

likely to print if you have to stand up to retrieve the print out.

Buy green office supplies

When you need office supplies, get green office products. Major office supply vendors offer recycled content and



GUEST OPINION

K.J. McCorry

Office Depot also has a separate Green Book catalog. Before you buy office products, check your supply closet or your colleagues' offices. Try to use or reuse what is available in your office before buying new.

Turn off your computer

The average computer left on all night uses nearly 1,500 kilowatt hours of electricity a year — producing more than a ton and half of carbon emissions. With the average price of Colorado energy at 10 cents per kilowatt hour, the cost of that unnecessary energy use is \$150 per year, per computer. Get in the habit of turning off your computer at night.

Turn off other electrical equipment in your office including the printer, copy machine, power cords, etc. as well. Just turning off equipment and unplugging power adaptors could save 20 percent to 25 percent of wasted energy use. However, IT departments sometimes have to perform backups or updates to local drives in the evenings, so find out what day they perform these functions before turning off your equipment.

Buy used, recycled

Instead of purchasing new items for your office such as furniture, books, and equipment, consider used or refurbished materials. Based in Louisville, Citron Cycle (recycle.facilitycycle.com) offers a free, online community resource for businesses that want to help keep furniture out of landfills. You can find, trade, sell or donate office furniture you no longer need. Use Craigslist.com and Freecycle.com to find other used materials in your area.

Reduce your office waste

The average American generates 65 percent more garbage today than in 1960. Not only are we running out of landfill space, but the landfills are also generating methane gas — a larger contributor to greenhouse gases than carbon dioxide.

Reduce your own office waste. Start by going through your trash can, and see

what materials you are throwing away that could be recycled. If your office does not offer recycling, talk to your facilities manager about starting a recycling program, or bring in a container that you can take home and put in your curbside recycling.

As for office and desk items that are still good and could be donated, start a collection box in your office for all those unwanted cups, frames, holiday gifts, etc. Once a month take the box to the local thrift stores. Instead of disposable coffee cups, utensils, plates and napkins, consider bringing in reusable items. Today more than 75 percent of our waste could be diverted through recycling, composting and donating useable materials.

For a full list of categories of recycling or donation resources, go to www.officiency.com/recycling.html.

Studies show that it takes 21 to 28 days for a behavior change to become a habit. To help yourself get in these "green" habits put reminders on your calendar, or add a temporary sign in your office.

Get in the habit of green for 2009.

K.J. McCorry is chief executive of Officiency Enterprises, consulting services that help offices become more productive, efficient and sustainable with resources and time. She is the author of "Organize Your Work Day In No Time," released by Que Publishing. She can be reached at www.officiencyenterprises.com.

VEHICLES from 3A

from 15 countries in Europe and will get to drive all of the cars at a private one-day event in Palm Springs, Calif. in a desert setting, similar to the one in the video game. The event is called a "ride and drive," to make it clear people will not be racing.

Emerson said the contest will take place at the end of February. He will transport all the cars to their destination on a semitrailer.

Emerson began the project in August by looking at artistic renderings of the video cars. He then spent months looking for cars with similar characteristics to the game cars. He is now in the process of adding graphics and styling each car.

He is in charge of producing the event including safety, gear, food, branding of the track, signage, posters and banners. The total cost is \$85,000. The contestants will time trial with multiple cars on the track at once. The track will have obstacles and a point system will determine the winner.

So how does someone get a gig like this? Emerson's friend Andy Cohen, chief executive officer of Finishinewest Inc., a custom image car company in California, was first called by Sony UK to complete this project. Cohen knew he did not have the time to complete the project but recommended Emerson as the right man for the job. Cohen and Emerson have been friends since 2001.

"I told Sony I had somebody perfect for the project, with creative vision from

sketches to fruition," he said. "If I recommend someone, they have to be good. Lance is a creative and talented guy. I knew failure would not be an option, and he would get results."

Emerson is a Boulder native and a University of Colorado at Boulder graduate with a degree in cultural anthropology. His mother drove stock cars, and his father participated in drag racing. Emerson has been working with and fixing cars since he was 5 and considers himself a natural mechanic.

BEST was founded in 1995. The company's crew works on race cars, luxury sports machines and electric-powered vehicles. The business offers chip tuning and performance tuning including rebuilding and servicing engines, custom exhausts, fabrication and full customization.

The majority of BEST's business is out of the area and international with 20 percent from local customers. Emerson said 2008 has been the first good financial year in five years with revenues at \$125,000.

"I want to go back to being a performance parts store," he said. "We all pay too much for car parts over the counter."

Emerson has one employee, Sam Burdekin, a technician who does work on all of the Sony cars. Burdekin said each car is different and has special features. One of the features includes locking the rear wheels together for off-roading on rocks, which gives traction even if one of the



PETER WAYNE

Lance Emerson, owner and manager of Boulder Euro Sport Tuning LLC, shows off one of the trucks he built for Sony UK. The cars he created can do just about everything. "They are geared properly to do things that vehicles are not supposed to be able to do. These vehicles are very capable of doing just about any four-wheel-drive trail that is out there," according to Sam Burdekin, a technician with the company.

tires is not touching anything.

Burdekin said, within realistic limits, the cars can do just about everything.

"A couple of the cars withstand a rollover without any major damage," he said. "We can drive over a small Honda in most of them. They are geared properly to do things that vehicles are not supposed to be able to do. These vehicles are very capable of doing just about any four-

wheel-drive trail that is out there."

Burdekin said it is a fun project but time intensive and consuming.

Sony has sold more than 1 million copies of MotorStorm: Pacific Rift with two more new releases in this game title in the future.

"If I do well on this project, I may be able to do a much larger scale production next time," Emerson said.

BOULDER COUNTY REAL ESTATE WATCH

Top-Selling Boulder County Single-Builder Subdivisions Year-to-date November 2008

Subdivision	Builder	City	Average Price	Recorded Closings
1. The Peloton	Cityview Peloton 390 LP	Boulder	\$385,300	81
2. Prairie Village 3	Standard Pacific Homes	Longmont	\$268,800	30
3. Northfield Commons Condos	Markel / Coast to Coast	Boulder	\$219,800	24
4. Creekside 2 Townhomes	Engle Homes	Erie	\$193,000	20
5. Fox Meadow 3 Condos	Engle Homes	Longmont	\$137,600	18
6. Lyons Valley Park 6,7	Markel Homes	Lyons	\$445,200	14
7. Dakota Ridge Village	Markel Homes	Boulder	\$722,400	13
8. Canyon Creek 6	Richmond American Homes	Erie	\$372,100	12
9. Northfield Commons Townhomes	Markel / Coast to Coast	Boulder	\$314,100	12
10. Fox Meadow 1,3,4	Engle Homes	Longmont	\$294,000	11

Source: Home Builders Research

Foreclosures in Boulder County

(Dec. 1 - 31, 2008)

City	Foreclosures Filed	Deeds Issued
Allenspark	2	0
Boulder	18	4
Eldorado Springs	0	0
Erie	4	2
Golden	0	1
Jamestown	0	0
Lafayette	6	1
Longmont	54	17
Louisville	7	0
Lyons	1	1
Nederland	2	0
Niwot	0	0
Superior	1	0
Ward	0	1
TOTAL	92	27
Year-to-date 2008	1,030	475
Year-to-date 2007	1,005	581

