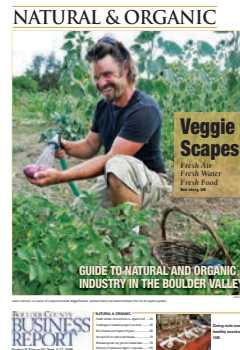


BOULDER COUNTY BUSINESS REPORT \$1



NATURAL & ORGANIC
An industry guide to companies in the Boulder Valley
Section B

Serving Boulder and Broomfield Counties
Volume 28 | Issue 19 | Sept. 4-17, 2009

City: Contractors owe millions

BY DAVID CLUCAS
dclucas@bcbr.com

BOULDER — City of Boulder officials say they may have under-collected between \$1.9 million and \$5.2 million in construction permit use taxes during the past three years.

And although the oversight primarily was on its part — through an unreliable tax estimating system — the city expects nearly 1,000 local contractors to pay up.

Starting in August, Boulder officials sent notices to 339 contractors of projects valued more than \$250,000, requesting they voluntarily reconcile the projects, determine taxes owed and pay the shortfalls by Dec. 31.

Boulder under-collected construction taxes; 1,000 builders asked to pay or face audits

The city will send out another 335 notices in December to projects valued between \$60,000 and \$250,000, requesting the same actions by April 30, 2010. A final batch of 229 notices for projects valued between \$20,000 and \$60,000 will go out in April 2010, with a deadline of payment by Aug. 31, 2010. The spread out approach is meant to avoid overloading city staff.

If the proper payments are made by the deadlines, the city will waive all penalties and interest on the back taxes,

Boulder Finance Director Bob Eichem said. Penalties involve a 10 percent surcharge on the unpaid taxes, plus a 1 percent interest charge per month.

If contractors don't voluntarily comply, and the city chooses to audit the project, then all penalties and interest will be assessed, Eichem said.

Eichem acknowledges that the decision will not be popular with contractors. However, he said the city is within the law to collect back taxes as far as three years back, even if the city previously accepted the estimated

tax payments.

"This is part of our job," Eichem said. "If we found through an audit that we over-collected taxes, we would pay back the difference." Eichem said the city has yet to see a recent instance where a contractor overpaid taxes.

Since 2002, contractors had been paying their construction use taxes based on a city-recommended valuation of 50 percent of the property. This takes into account that half of the project involves materials — which are taxed at 3.41 percent — and half of the project is labor, which is not taxed by the city. Boulder has a table to estimate the tax based on size and building type.

The city then audits a small number
➤ See **Contractors, 31A**

Watershed's wilderness survival training

Students at private school tackling real-world curriculum



PETER WAYNE

The first days of class at The Watershed School in Boulder found teacher Paul Dreyer teaching seniors about survival skills for an upcoming backcountry outing. The independent school, now in its sixth year, is using founding principles about citizenship and sustainability to help students make real connections to the world they will inherit. For story, see 13A.

Interlocken buildings facing foreclosure

Capmark Finance files against San Diego firm

BY DAVID CLUCAS
dclucas@bcbr.com

BROOMFIELD — Foreclosure proceedings have begun on four office/flex buildings totaling 239,321 square feet at the Interlocken Advanced Technology Environment business park in Broomfield.

On Aug. 18, lender Capmark Finance Inc. filed foreclosure documents on 100 Technology Drive, 295 Interlocken Blvd., 325 Interlocken Parkway and 350 Interlocken Blvd., which are owned by Equastone Interlocken LLC, a subsidiary of California-based Equastone Real Estate Investment Advisors.

➤ See **Interlocken, 26A**

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Webroot appoints Williams as president, CEO

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

BY BUSINESS REPORT STAFF
news@bcbr.com

BOULDER – Webroot Software Inc., a Boulder-based provider of Internet security products, has appointed Dick Williams as president and chief executive officer.

Williams replaces Peter Watkins who became Webroot's CEO in January 2007. The company did not disclose specific reasons for the shift.

"We are very pleased to bring Dick on board as Webroot's CEO," said Eric W. Spivey, chairman of Webroot's board of directors. "Dick has consistently delivered innovation and accelerated growth for companies that emerge as leaders in their category. His experience and strong leadership will be a tremendous asset to Webroot as we expand our position in the global consumer and enterprise security markets."

Most recently, Williams was chairman of San Francisco-based Hyperic Inc., a firm specializing in open-source systems management software for large Web, software as a service and cloud-computing applications and

infrastructures.

Prior to that, Williams was CEO of Wily Technology, a Web-application management firm in San Francisco, which was acquired by Islandia, N.Y.-based Computer Associates in 2006. He also co-founded and served as chairman of Quokka Sports in San Francisco, an online sports media company, which completed its initial public offering in 1999 but went out of business in 2007.

BCBRdaily

Williams worked at IBM for 22 years in a variety of sales, marketing, product and business management roles, including vice president for the company's Data Systems and General Products divisions.

"The never-ending proliferation of malware makes it clear we as an industry have yet to solve the problem of cybercrime," Williams said. "This presents a tremendous opportunity for Webroot, given the company's history as a pioneer in antimalware and an innovator in cloud-based security."

OneRiot closes on \$7 million

BOULDER – OneRiot Inc. closed a \$7 million series C round of funding that will help it partner with more companies and improve and expand its search functionality.

Boulder-based OneRiot creates

a search engine that tracks what its users are searching for on the Internet in real time. That way, users get the most relevant sites when they search.

OneRiot's previous investors, Denver-based Appian Ventures Inc., Waltham, Mass.-based Commonwealth Capital Ventures and Boston-based Spark Capital Partners LLC, led the round, which was closed in May but announced Aug. 27.

Courtney Walsh, a OneRiot spokeswoman, said the company is currently hiring employees, primarily software engineers and plans to launch more features later this year. The \$7 million should last "well into 2012," according to the company.

OneRiot received a Boulder County Business Report 2009 IQ Award in the Internet Software/Consumer category earlier this month for its innovative search engine.

NW Mutual opens in Broomfield

BROOMFIELD – A Denver-based franchise of Northwestern Mutual has opened an office in Broomfield.

The office at 350 Interlocken Blvd., Suite 28, is the fourth satellite office for the franchise Northwestern Mutual-Denver. The office aims to assist clients in Broomfield and Boulder counties with a variety of financial needs, including life and disability insurance, retirement planning, college saving, investing, annuities and long-term care.

BCBR Opinion Poll

Our online question:

Are you in favor of President Obama's health-care reform plan?

Yes 41%

No 44.5%

I need more information 14.5%

— 110 responses

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

Managing Director Patrick Ireland will head the office along with 11 financial representatives, four interns and three staff, officials said.

Northwestern, as a whole, has two other franchise offices in the Boulder Valley - one headed by Dan Day at 2060 Broadway, Suite 310 in Boulder, and the other headed by John Bohn at 2050 Terry St., Suite 202 in Longmont.

LUH mandates furloughs

LONGMONT - Longmont United Hospital has let eight employees go and will require workers in two dozen departments, including directors, managers and supervisors, to take 12 unpaid furlough days by Dec. 31.

The cuts and furloughs are a response
▶ See **BCBRdaily**, 12A

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First National Bank goes under federal watch

BY DAVID CLUCAS
dclucas@bcbr.com

FORT COLLINS — A Fort Collins-based bank with six branches in the Boulder Valley has reached an agreement with federal regulators to shore up its banking practices.