Source: Boulder County Public Trustee

Top 10 Boulder County Builders Year-To-Date November 2008

Builder	Home Sales	County Market Share
1. Cityview Peloton 390 LP	81	17.1%
2. Engle Homes	58	12.2%
3. Markel Homes	56	11.8%
4. Coast to Coast Development / Markel	37	7.8%
5. Standard Pacific Homes	30	6.3%
6. Coburn Development	22	4.6%
7. Wonderland Homes	18	3.8%
8. Richmond American Homes	12	2.5%
9. Capital Pacific Homes	8	1.7%
10. Coast to Coast Development	8	1.7%
Remaining homebuilders	145	30.5%
Total	475	100%

Source: Home Builders Research

Highest-Priced Home Sales in Boulder County November 2008

Sale Price	Buyer, Address
\$1,875,000	Alan and Lorin Litner, 2945 3rd St., Boulder
\$1,535,000	Paul T Kirby Revocable Trust, 3130 9th St., Boulder
\$1,175,000	Michael J. and Jean A. Hupka, 137 Alpine Way, Boulder
\$1,125,000	William Wayne and Linda Anne Lee, 1345 Mariposa Ave., Boulder
\$1,000,000	2297 Park Lake Drive LLC, 2297 Park Lake Drive, Boulder
\$990,000	Minden Family Trust, 2345 Spotswood Place, Boulder
\$985,000	Pelican Isle Properties LLC, 766 16th St., Boulder
\$860,000	Karolyn A. Gazella, 9421 Gunbarrel Ridge Road, Boulder
\$838,600	Charles D. and Julie M. Kang, 380 Norton St., Boulder
\$810,000	Daniel Drury, 2905 5th St., Boulder

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

Record 1,292 foreclosures filed locally in 2008

The Boulder Valley set another foreclosure record in 2008, barely eclipsing the number of foreclosures filed in 2007.

A total of 1,292 foreclosures were filed in Boulder and Broomfield counties in 2008, up from 1,257 in the two counties a year ago.

Longmont reported the highest number of foreclosures by city with 552 filings, followed by Broomfield with 262 filings, and Boulder with 173 filings to round out the top three.

Despite a record-high year, the slowdown of the increase of foreclosures is a welcome sign to the housing market.

This year's figures are skewed somewhat due to several state and federal laws that delayed foreclosure filings throughout the year.

Foreclosures typically are filed after borrowers are 75 to 90 days late on their mortgage payments. Those homes haven't necessarily been repossessed yet, but the figures are a good indication of how many households are struggling to



REAL ESTATE

David Lucas



RYAN DIONNE

The former Boulder Co-op Market building at 1904 Pearl St. was sold to local developers for \$2.875 million.

pay their bills.

Before actual foreclosure sets in, the owner may sell the home or find a way to pay the bills.

Mortgages that aren't remedied are eventually sold by the public trustee, usually back to the lender. The number of these cases in Boulder County dipped to 475 foreclosure sales in 2008, compared to 581 foreclosure sales in 2007.

The drop is likely due to lenders increasing their efforts to workout defaults rather than foreclose on the home.

BOULDER

CO-OP BUILDING SOLD: The 11,884-square-foot building that used to house The Boulder Co-operative Market at 1904 Pearl St. has been sold for \$2.875 million.

1904 Pearl LLC, led by local developer Brad Hahn, purchased the 0.4-acre property from the Ringsby Family LLLP, according to Boulder County public records. The retail building most recently housed the Boulder Co-op, which closed in July 2007.

Darrin Harris Frisby of Avanti Commercial and Chip Wise with Prudential Rocky Mountain Realtors helped broker the deal.

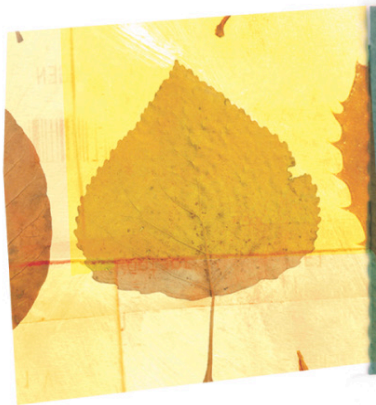
The new owners will finalize their plans to redevelop the site, after the city completes its landmarking process for part of the property.

"The owners worked closely with the city's historic preservation staff and the landmarks board to preserve the remaining historic asset on the property," Hahn said.

Behind the main retail building on Pearl Street sits a 400-square-foot cottage built in 1910. The Boulder Landmarks Board has recommended that the city landmark the cottage and about 20 feet of property around it. The owners said they support that decision.

There was also some discussion by the board to landmark the east portion of the main building, which was originally the Lund Hotel built in 1876. However, the building has undergone significant alterations since then, and the board decided to

► See **Real Estate, 27A**



The Green Page

Business and Our Environment

Erie residents behind push to be green

Government has OK to spend more money for long-term savings

BY KEELY BROWN

Business Report Correspondent

ERIE – Being green isn't just a civic commitment — it's a part of daily life for the residents of Erie.

"It's become the town culture," said Jill Wait, Erie's director of parks and recreation. "And it's the way we do business."

Located 13 miles east of Boulder, with a population of 17,000, the town is on its way toward achieving its goal of becoming a model of eco-friendly civic development, implementing green technologies and environmentally sound policies in new construction as well as existing buildings and utility systems.

So far, in the span of two years, Erie has built a 63,000-square-foot community center and a 20,000-square-foot public library — both with cutting-edge green technologies.

The town has also implemented a water-saving, humidity-controlled irrigation system in its public parks, created a new open space trail system and initiated a direct bus route to Boulder.

According to Erie Mayor Andrew Moore, until recently, Erie's activities have been a best-kept secret.

"We're building a sustainable community for the future," said Moore, who was elected to his post in 2004. "And we have to give huge credit to the voters — they decided that it's OK for us to spend more money up front now because they realize that it means a long-term environmental savings."

For Moore, implementing green technologies has been a personal as well as a professional mission. Moore also happens to be a career engineer — in his day job, he works as a project manager at Sun Microsystems Inc.

In 2004, Moore and the town's governing body, its board of trustees, started surveying residents to determine the level of support for a proposed greening of Erie. Without going into specific details about plans for eco-friendly implementation, Moore and his administration asked voters what they most wanted to see in their hometown.

"What became evident is that Erie's taxpayers were completely willing to invest in green technologies," Moore said.

Town administrators immediately went into action, applying for state and

federal grants and developing partnerships with energy providers such as EnCana Energy. These efforts resulted in funding for the town's first major project, the \$18 million eco-friendly Erie Community Center. The state of Colorado provided a \$400,000 grant, while EnCana Energy gave a community investment grant of \$250,000 to pay for the solar panels used to heat water in the facility.

According to Moore, additional funding for the community center came from the town's capital budget, with bonds approved by the voters of Erie. These funds helped pay for other green innovations in the center, such as a hydronic solar water collection system, high-performance tinted low-e glass windows and automatic solar shades, skylights, high efficiency boilers, HVAC heat recovery, waterless urinals and a regenerative media pool filtration system.

So far, Moore said, use of the center has exceeded initial expectations. To date, more than 150,000 people have used the recreation center since its opening in late December 2007.

"The bottom line is that people love the facility and are constantly using it," Moore said.

Another project has been the implementation of a new, climate-smart ET Water System in Erie's public parks. According to Jill Wait, the town spent \$14,000 on the water-saving irrigation control system, which is capable of measuring moisture amounts in the air. If air moisture is sufficient, the system will override the manual watering system, thus saving water consumption.

The system, which will be ready to fire up by spring, will also be made available for residential homeowners to tap into free of charge, as long as they have an ET System installed at a cost of \$450.

Erie's restaurants are already availing themselves of the town's offer of free low-water-usage, pre-rinse spray valves, while Erie residents are receiving \$100 rebates with the purchase of low-water-usage washing machines.

Another eco-friendly amenity for the town this year has been the opening of a new bus route — thanks to subsidies from RTD and Boulder County — which connects directly into Boulder.

These green initiatives have garnered not only attention but awards. This past year, the Erie Community Center received the American Public Works Association's Award for Excellence in Facilities Management/Maintenance.



PETER WAYNE

Andrew Moore, mayor of Erie, scales the climbing wall at the Erie Recreation center that was built using green technologies. In the span of two years, Erie has built the 63,000-foot community center and a 20,000-square-foot public library — both with cutting-edge green technologies.

"This is really putting Erie on the map," Moore said.

It hasn't hurt Erie's business community either. "We felt that if we created a place where people were going, exactly in the geographic center of the town, business development would follow," Moore said.

And follow it has. Within the last year a Walgreens drugstore opened directly across the street from the center, and shopping center developer Regency Cen-

ters has purchased a land parcel directly to the west. Corner lots adjacent to the center have also been set aside for future development, with additional commercial and retail space available as well.

Thanks to the success of its current green projects, the town is going full steam ahead on future projects that will enrich the culture of the town while protecting the environment as well.

In the works are plans for a 41-acre

► See **Green, 30A**

Downtown Boulder director takes job in Oklahoma

SPECTRA from 9A

BY BUSINESS REPORT STAFF

BOULDER—Jane Jenkins, the executive director the Downtown Boulder Business Improvement District, is leaving the position to take on a similar role in Oklahoma City.

Jenkins was named the president and chief executive of Downtown OKC Inc., a nonprofit organization that serves to promote, market and develop downtown Oklahoma City.



Jenkins

Jenkins was Downtown Boulder's first executive director, starting the job in 2000. The business district encompasses a 49-block area in central downtown Boulder where property owners tax themselves to market, promote

“With Jane’s direction, Downtown Boulder has flourished over the past eight years.”

Jake Puzio

CHAIRMAN,
DOWNTOWN BOULDER BUSINESS
IMPROVEMENT DISTRICT

and add amenities to the area.

“With Jane’s direction, Downtown Boulder has flourished over the past eight years,” said Jake Puzio, the improvement district’s chairman.

“Her hard work, dedication and respect for the Downtown Boulder community is

evident. She will be missed dearly but we wish her all the best in Oklahoma City.”

Under Jenkins’ leadership, Downtown Boulder developed and implemented a consistent brand identity and maintained a 95 percent retail occupancy rate. She also recently led the effort to renew the term of the organization through December 2029.

A replacement for Jenkins has yet to be named.

Jenkins is also serving in her second term as chairwoman for the International Downtown Association board of directors. In addition, she is a current board member of Blue Sky Bridge, a child and family advocacy organization in Boulder County and a community member for the Restorative Justice Program at the University of Colorado.

THINK from 4A

the appropriateness of a technology is the company’s business objective, the subject matter and the employees’ preferred learning styles.

Corporate learning is a \$58.5 billion market, according to Bersin & Associates, a Bay Area research and advisory firm focused on enterprise learning and talent management. Average annual spending per learner was about \$1,200 in 2007.

Maverick, which says it is profitable, declined to disclose specifics.

In addition to its two employees, Hudson and Greenleaf, Maverick also taps the expertise of a half-dozen specialists in fields ranging from online learning to virtual worlds.

The company, which moved here from Portland to take advantage of the climate as well as the vibrancy of the business and technology community, takes its name from the 1993 best seller by Brazilian CEO Ricardo Semler. It’s a constant reminder, Hudson said, to be on leading edge.

The Maverick Institute LLC

1066 Berea Drive, Suite 101
Boulder, CO 80305
303-819-6662

www.maverickinstitute.com

Ownership: privately held

Officers: Todd Hudson, head maverick;

Tamara Greenleaf, vice president

Employees: 2

Primary service: Knowledge transfer
research, consulting and training

Year founded: 2007

REAL ESTATE from 25A

leave it out of its historical preservation recommendation.

The board recommended that a plaque and other historical references to the Lund Hotel be added to the redevelopment of the building, also with information directing viewers to the historic cottage in the rear of the property.

The property’s zoning allows for mixed-use developments with some residential and non-residential uses.

DOWNTOWN LOT SOLD: A vacant lot in downtown Boulder has sold for \$1.6 million.

Boulder-based Pedersen Development Co. headed by Scott Pedersen purchased the one-seventh of an acre lot at 909 Walnut St. from 909 Walnut LLLP headed by ROAL Properties LLC and Ronald Mullin.

Becky Gamble with Dean Callan & Co. and Joel Ripmaster with Colorado Landmark Realtors helped broker the deal. Gamble said the property is one of the few remaining empty lots in downtown Boulder and it went under contract seven days after being listed for sale.

Pedersen said he is working on design concepts and will likely build several downtown residences on the property.

“It’s a great location on Walnut because you’re near the amenities on Pearl Street, but away from the all the bustle and commotion.”

Pedersen Development Co. recently developed Centennial Pavilion Lofts - 66 residential lofts in Louisville.

DEMOLITION BEGINS: Crews with Alpine Demolition Co. have begun tearing down the former Hugh M. Woods building along the Diagonal Highway in Gunbarrel.

The 5.9-acre property at 6300 Lookout Road is being redeveloped by Boulder Hospitality LLC into a new mixed-use project with a Hampton Inn and Suites Hotel. The new 61,500-square-foot, 100-room hotel will anchor three retail, restaurant or office pad sites of about 33,000 to 41,000 square feet of land.

The pad sites for those buildings are available for sale from \$34 to \$38 per square-foot. B. Scot Smith and Wade Arnold with The Colorado Group are marketing the pad sites.

Just before being demolished, the Hugh M. Woods building was used by the Boulder Fire Department in several survival training exercises.

LAFAYETTE

LAND SOLD: Two plots of land in Lafayette along eastern side of Highway 287, north of Baseline Road, have been sold.

WSA Fraternal Life, a Westminster-based life insurance and annuity product company, sold about 2.5 acres of land to the Salvation Army for \$1.25 million at 710 N. Hwy 287, according to Boulder County public records.

WSA also sold 2.8 acres of land located directly to south to a Boulder-based investment group, Colorado Majestic Fund II for \$764,000, according to Boulder County public records.

Lafayette-based Verus Commercial Inc. helped broker the real estate deals, but declined to comment further.

WESTMINSTER

LAND SALE: A Centennial-based developer has purchased 3.2 acres in Westminster with plans to develop the site with a hotel, retail and restaurant uses.

Resolute Investments Inc. purchased the property on the southwest corner of U.S. 36 and Church Ranch Boulevard from the city of Westminster. It also owns two other lots in the same area for a total of 5.5 acres. Purchase prices were not disclosed.

Resolute said it is selling about 3.3 acres of the land to Missouri-based Drury Development Corp., which plans to build a seven-story, 180-room hotel on the site. Resolute is looking to sell the other two lots for retail or restaurant uses.

There has been a boom in hotel proposals for the U.S. 36 corridor. From Broomfield to Boulder, more than nine hotel projects have been proposed within the last year. Several more, including the latest one from Drury have been proposed in Westminster. Experts have said that while there may be a need for the new hotels in the growing corridor, not all will be built, particularly with a tightening credit market.

Drury has plans to break ground for its new hotel in Westminster in 2010.

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

With the help of loyal customers like Exempla, what started in Thompson’s University of Colorado at Boulder dorm room in 1979 has turned into a self-funded, private company that continues to make a profit.

“A lot of things just lined up,” said Starr, who has been with the company for more than 19 years.

One of those things is the merger or consolidation of some of Spectra Logic’s competitors.