First National Bank “engaged in unsafe and unsound banking practices relating to its credit underwriting and administration, commercial real estate risk management, credit risk ratings, and allowance for loans and lease losses,” the Office of the Comptroller of the Currency said in a June 22 document released to the public

on Aug. 21.

The agreement between the OCC and First National requires that the bank establish a three-member compliance committee of directors - two of which cannot be employed by the bank - to monitor, coordinate and report to the bank’s board and federal regulators on First National’s progress toward compliance.

Those agreed compliance actions include:

- Extensive documentation and regulations on any loan made, refinanced or adjusted above \$500,000.
- A written program designed to

manage the risk in the bank’s commercial real estate loan portfolio.

- Establishing plans to deal with problem loans, proper credit risk and nonaccrual loan reporting and improving allowances for loan and lease losses.

In a statement released Aug. 21, the bank indicated it already has made progress on the items in the action, including writing down loans to reflect current market values, doubling the reserves for loan losses, reducing exposure to commercial real estate and assembling a team to deal with the current economic climate and the loan issues that come

with it.

“The agreement principally deals with loan and credit issues that became clear to us beginning over a year ago and reflects the situation facing many banks as the ongoing recession increasingly impacts both individual and business customers,” First National President and Chief Executive Officer Mark Driscoll said in the statement. “To a large degree, this agreement simply comes as a result of the bank’s support of the lending needs of our communities during a period of robust development followed by

► See **Watch, 10A**

Straight shooter



PETER WAYNE

Glen Hougen of Superior demonstrates his yet-to-be-named shooting aid for young basketball players. The compression sleeve has dots that visually help players keep their elbow directly below the wrist. He has a patent on the product and has manufacturing and marketing plans in place.

Hougen creates aid for young basketball players

BY JEFF THOMAS
news@bcbr.com

SUPERIOR — Glen Hougen wants to know how the Boulder County Business Report found out about his efforts to put his inventions out to market.

“Uh, ... I’m not sure,” is the concise reply from the reporter. “Are you maybe with one of the entrepreneurial centers? No? ... Have you received any venture capital recently?”

But it was actually none of those, because Hougen is at one of the earliest phases of any new business. He’s got a great idea — actually a few great ideas — and is learning on the run how to get from idea to market.

“For the past 10 years I’ve been in the mortgage business, but I decided

to give that up last year,” said Hougen, a resident of Superior. “I basically came up with this idea four or five years ago and filed for the patent last November.”

The unnamed product is essentially a shooting sleeve for improving a basketball shot. Essentially, it’s a compression sleeve — you’ve seen Carmelo Anthony and Allen Iverson wear them although we’re never quite sure why — but this sleeve has some dots on it. The dots remind the shooter to square up his shooting arm, so that the elbow is directly below the wrist.

Now there are actually quite a few other basketball training aids that aim at doing the exact same thing, usually amid a maze of brackets and straps, but none that seem to address the idea more simply.

“It’s just one of those things that make sense,” said T Taylor, chief executive of The Creative Alliance in Lafayette, the marketing firm that put the Business Report in touch with Hougen. “It’s not like some of these other shot aids, where the kids would be all strapped up.

“I just don’t think kids would go for that, and you can’t play with those other shot aids,” Taylor continued. “But I think kids will love that compression sleeve.”

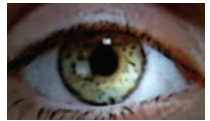
Hougen said his shooting sleeve seems best suited for athletes in middle school or high school, as younger athletes often have to start the ball near their belly to create enough momentum to get the ball to the basket. His basketball training aid for younger athletes is a device

► See **Shooter, 31A**

Colorado has some of best government Web portals

When it comes to government Web sites, many can get a cursor down for negotiability. But not to worry about Web sites run by the state of Colorado or cities of Boulder and Fort Collins.

THE EYE



e.Republic’s Center for Digital Government recently listed the best state, county and city Web sites at its 2009 Best of the Web and Digital Government Achievement Awards.

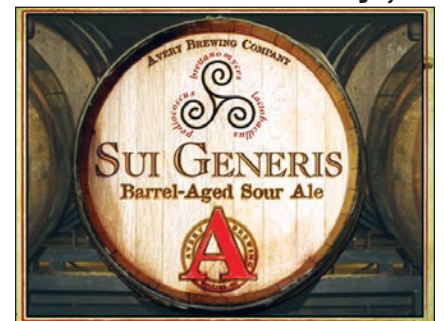
The awards recognize advances in digital solutions and communication with citizens, government communities and business.

Colorado placed fifth behind Utah, California, Arkansas and Maine among states. And the cities of Boulder and Fort Collins were top 10 finalists finishing behind Virginia Beach, Va.; Riverside, Calif.; Louisville, Ky.; Rocklin Calif., Corpus Christi, Texas and Tampa, Fla.

The awards are judged by a panel of experts on a wide range of categories, including site accessibility, innovation, cost-savings, ease of use and exceptional service to public.

Alright beer and wine lovers, Avery Brewing Co. has the beverage for you. The Boulder-based brewer is prepar-

► See **Eye, 6A**



COURTESY AVERY BREWING CO.

Boulder-based Avery Brewing Co. is producing Sui Generis, a barrel-aged sour ale.

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Exempla transfers control to gain access to capital

BY RYAN DIONNE
rdionne@bcbr.com

LAFAYETTE – Exempla Inc. plans to transfer its stake in two hospitals to a Catholic-oriented non-profit health-care manager in order to gain access to capital to resuscitate the Exempla system.

As part of the deal, Exempla will transfer its control of Exempla Good Samaritan in Lafayette and Exempla Lutheran Medical Center in Wheat Ridge to Arvada-based Community First Foundation, which would then transfer it to Kansas-based Sisters of Charity of Leavenworth Health System Inc.

With this deal, Exempla would hand over control of the two hospitals to Sisters, but in exchange, the hospitals would get access to much needed capital through Sisters.

The transfer complied with an arbitrator's decision earlier this year to block it if value was exchanged. The arbitrator previously blocked a proposed \$311 million sale of the two hospitals to Sisters.

"The interest we have is in their replacement of Saint Joseph hospital," said Kay Taylor, Exempla Healthcare System's vice president.

Because Sisters is a large health-care system that currently owns or operates nine hospitals, including Exempla Saint Joseph hospital in Denver, the organization can secure the needed loans.

In late 2005, Exempla approached Sisters and the foundation in hopes of securing capital to renovate or rebuild Saint Joseph, which Sisters owns but Exempla operates, manages and governs, Taylor said. But without Exempla giving up "greater control," the two organizations

didn't want to take the financial risk.

"We're fulfilling a request they made," said Chris Woolsey, a Sisters of Charity spokeswoman.

That request included "simplifying Exempla's governance and structure," increasing "access to needed capital," and keeping "the system together as a viable health-care system," according to the memorandum of transfer signed by Sisters of Charity of Leavenworth Health Systems Inc. and Community First Foundation representatives Aug. 19.

"The bottom line still is all three hospitals are in dire need of capital," Woolsey said speaking of Good Samaritan, Lutheran and Saint Joseph.

In exchange for the funds needed to keep Saint Joseph alive and advance a stalled expansion at Good Samaritan, Exempla gives up control of Good Samaritan and Lutheran.

"We absolutely believe that these additional resources are so badly needed," said Jean Galloway, Community First Foundation's spokeswoman. "These projects were going to continue to stall."