“That tape market accidentally consolidated in on itself, so now we become a much bigger player,” Starr said.

Companies like Santa Clara, Calif.-based Sun Microsystems Inc. (Nasdaq: JAVA) bought Storage Technology Corp. in 2005.

But Starr thinks some companies, which have combined forces, aren’t fully satisfying customers leading to potential business for Spectra Logic.

Because of the Boulder company’s reputation for quality products and service, Starr said many of his customers are via word-of-mouth, and clients who used Spectra Logic backup devices at one company, then switched to another and bought more products.

The increased customer base and the consistent profits help Spectra Logic to invest about 10 percent of its revenue into research and development.

“It’s been as high as 14 percent,” Starr said. It’s also dropped to 9.5 percent he said.

The company prides itself on incorporating the most features into its systems, and Starr said to continue leading the industry in features, it needs to constantly invest in research and development.

“In the last 14 months we’ve released four new tape libraries,” he said, as well as two disk-based products. Spectra Logic is working on a couple more products scheduled to launch this year and is now offering customers a three-year lease option for all of its products.

One product recently launched has a “deduplication” feature that constantly monitors data and prevents the system from writing duplicate information.

The system determines whether or not it has seen the information before. If it has, then it negates it. If it hasn’t, then it writes it to the drive.

If a customer has 10 terabytes of information that needs to be backed up every night, perhaps only one terabyte will be written because the rest is duplicate data, Starr said.

Spectra Logic’s roughly two dozen disk-based and tape library products have helped the company operate with no venture capital or public money. The entire company, which is trying to expand its presence in Dubai in the United Arab Emirates, as well as Portugal, Spain and Germany, is self-funded.

Being a private company helps the management team make quicker decisions and look farther down the road than many other companies.

“We can turn on a dime,” Starr said. “We don’t have that investor oversight. We’re all in there for a very long-term success.”

Contact writer Ryan Dionne at 303-440-4950 or e-mail rdionne@bcbr.com.

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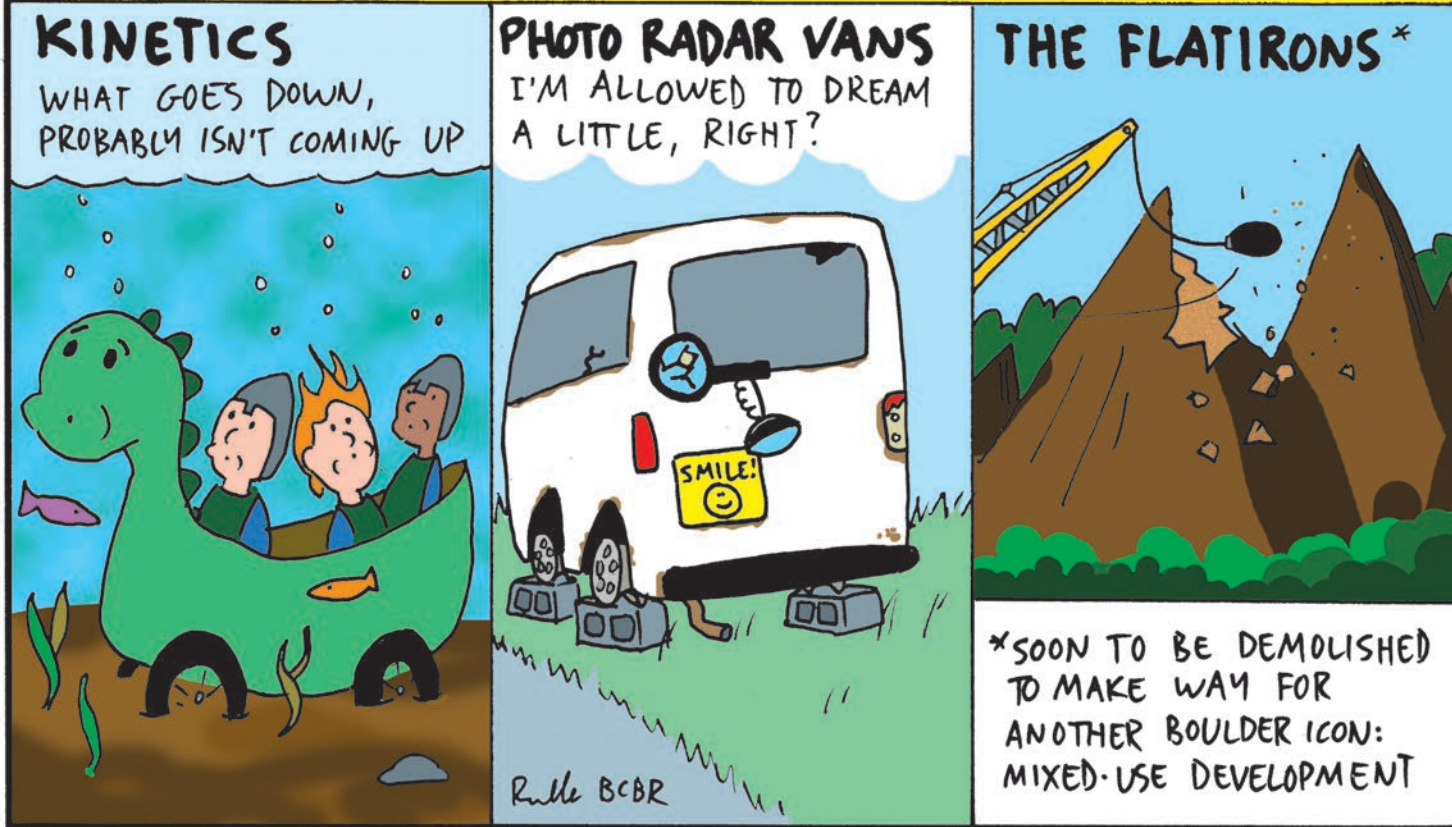
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SOME HISTORIC BOULDER ICONS THAT MIGHT NOT BE AROUND FOR THE SESQUICENTENNIAL CELEBRATION...



Business Report expands offerings in 2009 with more events, content

This new year will see some important changes afoot at the Boulder County Business Report. Some of those changes are apparent in this very issue, while others will be unveiled in upcoming months.

Our publication works in what we in the business-journal niche call the “triangle” of publishing: reaching our clients in print, online and in person. And in each of those areas, BCBR is expanding its offerings in 2009.

Print readers will see some reorganization of the paper, including a feature called “The Edge,” which will run in every issue, beginning Jan. 23. The Edge will include content aimed largely at small businesses, with helpful how-to articles, and stories that examine trends in small business, a sector that accounts for the vast majority of businesses, and the vast majority of our readers.

Upcoming issues will also see an expansion of the economic data that our newspaper compiles, providing readers with a one-stop shop for economic statistics and demographic data. This content will be accessible in every issue of the print edition, with content posted online as well. Want to know the population of Broomfield County? You’ll find it in our paper. Want to know the dollar value of bank assets in Boulder County? You’ll find it here.

Print readers will also benefit from new columns examining health care, banking and other sectors. These columns will provide both breaking news and examinations of trends.

Longtime readers know that the Business Report provides more than the biweekly business publication. We also

publish a wide variety of annual publications, such as our Book of Lists, published in this issue, and industry directories for the health-care, construction, real estate and banking niches. This year, you’ll also enjoy the Market Facts Book, scheduled for July. This new publication will be packed with economic and demographic information for Boulder and Broomfield counties.

Come February, you’ll see our inaugural School Guide, a complete guide to private schools in the Boulder Valley, with other articles on the public-school sector. We’ll publish this guide twice in 2009.

In July, BCBR will present its first Who’s Who in Business book, featuring hundreds of individuals in key industry sectors. We began publishing Who’s Who sections in 2008, but this new book will be the first time that we’ve collected all Who’s Who sections into one annual piece.

We’ve also added a wealth of special sections to our editorial calendar, topics designed to keep you informed of specific industries, geographic areas or trends.

On the Web side of our business, we’ll continue to expand our offerings. Look for more electronic newsletters pertaining to specific industries (in addition to the weekly banking, health care, real estate and technology newsletters that we send already.)

BCBR also is now available with a

Twitter feed. Sign up for the feed at www.twitter.com/bcbr to receive our latest business-news updates. Other enhancements to the Web site will be announced at a future date.

Business-oriented events are a key component of our offerings at the Business Report. As noted previously, 2008 saw two new events, including the Green Summit and the Boulder Valley Real Estate Conference & Forecast. Those events will continue in 2009 and will be joined by 40 under Forty, a celebration of 40 individuals under 40 years old who are poised to take leadership roles in the Boulder Valley.

Additionally, we’ll be adding a reception late in the year to unveil the latest edition of the Book of Lists. It will be the perfect opportunity to celebrate companies’ ranking among the top of their peers.

A new addition to our print, Web and event offerings is CEO Roundtable. This monthly event isn’t really an event at all — at least, it’s not open to the public. The Business Report will invite 10 to 15 industry leaders to a discussion each month about their industries, their companies or other topics. While the gathering is closed to the public, we will publish an article about each roundtable, and an edited transcript of the conversation will be posted on our Web site, www.bcbr.com.

Have an idea for something you’d like to see us do in print, online, or in person? Let us know

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



PUBLISHER'S NOTEBOOK
Christopher Wood

CALENDAR

JANUARY

10 The city of Lafayette presents the **Lafayette Quaker Oatmeal Festival**. An annual festival centered on heart health. Cost: Free. Contact: www.discoverlafayette.com.

Boulder Digital Arts presents **Beginning Photoshop Hands-On Class**, from 9 a.m. to 5 p.m., 2510 47th St., Suite 202, in Boulder. Cost: \$225 members, \$260 guests. Contact: Kira Woodmansee at 720-331-5940 or events@boulderdigitalarts.com.

12 **Matrix Leadership Institute - Preview Evening**, from 7 to 9 p.m., 302 Pearl St., Boulder. Learn the art and science of creating sustainable groups, organizations and communities. Learn how to create a web of communication and interconnection as the foundation for inclusive leadership and personal development. R.S.V.P. required. Cost: Free. Contact: Abi Bassler Averitt at 303-997-6176 or matrix@matrix-leadership.org.

Colorado Women's Chamber of Commerce presents **Taxes and the Small Business Owner: Tips and Traps**, from 4:30 to 6 p.m., 1624 Market St., Suite 340, in Denver. The purpose of the workshop is to teach attendees how to maximize their business deductions. Cost: \$15 members, \$20 guests and walk-ins. Contact: www.cwcc.org.

Boulder Digital Arts presents **Getting Started with Adobe Illustrator**, from 6 to 9 p.m., 2510 47th St., Suite 202, in Boulder. Cost: \$50 members, \$70 guests. Contact: Kira Woodmansee at 720-331-5940 or events@boulderdigitalarts.com.

13 Boulder Digital Arts presents **Introduction to Search Engine Optimization**, from 6 to 9 p.m., 2510 47th St., Suite 202, in Boulder. The class will cover the basics of SEO, including major search engine algorithms, keyword research, link building, and much more. Cost: \$50 members, \$70 guests. Contact: Kira Woodmansee at 720-331-5940 or events@boulderdigitalarts.com.

Wonderland Hill Development Co. presents **A Community of Change**, from 6 to 7:30 p.m., Washington Elementary, 1215 Cedar Ave. in Boulder. Learn about aspects of community on a neighborhood level that can influence change. Explore sustainability in its broadest sense, including not only environmental but also social and economic sustainability. Focuses on Washington Village community. Cost: Free. Contact: Georgette Vigil at 303-449-3232 ext. 203 or georgette@whdc.com.

Colorado Department of Revenue presents **Sales/Use Tax Class for Beginners**, from 1 to 4 p.m., Martin Luther King Library, 9898 E. Colfax Ave. in Aurora. Includes new and relevant information on a variety of sales and use tax topics and offers a general review of forms related to sales and use tax collection and remittance. Cost: Free. Contact: www.TaxSeminars.state.co.us.

The DaVinci Institute presents **Twitter Boot Camp**, from 6 to 8:30 p.m., 511 South Boulder Road, in Louisville. Figure out how to use this social networking program as a business tool. Cost: \$49 members, \$69 guests. Contact: Deb Frey at 303-666-4133 or deb@davinciinstitute.com.

14 5.12 Solutions presents **Goal Setting Seminar**, from 7 to 9 p.m., 1035 Pearl St., Fourth Floor, in Boulder. Participants will be guided through a seven-step process to help clarify their purpose, establish meaningful goals that resonate both personally and professionally, and create a personal action plan that will make an immediate impact. Cost: \$79. Contact: Sal Silvester at 303-579-5829 or sal@512solutions.com.

Boulder Digital Arts presents **Getting Started with GarageBand**, from 6 to 9 p.m., 2510 47th St., Suite 202, in Boulder. This workshop will show you how to polish your movie's score to perfection with Apple's GarageBand software. Cost: \$50 members, \$70 guests. Contact: Kira Woodmansee at 720-331-5940 or events@boulderdigitalarts.com.

15 Boulder Digital Arts presents **Getting Started with InDesign - Part 2**, from 6 to 9 p.m., 2510 47th St., Suite 202, in Boulder. Explore more of InDesign's powerful features, including working with nested and anchored objects, transparency, text utilities, layers, drop shadows and more. Cost: \$50 members, \$70 guests. Contact: Kira Woodmansee at 720-331-5940 or events@boulderdigitalarts.com.

Boulder County Board of County Commissioners presents a **Land Use Code meeting**, starting at 4 p.m., 1325 Pearl St., in Boulder. Cost: Free and open to the public. Contact: Abby Janusz at ajanusz@bouldercounty.org or 720-564-2623.

19 The DaVinci Institute presents **Startup Junkie Underground**, from 6:15 to 9 p.m., MADCAP

Theater, 10679 Westminster Blvd. in Westminster. Topic is "50 Interviews: Entrepreneurs." A collection of 50 interviews from successful self-made entrepreneurs. Cost: Members free, \$25 guests. Contact: Deb Frey at 303-666-4133 or deb@davinciinstitute.com.

Boulder Digital Arts presents **Introduction to Digital Photography**, from 6 to 9 p.m., 2510 47th St., Suite 202, in Boulder. This course will cover choosing a digital camera, importing and organizing photos, printing and e-mailing photos, and the basics of image format and resolution. Cost: \$50 members, \$70 guests. Contact: Kira Woodmansee at 720-331-5940 or events@boulderdigitalarts.com.

21 Boulder Digital Arts presents **15 Amazing Photoshop Techniques!**, from 6 to 9 p.m., 2510 47th St., Suite 202, in Boulder. Covers everything from fine art color to black and white conversion to soft-glow montage to stitching panoramas. Cost: \$50 members, \$70 guests. Contact: Kira Woodmansee at 720-331-5940 or events@boulderdigitalarts.com.

22 Boulder Digital Arts presents **Getting Started with Photoshop**, from 6 to 9 p.m., 2510 47th St., Suite 202, in Boulder. This workshop will get you up and running in Adobe Photoshop, starting with a tour of the interface and moving on to powerful features like selections and layers. Cost: \$50 members, \$70 guests. Contact: Kira Woodmansee at 720-331-5940 or events@boulderdigitalarts.com.