The foundation, which has a long relationship with Exempla, entered into a joint operating agreement with Exempla and Sisters years ago making it an integral part of the transfer.

She said Community First, which works to improve health and well-being in the community, is only concerned with providing quality health care to the Denver metro area. Through providing needed money, the transfer would continue to do that, she said.

If the transfer were approved, Sis-

► See **Exempla, 10A**

CORRECTIONS

Todd Ballantine of Ballantine Environmental Resources Inc. in Boulder edited the text and created illustrations for an interpretive sign about

Boulder County's largest Cottonwood tree. In the June 26 GreenBook, it was incorrectly stated that he had written the text.

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Boulder firm's device designed to save lives

DEUS 3100 helps firefighters escape danger in seconds

BY VALERIE GLEATON
news@bcbr.com

BOULDER — James E. Fay, president and chief engineer of DEUS Rescue, describes a situation all firefighters dread: being trapped in a burning building with no way out.

"It's 500 degrees or more. The flames are on top of you. You're choking on smoke. You have seconds to live — to get out — or die."

Up until now, Fay says that firefighters' options for escape in such a situation were limited. But Fay and his colleagues at DEUS Rescue in Boulder hope to remedy this with their vertical rescue system, the DEUS 3100, a device that allows firefighters to escape from dangerous situations in seconds.

"I've had the fortune of getting to know some great firefighters," Fay said. "Firefighters today go farther and farther inside the fire. They do that to save lives, but that means they often have to put their own lives at great risk. DEUS was founded to do something for firefighters — to save



James E. Fay, president and chief engineer of Boulder-based DEUS Rescue, holds the DEUS3100, a pulley device with four independent brakes and automatic speed of descent control designed for emergency self-rescue and multiple victim rescue.

firefighters' lives."

Fay started the company five years ago filing with the state as Spidescape Descent Systems Inc. and registering the trade name DEUS Rescue. He enlisted the technical skills of engineers and the coaching and inspiration of a dedicated group of firefighters. He also brought in Shain K. Rae as chief executive, who Fay said was instrumental in finding investors to

provide the capital needed to develop, test, manufacture and market the DEUS 3100. Fay said approximately 75 percent of the funding for the company came from Coloradans.

"Colorado investors understand our mission," Fay said. "They get our business plan, and they get technology."

Fay also enlisted the manufacturing expertise of SUCO, a small German company with which DEUS

SPIDESCAPE DESCENT SYSTEMS INC.

dba, DEUS Rescue
4 West Coach Road
Boulder, CO 80302
866-405-3461
www.deusrescue.com
James E. Fay, president, chief engineer; Shain K. Rae, chief executive
Employees: 7
Primary service: designs safety devices
Founded: 2004

Rescue partnered to produce the DEUS 3100

"When I started thinking about what needed to go into a descent device to make it safe, easy and versatile, I realized it needed a centrifugal brake," Fay said. "So I went on a scouting trip and found it in Germany at a company that makes brakes for elevators, ski lifts and gondolas."

A lightweight (less than 2 pounds) box made of machined aluminum, stainless steel, titanium and brass, the DEUS 3100 slides open to admit a length of rope that winds through and out of the device. A firefighter pre-rigs the DEUS 3100 with the rope and attaches it to his body harness before entering a fire.

If faced with the need to escape, the firefighter attaches one end of the rope to a large, stable object, then lowers himself down the rope, using a dial on

➤ See **Save, 7A**

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PRODUCT UPDATE

Boulder-based **Covidien** launched its Leak Compensation software for the Puritan Bennett 840 ventilator that will compensate for air leaks associated with the use of masks, nasal prongs and nasal pillows. It will help synchronize the ventilator with the user's breathing.

Boulder-based **InfoPrint Solutions Co.** introduced a new color printer, the Pro C900AFP. The printer, among other things, can be loaded with toner on the fly, run numerous types of jobs fast and efficiently and has air-assisted paper feeding for heavy stocks.

Boulder-based **Outlast Technologies Inc.** partnered with Minneapolis-based Select Comfort to produce the In Balance sheet set and lightweight blanket. The sheets and blanket complete the In Balance line that helps regulate a user's temperature to prevent him from overheating while in bed.

Boulder-based **Rally Software Development Corp.** introduced the third generation of its Agile ALM (application lifecycle management) data warehouse hosting in the cloud. The software-as-a-service allows users to receive project updates in near real time, track problems and make sure the project is on time.

Boulder-based **Spectra Logic Corp.** launched its nTier Deduplication integrated deduplication, remote site replication and automated migration to tape system. The system is designed for small- and medium-size businesses.

Boulder-based **Virsa Solutions Inc.** launched its Virsa WorkPlace IT solution that stores an organization's entire network in its SAS 70 Type II data center and provides constant remote access from anywhere with an Internet connection.

OneRiot Inc. in Boulder has launched a search tracker designed for keeping tabs on Twitter. Riot-Feeds allows users to see real-time, relevant links in their Twitter stream about topics such as technology, sports, food, wine and politics.

Niwot-based **Crocs Inc.** has launched a new line of footwear—a mix between the original shoe and retro-style sneakers. The Crocband style features the iconic sneaker band around the midsole of a regular Crocs' shoe. The shoes are priced between \$29.99 and \$39.99.

Prelude Media Inc., a Louisville-based mobile phone application developer, launched its second mobile application, a law dictionary. The Barron's Law Dictionary application for Apple's iPhone is designed for law school students but can be used by anyone from attorneys to writers. The application costs \$15.

INTERNET NEWS

Boulder-based **BasketWear**, a maker of men's underwear, swimwear and activewear, recently launched an e-commerce site at <http://www.basketwear.com/store/underwear.html> to offer consumers direct access to its entire collection, including its fall 2009 "Pure" line, which features four different earth-friendly styles created from 100-percent certified organic cotton."

Lafayette-based **Flashback Media Productions** developed a new Web site for Boulder-based **Fascinating Learning Factory** at www.fascinatinglearningfactory.org with learning tools for students and teachers to teach lessons in a fun way.

The **U.S. Small Business Administration** has begun posting informational videos on YouTube at www.youtube.com/sba.

Crocs Inc. is relaunching its U.S. e-commerce site, the first of several sites the Niwot-based company will roll out in the coming months. Crocs' new site, www.crocs.com, was developed by Woburn, Mass.-based **Demandware Inc.** It features a new design to showcase the company's product line of casual footwear, along with improvements to enhance the online experience for customers. Now, Crocs customers can shop by color, size, use and price; obtain multiple views of products, including top, bottom, front side and back; and create a wish list.

AWARDS

Hunter Douglas, a manufacturer and marketer of custom window frames based in Upper Saddle River, N.J., with operations in Broomfield, received the Partners of Choice Award from Houston-based David Weekley Homes for the second-straight year.

Omar Postigo-Martell, principal of **Well Translated LLC**, a language service provider based in Lyons, received the 2009 Boulder County Community Action Programs Award in the Business Category in recognition for his outstanding business and community service contributions.

Longmont-based **Rebit Inc.**, was selected by Everything Channel as a CRN Emerging Technology Vendor in the Storage Category for its ground-breaking backup software technology and drives for personal computers. CRN's Emerging Technology Vendor list contains companies that are delivering high margins for solution providers with innovative and easy-to-use technology that undercuts industry giants.

EYE from 3A

ing for the release of Sui Generis, a barrel-aged sour ale that is the second installment in its Barrel-Aged Series.

This brew was drawn from a most-unique group of oak barrels: It is a blend of ales from 39 percent Cabernet Sauvignon barrels, 35 percent Chardonnay barrels, 13 percent Port barrels and 13 percent Bourbon barrels.

Only 130 cases will be produced, so 12-ounce single bottles will be sold only at the Avery Tap Room, between 3 and 8 p.m. on Wednesday, Sept. 23.

Bumper sticker: "Never mind Tibet, Free Boulder County!"

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COURTESY DEUS RESCUE

A firefighter trains using the DEUSE 3100, a device that helps rescuers quickly escape from a dangerous situation.

SAVE from 7A

the front of the device to control his speed. Equipped with four redundant braking systems (a disc brake, the centrifugal brake, a self-adjusting figure eight and a manual rope tailing brake), the DEUS 3100 is rated to support up to 300 pounds, or firefighters can add a simple pulley system to accommodate more weight.

One of the DEUS 3100's main innovations is that it can be used hands-free: even without using the manual brake, the device's maximum speed is three meters per second, which Fay compares to jumping off a chair. Fay said this feature is especially important for firefighters, who may be injured or who may need their hands free to rescue others.

The DEUS 3100 debuted in April at the Fire Department Instructors Conference in Indianapolis. Already it has at least one high-profile client: The Statue of Liberty. Fay explained that before the statue reopened on July 4, the National Parks Service's Rope Access Team tested numerous rescue devices to determine how best to handle emergencies at the monument. After rigorous testing, the team chose the DEUS 3100 as its vertical rescue system of choice. DEUS responded by donating the equipment to the team.

"To date we have not had a situation that required the use of the vertical rescue system, and for that we are very grateful," said Mindi Rambo, a spokeswoman for the National Parks Service. "But the team spent six weeks practicing to use the product quickly and effectively, should it ever be needed."

DEUS Rescue, which sells directly to customers rather than through a distributor to keep the product as affordable as possible, is already negotiating sales of the DEUS 3100 to fire departments across the country, with communities around New York City as some of its first customers. And, despite just launching its product in April, the company has grown to include two new versions of the device: the DEUS 3300 for industrial applications such as wind and cell towers and the DEUS 3200 for military and police SWAT, which the company will introduce in September at a training program for law enforcement SWAT officers in Alabama.

"Ideally, there will be one DEUS for each firefighter in a department," Fay said. "But more than that, there will be one for every person who climbs, from firefighters to window washers to the guy changing the light bulb on your cell tower."

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New Internet threats target online banking

Zbot malware program designed to steal data

BY BUSINESS REPORT STAFF

news@bcbr.com

BOULDER — Researchers at Internet security firm Webroot Software Inc. in Boulder said they have detected a steady increase in the incidents of cybercriminals trying to tap into online bank accounts.

Webroot said thieves are churning out new variants of malware programs designed to log keystrokes at an increasing rate. One such program is called Zbot, which can activate while the owner of an infected PC is browsing a financial institution's Web site.

In recent months, Webroot's Threat Research Lab has detected a steady increase in the incidents of Zbot. The program — and others like it — can not only record what a person types, such as the bank account username and password, but can also steal the responses to "security questions" the bank might ask. Some versions of Zbot can take pictures of the screen whenever the bank customer clicks his mouse, which defeats even "soft" on-screen keyboards that some banks



COURTESY WEBROOT SOFTWARE INC.

Millions of Americans bank online, which can be as safe as it is convenient when the right security measures are in place.

use specifically to thwart keyloggers.

Although financial institutions have security measures in place to protect their customers, cybercriminals have devised ways to circumvent some of these security devices.

"Online banking sites are tempting and potentially very lucrative channels for cybercriminals to target a great mass of people," said Mike Kro-

nenberg, chief technology officer for Webroot's consumer security division. "We're seeing malware authors rapidly update their banking Trojan programs in an effort to avoid detection by Internet security solutions. This means consumers need to stay on top of protecting themselves online."

An estimated 98 million Americans bank online, using Web-based

bill-paying, money transfers and other activities made possible by financial institutions and service providers. The convenience of completing these tasks at home helps simplify hectic schedules and provides customers with 24-hour account access.

Be protected: Make sure you have a reputable antispyware and antivirus program installed on your computer. Be careful when doing searches for "free" antivirus software because the results are often decoys that have malicious programming built in to them.

Stay protected: Suppress the urge to hit the ignore button when you get those pesky reminders asking if you would like to check for updates. By having the most up-to-date software for both your operating system (like Windows or Linux) and your antispyware and antivirus program, you get the highest level of security.

Diversity is key: Would you ever use the same key for your car, office and your home? Although it may seem simplest to just use the same password for all your online accounts, it is perhaps the riskiest thing you can do to open yourself up to identity theft. If just one of your accounts is hacked it opens the door for the thief to gain access to all of them.

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Water revenue dips; but no rate hikes planned

Rainy spring, summer created less demand for lush, green lawns

BY DAVID CLUCAS
dclucas@bcbr.com

Water, water everywhere ... and plenty of drops for Boulder Valley lawns to drink.

After an unusually wet spring and cool summer, local lawns have remained lush without much need to tap city water supplies.

The recent weather trend has been good news for consumers, but bad news for municipal water department finances. Billable water use, which does not include government use, in Boulder County's two largest cities — Boulder and Longmont — is down 13.7 percent, translating into an 11.3 percent decline in revenue for the year through July.

But don't expect a water-rate increase in 2010 because of the shortfall, local water departments say. They expect the occasional anomalies.

"It's difficult to budget for the weather, but we view a year like this as a one-time event that is unusual," says Bill Powell, manager of business services at Longmont Public Works and Natural Resources. "Who knows if we'll have an extremely hot and dry September and October and things will even out for the year?"



DOUG STORUM

Billable water use, which does not include government use, in Boulder County's two largest cities — Boulder and Longmont — is down 13.7 percent, translating into an 11.3 percent decline in revenue for the year through July.

Even if the weather stays cool and wet to finish 2009, Powell said his department has a healthy fund balance to offset this year's losses. It's better than facing a drought, he said.

"We can take account for an event like this, but a drought, that can take years to recover from."

Through July 2009, Longmont residents and businesses have used

1,569,202,000 gallons of water — down 16.6 percent from 1,880,876,000 gallons used during the same period in 2008. Revenue from that water use and