Benevon presents **Major Gifts: Finding the Perfect Donors**, from 10 a.m. to noon, Xilinx Inc., 3100 Logic Drive. in Longmont. A seminar for the nonprofit world. Cost: Free and open to the public. Contact: sforce.benevon.com/intros/southwest.htm.

Better Business Bureau presents **BBB Nights!**, from 5:30 to 7:30 p.m., Rotors of the Rockies, 11915 Airport Way in Broomfield. Mix and mingle with your fellow business leaders, community members and meet your local BBB Accredited Charity. Cost: \$5. Contact: Steffanie Murphy at 303-996-3995 or smurphy@denver.bbb.org.

Colorado History Museum presents **Good News for Clients: Why Tax Credits are a Safe Alternative**, from 1:30 to 4 p.m., 1300 Broadway, in Denver. Learn from leaders in the industry and government officials about how conservation easement tax credits can save you and your clients thousands of dollars each year while preserving Colorado's natural beauty. Cost: Free. Contact: Melissa Arnold at 303-774-8195 or melissa@taxcreditconnection.com.

Broomfield Chamber of Commerce presents its **Annual S.O.S. Dinner**, starting at 6 p.m., Renaissance Suites, 500 Flatiron Blvd. in Broomfield. Annual "stories of survival" awards ceremony for local businesses. Hosted by Mark Johnson, 850 KOA sports director. Contact: www.broomfieldchamber.com.

24 The DaVinci Institute presents **Management by Strengths Boot Camp**, from 8:30 a.m. to noon, Wolf Law Building, 2450 Kittredge Loop Road in Boulder. Team-building workshop that will help you quickly master the communication skills needed to accelerate collaboration, persuade more effectively, and bring out the best in others. Cost: \$79 members, \$119 guests. Contact: Deb Frey at 303-666-4133 or deb@davinciinstitute.com.

26 Boulder Digital Arts presents **CSS Based Web Design - Part 1**, from 6 to 9 p.m., 2510 47th St., Suite 202, in Boulder. Learn how CSS can separate look from content and make your site code smaller and more nimble. Cost: \$120 members, \$145 guests. Contact: Kira Woodmansee at 720-331-5940 or events@boulderdigitalarts.com.

27 Colorado Department of Revenue presents **Advanced Sales/Use Tax Class**, from 1 to 4 p.m., Martin Luther King Library, 9898 E. Colfax Ave. in Aurora. For current or previous business owners with sales/use tax knowledge, and/or those who have attended the Sales/Use Tax Class for Beginners. Cost: Free. Contact: www.TaxSeminars.state.co.us.

Boulder Digital Arts presents **Image Design Essentials**, from 6 to 9 p.m., 2510 47th St., Suite 202, in Boulder. This workshop will review the fundamentals of composition and teach you what makes strong images strong and weak ones weak. You'll learn how to use geometry, color, proportion, and dominance to make a still or moving image grab hold of the viewer. Cost: \$50 members, \$70 guests. Contact: Kira Woodmansee at 720-331-5940 or events@boulderdigitalarts.com.

28 Boulder Digital Arts presents **CSS Based Web Design - Part 2**, from 6 to 9 p.m., 2510 47th St., Suite 202, in Boulder. Learn how CSS can separate look from content and make your site code

smaller and more nimble. Cost: \$120 members, \$145 guests. Contact: Kira Woodmansee at 720-331-5940 or events@boulderdigitalarts.com.

29 TIE Rockies presents **Operating in a Global Economy: Focus on India and the U.S.**, from 5:30 to 8 p.m., PPA Event Center, 2105 Decatur St. in Denver. Former Ambassador to India, Frank Wisner, will discuss where we go next to realize the full potential of a world-class relationship between India and the U.S. Cost: Members free, \$35 guests. Contact: Jennifer Espinoza at 303-459-4869 or programs@rockies.tie.org.

Boulder Digital Arts presents **Marketing with Social Media**, from 6 to 9 p.m., 2510 47th St., Suite 202, in Boulder. Covers the basics of social media marketing and gives you a better handle on using social media to promote your own brand or organization. Cost: \$50 members, \$70 guests. Contact: Kira Woodmansee at 720-331-5940 or events@boulderdigitalarts.com.

MONTHLY

Boulder Valley Ventura Publisher User Group meets each month. Call Gay Lang at 303-665-2622 for time and location.

The East Boulder County Business and Professional Women's Monthly Luncheon is held the **third Monday** of each month at Karen's in the Country, 1900 Plaza Drive in Louisville. Visitors welcome; reservations are required. Call 303-277-8394.

The Boulder Coaches Alliance meets from **6:30 to 9 p.m. the last Monday** of the month in downtown Boulder. For locations and more information call Cynthia Morris 303-442-0664, e-mail cynthia@originalimpulse.com or visit www.bouldercoaches.org.

The Boulder Business Leads Group meets the second and fourth Tuesdays of each month from noon to 1 p.m. at Dolan's Restaurant, 2319 Arapahoe Ave., Boulder. Helping to advocate and promote our members' businesses throughout the community, passing qualified business referrals to other group members, and fostering lasting professional networking relationships among our members. Contact Kate Kellett, Realtor at 303-541-1932 or visit www.boulder-businessleads.com.

The Rockies Venture Club, an entrepreneurial networking group, meets on the **second Tuesday** of the month in Denver at the Marriott City Center. Visit www.rockiesventureclub.org for details and registration, or call the RVC office at 303-831-4174.

The Rocky Mountain Internet Users Group meets **7 to 9 p.m. the second Tuesday** of odd-numbered months. The free meeting includes a featured speaker on an Internet-related topic. Contact Dan by e-mail at dan@rmiug.org or visit www.rmiug.org for more information.

The Boulder Denver New Technology Meetup Group meets the first Tuesday of each month for entrepreneurs to showcase new technologies. Location and time varies. Visit http://newtech.meetup.com.

Boulder Evening Optimist Club, a civic organization, meets **6 to 8:30 p.m. the first three Tuesdays** of the month at the Spice of Life Center, 5706 Arapahoe Ave. in Boulder. Contact Fred Sage at 303-499-7952 or Charles Dinwiddie at 303-442-0661.

The Colorado Hypnotherapist Monthly Meeting is from **6:30 to 8:30 p.m.** on the **second Tuesday** of each month at 1600 38th St., Suite 201 in Boulder. Call 303-963-1688.

The Boulder Valley Chapter of the Institute of Management Accountants meets from **6:15 to 8 p.m. the third Tuesday** of each month, January through May, for dinner and a speaker meeting. Cost is \$21. Call Alison Giachetti at 303-443-7267.

Lafayette Cultural Arts Commission meets **7 p.m.** on the **fourth Tuesday** of each month. Call Janet McGavin at 303-665-5917 for information and locations.

Coal Creek Chapter of the American Businesswomen's Association meets **6:30 p.m. the second Wednesday** of each month at Juan Orleans restaurant, 400 W. South Boulder Road in Lafayette. Cost is \$8.50. Call Kathleen Nolan at work 303-576-1140 or home 303-666-9138.

The Democratic Women of Boulder County meets at **11:30 a.m. the second Wednesday** of each month at the Angel Pines Country Club, 5706 Arapahoe Ave. in Boulder. Cost is \$12 if ordering lunch, and an advance reservation is required. Meetings are open to the public. Call 303-442-6091.