► See **Water**, 10A

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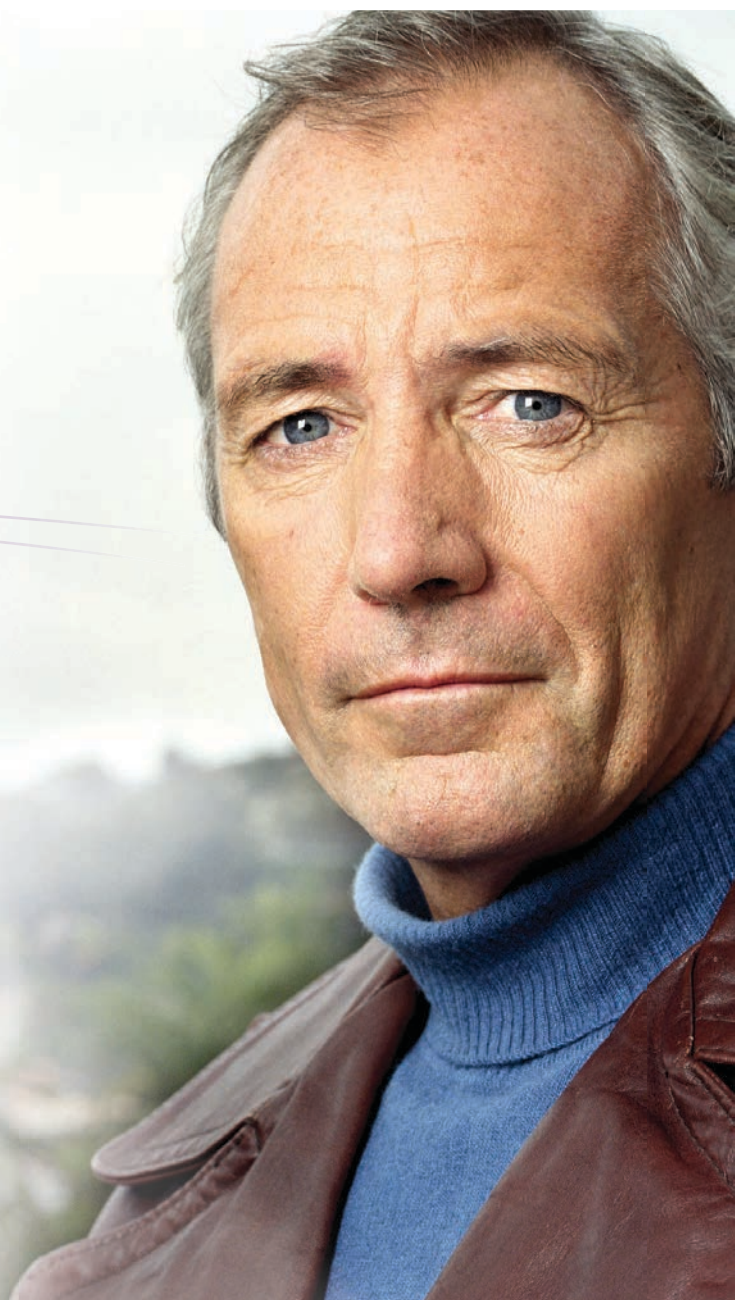
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Good news, bad news

Boulder Valley banks reported higher assets and a slowing rise of delinquencies and foreclosures held as of June 30, 2009, which is good news. But many of the local banks were also lending less money, bad news for borrowers and the local economy.

| Bank | Assets | Quarterly Change | Loans and Leases | Quarterly Change | Loan Delinquencies and Foreclosures | As a % of Loans and Leases | 1Q 2009 Income |
|-------------------------|------------------------|------------------|------------------------|------------------|-------------------------------------|----------------------------|--------------------|
| AMG National Trust Bank | \$135,420,000 | 7% | \$21,792,000 | -10.8% | \$0 | 0% | \$12,000 |
| FirstBank of Boulder | \$508,566,000 | -0.5% | \$208,840,000 | 1.4% | \$5,395,000 | 2.6% | \$4,730,000 |
| FirstBank of Longmont | \$396,867,000 | 2.4% | \$134,594,000 | 1.4% | \$768,000 | 0.6% | \$2,867,000 |
| FirsTier Bank | \$844,410,000 | 2.3% | \$727,574,000 | -1.4% | \$64,051,000 | 8.8% | -\$2,066,000 |
| Flatirons Bank | \$91,360,000 | 15.8% | \$41,786,000 | 10.1% | \$584,000 | 1.4% | \$7,000 |
| Mile High Banks | \$1,323,673,000 | 1.6% | \$1,191,057,000 | -2.7% | \$81,613,000 | 6.9% | \$329,000 |
| Summit Bank & Trust | \$91,211,000 | 15.6% | \$61,406,000 | -2% | \$6,706,000 | 10.9% | -\$1,601,000 |
| Total | \$3,391,507,000 | 2.4% | \$2,387,049,000 | -1.6% | \$159,117,000 | 6.7% | \$4,278,000 |

Source: Federal Deposit Insurance Corp.

Local banks lend less to get grip on loans

As with many economic statistics you hear these days, Boulder Valley-based banks saw worsening numbers in the second quarter of 2009 — but the bad news came at a slowing pace.

Whether that signals an upcoming turnaround or just a lull in the storm remains to be seen.

As of June 30, 2009, the seven local-based banks held about \$159.1 million in delinquent loans and foreclosed properties — up from \$152.5 million a quarter ago. While that isn't good news, at least it's better than the more than doubling in troubled loans seen by the local banks in the previous two quarters.

Instead of 100-plus quarterly percent jumps in bad loans, banks saw just a 4.3 percent rise in delinquencies and foreclosures this quarter.

Troubled loans as a percentage of total loans rose from 6.3 percent to

6.7 percent. Again bad news, but the 0.4 percentage point increase is better than the 3.8 percentage point jump a quarter ago.

One would hope the reason for the slowdown is that local banks are cleaning up their loan portfolios — curing salvageable delinquent loans and writing off the others. There's evidence of that on a bank-by-bank basis.



BANKS & MONEY
David Clucas

The other reason for the slowdown is more evident to those seeking a loan today — local banks are making fewer loans.

For the first time since I started tracking Boulder Valley-based banks in 2003, local banks reduced their loan portfolios

from the previous quarter. Total loans held by the banks fell 1.6 percent to \$2.39 billion. Compare that to 30 percent quarterly loan portfolio increases by local banks in 2006.

The individual banks that did increase loan production in the second quarter 2009 did so cautiously — FirstBank of Boulder and FirstBank of Longmont each increased their portfolios by just 1.4 percent. Flatirons Bank, which increased its loans by 10.1 percent, stands out as a bit of an anomaly as the bank is coming off an ownership change, previous to which it slowed lending.

The good news this quarter was that assets at local banks rebounded — rising 2.4 percent to \$3.39 billion after falling 1.2 percent in the previous quarter.

For a more in-depth look at local bank figures on an individual basis, download the seven local bank quar-

terly financial reports complied by the Boulder County Business Report for free at: <http://tinyurl.com/BCBRbankfigures>.

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

Troubled loans leveling

Boulder Valley-based banks saw their combined delinquencies and total value of foreclosure properties held rise to \$159.1 million through the second quarter of 2009, but at least the pace of the rising trouble slowed.

| | |
|---------|---------------|
| 1Q 2008 | \$12,800,000 |
| 2Q 2008 | \$36,365,000 |
| 3Q 2008 | \$36,655,000 |
| 4Q 2008 | \$70,660,000 |
| 1Q 2009 | \$152,517,000 |
| 2Q 2009 | \$159,117,000 |

Source: Federal Deposit Insurance Corp.

EXEMPLA from 4A

ters would borrow money on behalf of Exempla.

How much money has yet to be determined, but in late 2005 when the call for help went out, “hundreds of millions of dollars” were needed, Woolsey said.

Upon approval by various regulatory agencies, the two hospitals “will remain intact” and be governed by a board of directors comprised of 10 members equally appointed by Community First and Sisters. Those 10 members, down from the current 15-member board, will serve one-year terms, and, at most, six consecutive terms.

“Our priority has been and remains to strengthen Exempla’s ability to serve the Denver metropolitan community and we welcome the opportunity to play a significant role in nurturing this vital local resource,” Kenneth Egge-man, Community First’s president and chief executive officer, said in a statement.

Because of the Catholic-oriented health-care manager’s beliefs on issues like contraceptive and abortion, certain medical services likely won’t be offered if the transfer is completed.

WATCH from 3A

a rapid economic decline, which adversely affected real estate values.”

As of June 30, First National reported assets of \$2.4 billion with second-quarter net loss of \$11.27 million. The bank held about \$185 million in past due or nonaccrual loans - representing about 9.2 percent of its \$2 billion loan portfolio. About half of those loan delinquencies held were in the commercial real estate construction and land development sector. The bank also reported \$21 million in real estate collected as collateral - also known as other real estate owned.

First National has 25 branches along the Front Range, including two in Boulder, two in Broomfield, one in Longmont and one in Louisville. It previously had its First National Bank of Colorado charter based in Boulder, before merging operations and headquarters with its sister banks First National Bank of Fort Collins and Union Colony Bank of Greeley under the First National Bank named based in Fort Collins.

Northern Colorado Business Report staff writer Kristen Tatti contributed to this report.

WATER from 9A

other water-related fees has fallen to \$5,970,515 — down 14.9 percent from \$7,019,439 a year ago.

Powell said his department reviews Longmont’s water fee schedule every five years. Last year, Longmont City Council approved a new five-year plan including some future scheduled rate increases along the way. Outside of those scheduled increases, no further increases are planned, Powell said.

In Boulder, Director of Public Works Ned Williams recently submitted his 2010 budget to the city with no water-rate increases. He said unless there is a major drought — in which the city has the philosophy to raise rates to force conservation — then no rate hikes are planned.

Through July 2009, Boulder residents and businesses have used 2,524,617,000 gallons of water — down 11.8 percent from 2,863,689,000 gallons used during the same period in 2008. Revenue from that water use and other water-related fees has fallen to \$8,929,637 — down 8.8 percent from \$9,788,175 a year ago.

“I wouldn’t say this year has been a significant anomaly yet,” Williams said. “If we don’t hit our revenue targets, then we can approach it in two ways: we can reduce costs, or we have

“It’s tough to tell if the economy has forced people to use less water — maybe in some industries — but primarily it’s the weather that makes the difference.”

Ned Williams
DIRECTOR OF PUBLIC WORKS,
CITY OF BOULDER

operating contingencies, basically savings, that we can use.”

The recession could also be playing a role in declining water use, but officials don’t think that accounts for much of the difference.

“It’s tough to tell if the economy has forced people to use less water — maybe in some industries — but primarily it’s the weather that makes the difference,” Williams said.

Build a high-tech work force with MESA

When David Davenport was in high school, he discovered something that changed his life—he was good at math and science and enjoyed solving real-world problems with these tools. This insight came as a result of participating in Colorado MESA. Now an IBM engineer, David also became chairman for the Denver chapter of National Society of Black Engineers.

The need: If Colorado is to maintain its high-tech edge, it needs a properly trained and motivated work force prepared to pursue the passionate purpose of innovation creation. What people, employers and the state need are MESAs—programs which encourage students to reach their potential in science, technology, engineering and math, or STEM. Education and support are the answers.

What is MESA?: Colorado MESA (Mathematics Engineering Science Achievement) is a statewide precollege program that provides after school math- and science-based learning activities to more than 3,600 prekindergarten through 12th-grade students (in 2009), more than 78 percent of whom are from ethnic and gender groups that are under represented in engineering career fields. Founded in 1980 as a part of the nonprofit Colorado Minorities Engineering Association, or CMEA, MESA's mission is to increase the numbers of economically disadvan-

taged and at risk students who graduate from high school fully prepared for post-secondary education in math- and science-based fields.



GUEST OPINION
Theresa Szczurek

MESA model works!: MESA after-school programs engage students in hands-on inquiry-based projects such as designing mousetrap-powered vehicles, wind turbines and robots. MESA advisers, usually math/science teachers along with university student mentors and practicing engineers, help students discover relevant math/science principles necessary to achieve success with their project. Local, state and national engineering-based competitions provide additional motivation to keep students involved.

The state MESA office at the University of Colorado Denver provides adviser training, program materials and academic resources. Centers at CU and Colorado State University in provide project-based curriculum, career speakers and role models. Field trips to business sites, colleges, science fairs and engineering-based competitions excite students about career opportunities. Parents are critical supporters.

MESA in Colorado: MESA works with 156 schools in 24 school districts

throughout the state in collaboration with eight universities/colleges. Michele Towers, MESA Center director at CU-Boulder, michele.towers@cudenver.edu, supports Boulder, Jefferson, Denver and Arapahoe counties.

While MESA has taken root in Longmont and communities in Weld County, more schools can participate. For example, programs exist at Angevine Middle in Boulder, Centaurus High in Lafayette and Broomfield High. Boulder County needs champions to start more programs.

How businesses benefit: Companies are looking to hire a qualified high-tech work force. Matthew Smith, an executive from United Launch Alliance, www.ulalaunch.com, and a MESA sponsor, said, "The average age of the United Launch Alliance work force today is 47. As more of our workers retire over the next 10 years, we need qualified graduates. That is why we sponsor MESA."

Colorado MESA receives no state funding. Support comes from community and corporate organizations such as The Denver Foundation, Lockheed Martin, The Daniels Fund, Xcel Energy, Ball Aerospace, Northrop Grumman and others.

MESA delivers results: At a time when Colorado needs a highly-skilled, technical work force, MESA allows qualified students to enter the work force pipeline, and it does it for less

than \$125 per student per year.

One-hundred percent of MESA seniors graduate from high school and historically, more than 90 percent have enrolled in college with more than 80 percent enrolling in a math/science related major.

"Every experience and memory I got from the MESA club will always live with me. I owe a lot to the MESA club, because without it, I would never have had these incredible experiences," said Ernesto Chairez, who graduated from the Career Education Center and is attending CU-Boulder majoring in aerospace engineering.

How you can get involved: Help the kids in your life learn to love mathematics and science. Ask your schools to sponsor a MESA program. Volunteer, make a donation, become a sponsor, create an internship or scholarship. Become a sponsor or volunteer for the Oct. 15-16 MESA Fall Fling at CSU-Fort Collins. Around 250 MESA high school students will taste university life, gain valuable academic, financial aid, and career information, and participate in Boat Building and Wind Energy engineering competitions. Learn more at www.cMESA.org.

Theresa M. Szczurek is a management consultant and board member for Colorado MESA. She can be reached through www.TMSworld.com and www.PursuitofPassionatePurpose.com.

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SCHOOL GUIDE

15A | Private schools

Math, science focus at Flagstaff Academy

Charter school moves into facility renovated from office building

BY JENNIFER QUINN
news@bcbr.com

LONGMONT — The Flagstaff Academy in Longmont focuses on science and technology to give students the skills required to be successful in junior high school, high school and their careers.

Its new facility, includes two technology labs and two science labs, where students as young as second grade are given the opportunity to perform their own hands-on scientific experiments.

Flagstaff Academy, home of the Dragons, is a public school for students in kindergarten through eighth grade. As a charter school in the St. Vrain Valley School District, it is operated by a group of parents, educators and community leaders. The school board is comprised of seven parents.

Andrew Moore, principal at Flagstaff Academy, said the curriculum is designed to work with new technology such as texting, instant messaging and online calendars.

"Students can see assignments, tests and due dates using a Google platform," he said. "Assignments can be downloaded from home to share with parents and then turned in electronically. No more excuses of not knowing what the homework assignment was."