Colorado Professional Organizers meets the **third Wednesday** of each month at the Clayton Foundation at 3801 Martin Luther King Blvd. in Denver. Networking

starts at 6:30 p.m. The meetings run from 7 to 9 p.m. Cost is \$10 for nonmembers. Call 303-751-3220.

Boulder B2B-Only Leads Group meets the **first three Thursdays** of the month from 11:30 a.m. to 1 p.m. at the Olive Garden Restaurant at Pearl and 26th in Boulder. The group only allows salespeople and owners who sell to businesses. Contact Mark Hiatt at 303-791-3237.

Secrets of a Successful Business Plan is hosted by the Boulder Small Business Development Center from 2 to 5 p.m. at 2440 Pearl St. in Boulder during the **first Thursday** of the month. Cost: \$40 Chamber members, \$50 nonmembers. Call Christine Stubbs at 303-442-1475 ext. 2.

The Colorado Green Tech Meetup, a gathering of people involved and/or interested in Green Tech including energy generation, transportation, construction, and efficiency technologies, meets from 5:30 (for networking) to 7:30 p.m. at the Business Building, CU Boulder campus on the **second Thursday** of the month. Cost: free. Contact: 303-588-7531, kris@coloradogreentech.net or visit www.coloradogreentech.net.

The Colorado Internet Keiretsu (CIK), a networking organization for founders and chief executive officers of Internet-based businesses in Colorado, meets the **second Thursday** of every other month. The event is open to members only. Contact Catapult PR at 303-581-7760 or visit www.cik.org for membership information and meeting times and locations.

The Colorado Macintosh User Group meets at **7 p.m. on the second Thursday** of every month in the big auditorium at NCAR, 1850 Table Mesa Drive in Boulder. Meetings are free and open to the public. Discussions include business and personal applications for Mac hardware and software, trends, bugs and visits from industry representatives. Call 303-543-8300 or visit www.comug.com.

Boulder Chapter of International Association of Administrative Professionals meets at **5:30 p.m. the third Thursday** of each month at La Hacienda Restaurant at Conestoga Street and Arapahoe Avenue in Boulder. Cost is \$11 for program and dinner. Call Robin Trader at 303-678-2742 for reservations and information.

Boulder Business and Professional Women meets from **5:30 to 8 p.m. on the third Thursday** of the month. Programs cover a broad range of topics of interest to working women. Guests welcome. Cost: Members \$20, guests \$25, walk-ins \$25. Contact: registration@boulderbpw.org.

Lunch and Network meets the **third Thursday of the month** at various locations. An informal networking event for local businesspeople. Contact: Tobi Hunt, 720-406-6907 or thunt@kisinvestments.com.

Toastmasters meets for a Loquacious Lunch Bunch during the **second, fourth and fifth Thursdays** of the month at the YWCA, 2222 14th St. in Boulder. Contact: Wally Clark, 303-440-0328.

ON TARGET Resource Networks "Lunch 'n Network" is held from **11:30 a.m. to 1:30 p.m. the first Friday** of the month at Thyme on the Creek Restaurant at the Millennium Harvest House Hotel in Boulder. For "great eats and great meets" contact Maxine Brand at 303-449-7771 or maxine@prequalifiedsuppliers.com. Cost: \$15, includes meal, beverage, tax and tip. No reservations necessary. Drop in any time.

PC User's Group of Colorado meets **7 p.m. on the last Friday** of each month in room 224 of the University of Colorado Business School. Meetings are free and open to the public. Call Don Hagge at 303-499-3451, Ed Doerr at 303-772-8010 or Margaret Auld-Louie at 303-278-1152.

The Boulder Jaycees, an organization for professional people between the ages of 18 and 40, meets **5:30-6:30 p.m. the first and third Monday** of each month at the Norlin Keating Seminar Room on the third floor of Norlin Library at the University of Colorado at Boulder. Contact Catherine Williams at 303-449-7134 or www.boulderjaycees.org.

Café Palo Alto meets for breakfast the **third Wednesday of each month** at 1951 S. Fordham St., Suite 250 in Longmont. Business networking group offering mentors. Cost: \$15 to \$30. R.S.V.P. 303-772-6100 ext. 10.

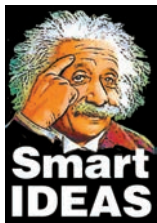
Deadline for Calendar items is three weeks prior to publication. The weekly events calendar alternates with the monthly events calendars; each appears once every other issue. Mail Calendar items to Calendar, Boulder County Business Report, 3180 Sterling Circle, Suite 201, Boulder, CO 80301-2338; fax to 303-440-4950 or e-mail to news@bcbr.com with Calendar as subject.

Newton's shoe box made of production excess

BY RYAN DIONNE
Staff Writer

BOULDER – In an attempt to become more sustainable, Boulder-based Newton Running is producing a new shoe box made of 100 percent recycled material.

The box, which is shaped like a traditional shoe box, contains soy ink and uses the excess material from its production to replace the paper or tissue normally stuffed in the shoes to keep their shape.



"It's a little bit more expensive than the current box we have," said Pam Simich, who helps handle Newton's marketing and creative duties.

Not only is the extra material from cutting the box used to hold the shoes' shape, the boxes are lightweight and easily compact, Simich said.

The tissue typically wrapped around shoes while inside the box is replaced with a Newton-branded card with 10 tips for running better that separates the shoes.

The new box, which will house Newton's spring 2009 shoes, adds to the company's sustainability commitment.

But it's not as environmentally friendly, perhaps, as the pulp box the company designed with the help of Boulder-based TDA Advertising & Design.

"We've looked into getting the box out there for our spring shoe, but we've found that there were some things that were a little bit prohibitive," Simich said.



RYAN DIONNE

Boulder-based Newton Running redesigned its spring 2009 shoe box to be more environmentally friendly. Among other environmentally friendly aspects, the new box, left, is made of 100 percent recycled material and the ink is soy based, both of which help make it more "green" than Newton's old box, at right.

The box, made of paper pulp, didn't compress making it more costly to ship because the company was essentially shipping air, said Jennifer Abshire who

helps handle the company's marketing and operations.

That box, which is temporarily on hold, was shaped the way a pair of shoes

is set in a box.

Contact writer Ryan Dionne at 303-440-4950 or e-mail rdionne@bcbr.com.

BUSINESS DIGEST

NEW BUSINESS

The **Colorado Corn Growers Association**, the **Governor's Biofuels Coalition** and **Western Convenience Stores** celebrated the grand opening of a new E-85 (ethanol) pump location at 12702 Lowell Blvd. in Broomfield. There are now about 90 E-85 locations in Colorado.

Bruce R. Greene, senior partner with the law firm of Greene, Meyer & McElroy PC, is stepping down from the firm to begin his own practice, the **Law Offices of Bruce R. Greene & Associates**. Greene's new office is located at 1500 Tamarack Ave. in Boulder. Greene, Meyer & McElroy will change its name to **McElroy, Meyer, Walker & Condon PC**, to reflect the names of the firm's four partners. They are Scott B. McElroy, Elizabeth Meyer, Alice E. Walker and M. Catherine Condon.

BUSINESS BRIEFS

Westcliffe Publishers in Boulder released "Colorado State Parks & Natural Areas," a collaborative book with the Foundation for Colorado State Parks and the Friends of the Natural Areas Program. The book contains color photographs by Frank Weston and retails at \$24.95.

The **Colorado Center for Biorefining and Biofuels**, known as C2B2, a partnership of four Colorado institutions headquartered at the University of Colorado at Boulder, announced 12 proposals that have been selected for funding through its 2008 seed grant program, totaling \$600,000. Descriptions of the winning proposals can be viewed at c2b2web.org/3RGrants.php.