JONATHAN CASTNER

Second-grader Kendall Brooks works with the interactive white board at Flagstaff Academy. The charter school in Longmont moved into a new facility where students are given the opportunity to perform their own hands-on scientific experiments

The school uses a liberal arts curriculum and each year the students are taught using a different lesson. Flagstaff Academy has been in service since 2004 and this summer moved to its new facility at 2040 Miller Drive. It enrolled 675 students for the 2009-10 academic year, the number of students has grown 35 percent each year. The new facility can accommodate

850 students.

The new facility is 72,000 square feet with an outside play area and indoor gymnasium. It has multiple art and music rooms, a library/media room, cafeteria/commons area, stage and four classrooms per grade. Each classroom is equipped with five to seven computers. The seven-acre campus has multiple playground areas as

well as new grass and field areas, which will replace existing parking lots.

"A lot of effort was put into the school to be environmentally friendly," Moore said. "The building property was refurbished instead of starting from scratch. It uses solar energy and motion sensors so the lights will turn off when not in use."

► See **Flagstaff, 14A**

Watershed curriculum explores universal topics

Students given opportunities to learn in real-world settings

BY CLAYTON MOORE
news@bcbr.com

BOULDER — As the school year starts again, many students dread a return to studious toil and tedium. But it's a much different picture at The Watershed School, where applied learning both at home and abroad is changing the role and outlook of students.

The first days of school at Watershed's unconventional habitat at the nexus of Pearl and Canyon in Boulder found seniors outside learning survival skills for an upcoming backcountry outing. Elsewhere on campus, students led their peers in community dialogues civilized enough to echo seminars in ancient Greece.

The independent school, now in its sixth year of operation, is blazing a

“The independence and latitude here makes a huge difference. I really feel like we're educating these kids to be good citizens in different ways. They're looking at critical issues through a variety of different lenses. By the end of the term, they take these issues seriously.”

Sarah Rebick

EDUCATOR,
THE WATERSHED SCHOOL

new trail by using founding principles about citizenship and sustainability to help students make real connections to the world they will inherit.

"It would be irresponsible for us not to provide such a dynamic education when economic and social conditions are changing all the time," said Jason

Berv, Watershed's founder. "Citizenship is like driving or sex. They're all things that are best learned by doing. You can't just read about them."

To that end, the school has put forward an innovative inquiry-based model in which students are direct participants in their education. The

curriculum centers on "Learning Expeditions," broad-based explorations of a universal topic that integrate fieldwork, technology, analytical thinking and community service.


A recent class found students investigating the proposed expansion of nearby Gross Reservoir not only by engaging experts from Denver Water, the city of Boulder and Boulder County but also by proposing solutions to water issues and ideas to use water more efficiently around the school.

"The independence and latitude here makes a huge difference," said educator Sarah Rebick. "I really feel like we're educating these kids to be good citizens in different ways. They're looking at critical issues through a variety of different lenses. By the end of the term, they take these issues seriously."

Currently, the school is engaged in the local "10 For Change" challenge,

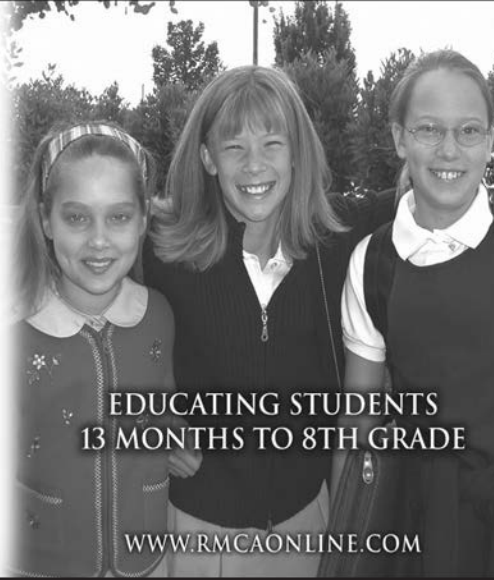
► See **Watershed, 14A**

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FLAGSTAFF from 13A

Flagstaff Academy has 53 teachers who educate by the motto "every child every day." Classes include math, language arts, science, Spanish, history and science lab. The class size is approximately 27 students. The students are taught using the Core Knowledge Sequence, which provides students with a vocabulary and knowledge necessary for continued learning. This style of teaching ensures all students are given access to the same knowledge base for later educational success. Core Knowledge uses a systematic sequence of grade specific content that can be taught year after year becoming more sophisticated each successive grade.

As a public school, enrollment is based on a lottery. Submissions are taken during open enrollment window from December through January. Flagstaff Academy receives funding from the city of Longmont and the state. The school operates on an annual budget of \$4 million and costs approximately \$7,000 per student per year. A total of 18 percent of the school's income goes to facility fees. The startup capital was established in part by the Walton Family Foundation by a grant of \$180,000 in 2005.

Mandy Wilson, a third-grade teacher at Flagstaff, has been with the school since it started.

"We have a science lab and hands-on activities to get students excited

about math and science," she said. "I tell parents we are putting into practice skills students are learning in first and second grade and applying it to real life through science and math."

Flagstaff uses ability grouping in classrooms and by grade level. Students go to different classes depending on their skill and are moved to the appropriate class if necessary.

"One thing I like is we are told what to teach, but not told how we have to teach," Wilson said. "We do many different types of lessons such as the animal Olympics and have made collages out of magazines by cutting out pictures. It is fun for teachers, and it allows us to be creative. We are not reading out of a manual all-day long."

Jennifer Bartlett is a parent of two children enrolled at Flagstaff, one in second grade and one in fifth grade.

"I felt the school structure with the ability grouping was more flexible than our local schools," she said. "I really like that Spanish was being taught at the elementary level along with the science lab."

Bartlett said Flagstaff Academy is a better fit for her children.

"It is not just learning through science text books," she said. "My kids get to actually touch rocks, see, feel and test the different types of hardness. Many students do not get this type of teaching until high school. My kids are excited about learning."

WATERSHED from 13A

competing with larger businesses to reduce its energy consumption. The school invited the city of Boulder to conduct an energy audit and has saved real dollars since the competition began.

"We had students who were very enthusiastic about competing against businesses — and beating them," Rebick said. "The students really try to educate each other about why they should care about using less energy, and much of what we've accomplished has come through changing our behavior."

Since organizing its high school in 2004, the institution has expanded to middle school and now has more than 60 students enrolled, at a student-to-teacher ratio of eight to one. Many students' \$16,000 annual tuition is augmented with financial aid, while a grassroots fundraising effort aims to draw \$250,000 per year for school resources.

"We tend to attract kids who are seeking out a different experience," said Rebecca Yarmuth, director of admissions and development. "Our prospective students have a hunch they could be getting a lot more from their education. They are hungry for connection, whether it's from their peers, or the material we study or the larger ideas they see in the world."

Students here certainly get to see more of the world. The school conducts extended trips both domestical-


ly and internationally to help broaden the scope of its young scholars. Voyages scheduled for next term include expeditions to study the Renaissance in Italy, biodiversity in Hawaii and language in Nicaragua.

"We're able to offer travel and community partnership opportunities that you won't find in other schools," Berv said. "We ask how we can get kids to care about the important issues in the world. If you don't know about it, you can't care about. So we've designed a curriculum that allows kids to acquaint themselves with the wider world."

Other academic efforts focus on preparing students for college and the results have been positive. While Watershed has replace traditional letter grades with narrative reports, the school does administer the College and Work Readiness Assessment to students with resulting scores better than 99 percent of college freshmen.