Shoemaker **Crocs Inc.** of Niwot has modified its revolving credit facility agreement with Union Bank of California N.A. to extend the maturity date of the credit to Feb. 16, 2009. The change, the seventh since the original credit agreement on May 8, 2007, also limits borrowings to \$22.4 million, modifies the interest rate on the loan to 9 percent above the bank's reference rate and

requires Crocs to perform certain covenants and pay certain fees.

The **Regional Transportation District** increased local, express and regional cash fares, and also the fares for Eco Passes, and monthly and annual passes effective. The fare hikes were effective on Jan. 1. For cash fares, local routes increased from \$1.75 to \$2; express from \$3 to \$3.50; and regional from \$4 to \$4.50. The ValuPass - the yearlong RTD pass - increased from \$660 to \$700 for local routes; \$1,188 to \$1,408 for express; and \$1,584 to \$1,804 for regional routes.

Colorado insurance companies must include at least \$5,000 in medical payment coverage on all Colorado auto insurance policies. The law went into effect Jan. 1. The \$5,000 coverage, which the insured can refuse in writing, protects the insured driver and passengers in an injury auto accident regardless of who caused it.

MERGERS & ACQUISITIONS

Sierra Nevada Corp. of Sparks, Nev. completed its acquisition of **SpaceDev Inc.**, an aerospace company with operations in Poway, Calif., Louisville and Durham, N.C. Sierra Nevada is a diversified technology company with employees in 20 states. Terms were not disclosed.

GRANTS

ALD NanoSolutions Inc., a Broomfield-based nanotech company, has received a \$100,000 Phase I Small Business Technology Transfer grant from the U.S. Department of Energy, for "Novel ALD-Coated Nanoparticle Anodes for Enhanced Performance Lithium-Ion Batteries."

CONTRACTS

UnitedHealthcare, a UnitedHealth Group company, and **Exempla Healthcare** announced a long-term agreement. UnitedHealthcare commercial and Medicare members now have access to Exempla Healthcare facilities and physicians - this access runs through the

end of 2010.

The **Institute for Social Internet Public Policy**, with operations in Boulder, is helping MIS Sciences Corp. in California get its emergency and safety mobile messages to its customers. The Institute's software makes sure the messages don't get marked as spam.

PepPod, a Boulder-based company that makes an energy drink in tablet form, signed a distribution agreement with Denver-based New Age Beverage and also became the exclusive energy drink of **Boulder Indoor Cycling Inc.**

Level 3 Communications Inc., a telecom company based in Broomfield, has been selected as the primary provider of network services by the Texas Education Telecommunications Network. Under the terms of the multiyear agreement, Level 3 will deliver high-speed IP and colocation services to the network.

Bernalillo County in New Mexico selected Broomfield-based **VisionTEK Inc.'s** FrontLine Mobile Data System for its Fire/Rescue team for spring 2009. The County has already been using VisionTEK's system for its sheriff's department.

SHIFT, a Longmont-based advertising, marketing and public relations agency, has been selected as the agency of record by the Colorado Collaborative Law Professionals Association. SHIFT will refine the association's brand, develop a strategic communications plan and launch a public relations campaign aimed at generating greater awareness of the benefits of the collaborative law process.

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.

GREEN from 26A

"green" community park north of the recreation center, which will feature non-potable irrigation systems to treat water runoff, as well as an energy efficient lighting systems, PVC-free playground equipment, and solar and wind power for use in its amphitheater.

Also in the works are plans for building a new public works and parks maintenance facility, all using the same green initiatives used in the Erie Community Center. The proposed groundbreaking for the facility, currently still in its design phase, will be later this year, with a scheduled opening in 2010.

Before he leaves office in April of that year, Moore hopes that he'll be able to see one more major project through - the installation of solar panels for Erie's water and waste water plants, which the town plans to fund with the help of federal subsidies.

Moore is proud of the long strides toward a carbon-free footprint that the town has made in a short period of time.

"This has all been done by a diverse set of people who were willing to listen and compromise and make these tremendous decisions," he said. "It's been amazing, seeing what everyone has achieved."

SAVE THE DATE FOR

BOULDER 150 TUESDAY, FEBRUARY 3, 2009

The Boulder County Business Report is honoring businesses that have been operating in Boulder for **50 years or more.**

WE ARE SEEKING COMPANIES

that have been operating in Boulder for 50 years or more.

THESE COMPANIES WILL

be recognized in a special section in the Boulder County Business Report in early 2009.

Companies identified as being in operation since 1958:

Allstate Insurance Companies
American Legion Post 10
Arapahoe Animal Hospital
Arapahoe Realty
Art Cleaners
Atlas Flooring Inc
Avis Rent A Car
Ball Aerospace & Technologies Corp.
Berlin Flooring, Inc.
Boulder Army Store
Boulder Book Store
Boulder Chamber of Commerce
Boulder Cleaners & Laundry
Boulder Community Hospital
Boulder Country Club
Boulder Daily Camera
Boulder Day Nursery
Boulder Excavating Co
Boulder Elks Lodge
Boulder Friends of International Students
Boulder History Museum
Boulder Lumber Co
Boulder Marble & Granite
Boulder Masonic Lodge
Boulder Medical Center
Boulder Municipal Airport
Boulder Public Libraries
The Boulder Theatre
Boulder Travel Agency
Boulder Vacuum & Sewing Machine Center
Boulder Valley Transfer
Boulder Veterinary Hospital PC
Budget Alteration & Tailoring
Chautauqua Dining Hall
The Colorado Mountain Ranch

Columbine Appliance
Court House
Dairy Queen
Eads News & Smoke Shop
Earl's Saw Shop
Elevations Credit Union
Boulder Elks Lodge #566
Emergency Assistance Association
Estey Printing
Farmers Insurance Group
Firestone Complete Auto Care
First National Bank of Colorado
Flagstaff House Restaurant
Foot of the Mountain Motel
Foothills United Way
Fox Theatre
Golden Buff Lodge
Graduate School of Banking at Colorado
Green Mountain Cemetery
Hertz Rent A Car
Hix Insurance
Hofgard Insurance
Hotel Boulderado
Hudson Companies
Humane Society of Boulder Valley
Hurdle's Jewelry
Ideal Market
James Travel Points
Johnson Printing
Jones General Store
Kinsley & Co
Knights of Columbus Home
Kwal Paint
Leanin' Tree
Long's Gardens

McCaddon Cadillac Buick Pontiac GMC Inc
McDonald's
McGuckin Hardware
Metropolitan Property & Casualty Insurance
National Institute of Standards and Technology
Norris & Sons Drilling
North Boulder Liquor
Northwestern Mutual Life Insurance
Odd Fellow Hall IOOF Bdr No. 9
Paul's Music Store
Pruett Publishing Co
Red Lion Restaurant
Rotary Clubs of Boulder
Safeway Food & Drug
Salvation Army
Scott, Cox and Associates, Inc.
Sherwin-Williams
Silver & Gold
Silver Saddle Motel
The Sink
Starr's Clothing & Shoe Co
State Farm Insurance
Sturtz & Copeland Florists & Greenhouse
Taggart Insurance
Thorne Ecological Institute
University Hill Market & Deli
University of Colorado at Boulder
Vanatta Auto Electric
Waddell & Reed Inc
Walgreen's Drug Store
Western Union
YMCA of Boulder
YWCA of Boulder

If you are NOT on this list (and you should be) or if you are on this list incorrectly, please call or e-mail

Louise at 720-530-4944 • lmarch@bcbr.com

BOULDER COUNTY
**BUSINESS
REPORT**