"We're trying to help the community understand that this is as good an education as you will find anywhere," Berv said. "I want Boulder to know that Watershed School is a hidden gem right in their own backyard. We want to get the word out that we're an option for kids here where they'll be challenged and pushed to be their best selves. The more the community supports schools like ours, the sky is the limit as to what we can give back to the community."

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PRIVATE SCHOOLS

(Ranked by total enrollment.)

| RANK | PREV. RANK | School Name Full Address Phone/Fax | Total enrollment Preschoolers Grades taught | Kindergarten through fifth Sixth through 12th Full-time teachers Part-time teachers | Teacher-student ratio Affiliation of school Tuition range | Special offerings Admission requirements | Person in Charge Title Year Founded Web site |
|------|------------|---|---|--|--|--|--|
| 1 | 2 | HOLY FAMILY HIGH SCHOOL 5195 W. 144th Ave. Broomfield, CO 80020 303-410-1411/303-466-1935 | 580 N/A Ninth to 12th | N/A 580 42 3 | 1:14 Archdiocese of Denver \$7,800 - \$9,000 | Catholic high school, college preparatory curriculum, religious programs including apostolic ministry, liturgies, prayer and daily religious exercises, retreats. Admission committee considers each applicant's grades, teacher recommendation, student essay, test scores and interview in determining if Holy Family is the most appropriate school for each applicant. | Tim Gallic Principal 1922 www.holyfamilyhs.com |
| 2 | 3 | NATIVITY OF OUR LORD CATHOLIC SCHOOL 900 W. Midway Blvd. Broomfield, CO 80020 303-466-4177/303-469-5172 | 465 N/A Kindergarten to eighth | N/A N/A 24 1 | 1:25 Archdiocese of Denver Catholic Schools \$4,344 - \$5,340 | Catholic education, accredited through North Central Association of Colleges and Schools. N/A | Kathy Shadel Principal 1963 www.nativitybroomfield.org |
| 3 | 10 | ROCKY MOUNTAIN CHRISTIAN ACADEMY 9447 Niwot Road Niwot, CO 80503 303-652-9162/303-652-8072 | 450 170 12 months to eighth | 210 70 15 26 | 1:10 Association of Classical and Christian Schools; Association of Christian Schools International Varies; see Web site for details. | Rigorous classical education, P.E., music, art, Spanish, and Latin. K-8: application, testing, teacher recommendation. | Brett King Head Master 1994 www.rmcaonline.org |
| 4 | 5 | ALEXANDER DAWSON SCHOOL 10455 Dawson Drive Lafayette, CO 80026 303-665-6679/303-381-0415 | 420 N/A Kindergarten to 12th | 116 302 54 7 | 1:7 NAIS, ACIS, BACIS, NBOA, AISAP, SSS, SSATB \$1,000 - \$18,650 | AP classes in all subjects, study abroad, outdoor education, robotics, 15 arts electives, 15 sports. school transcript, teacher recs, shadow day, entrance assessment | Brian Johnson Headmaster 1970 www.dawsonschool.org |
| 5 | 4 | ST. JOHN THE BAPTIST CATHOLIC SCHOOL 350 Emery St. Longmont, CO 80501 303-776-8760/303-772-5636 | 398 N/A Preschool to eighth | N/A N/A 30 1 | 1:25 Catholic Kindergarten through eighth: \$3,775 to \$5,000; preschool: \$1,050 to \$2,500 | Catholic education with high academic standards; art, music, computers, sports. None. | Julie Rossi Principal 1922 www.johnthebaptist.org |
| 6 | 9 | BOULDER COUNTRY DAY SCHOOL 4820 Nautilus Court N. Boulder, CO 80301 303-527-4931/303-527-4944 | 325 53 3 yr olds to eighth | 192 80 32 5 | From 1:10 to 1:17 ACIS, NAIS and International Baccalaureate Middle Years approved school \$5,350 to \$12,985 | Situated on a picturesque, safe and private 5.5-acre campus, Boulder Country Day School is a small, independent school that provides a well-rounded classical education distinguished by academic excellence and social development in a caring and supportive learning environment Contact the Admissions Director, Patti Lemlein at x 248 for Personal tour or plemlein@bouldercountryday.org also see http://www.bouldercountryday.org/ADMISSIONS_APP_PROCESS.php | Mike Shields Head of School 1988 www.bouldercountryday.org |
| 7 | 8 | SHINING MOUNTAIN WALDORF SCHOOL 999 Violet Ave. Boulder, CO 80304 303-444-7697/303-444-7701 | 300 N/A Prekindergarten to 12th | N/A N/A 23 16 | 1:10 Waldorf School \$3,605 - \$13,495 | Age-appropriate curriculum integrates academics, arts and practical studies. Cultivates each student's individual gifts, encourages independent thinking and imagination and fosters a life-long love of learning. Enables students to become balanced, vigorous, life-affirming, and compassionate individuals. N/A | Aqaf Dancy Administrative Director 1983 www.smwaldorf.org |
| 8 | 7 | ST. LOUIS CATHOLIC SCHOOL 925 Grant Ave. Louisville, CO 80027 303-666-6220/303-666-5244 | 275 84 Preschool to eighth | N/A N/A 12 8 | 1:12 Catholic K to eighth: \$3,800 for kids in parish; \$4,865, out of parish. For preschool, call for details. | Before- and after-school programs, sports, band/guitar, science fair, student council, National History Day, math counts, hot lunch program, religious foundation. Registration forms and fee of \$130. Registrations forms can be found on Web site. | Karen Herlihy Principal 1905 www.stlouisschool-co.com |
| 9 | 12 | FAITH BAPTIST SCHOOL 833 15th Ave. Longmont, CO 80501 303-776-5677/303-682-5359 | 190 N/A N/A | N/A N/A 15 N/A | 1:18 Baptist \$1,568 - \$3,963 | Christian education; school averaged in 90th percentile on Stanford Achievement Tests. AP Class offerings in High School, College Prep offerings N/A | Dan Perryman Administrator/Principal 1971 www.fbslongmont.org |
| 10 | 14 | FRIENDS' SCHOOL 5465 Pennsylvania Ave. Boulder, CO 80303 303-499-1999/303-499-1365 | 172 60 Preschool to fifth | 112 N/A 6 20 | Preschool: 1:8; elementary, 1:10 N/A Sliding scale, preschool \$3,633 - \$6,423; elementary, \$5,786 - \$13,138. Additional financial aid available. | Educates whole child: head, hand and heart. Small classes, respect for the individual, experiential environment, independent, nonsectarian. Application and application fee, parent visit, student visit, school records. | Polly Donald and Mary Engle Friedman Head of School and Director of Admissions 1987 www.friendschoolboulder.org |

➤ See List, 16A

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> List, from 15A



PRIVATE SCHOOLS

(Ranked by total enrollment.)

| | | | | | | | |
|----|----|--|---|------------------------|--|--|---|
| 11 | 15 | BIXBY SCHOOL 4760 Table Mesa Drive Boulder, CO 80305 303-494-7508/303-494-7519 | 163 38 Kindergarten to fifth | 125 N/A 24 5 | Preschool: 1:7; K-5: 1:12 with break-down into small instructional groups None. Visit: www.bixbyschool.org for details. | Before/after school care, three shady acres, large indoor pool, summer program, unusual depth in language arts, mathematics, science, history, and the arts. We cultivate critical thinking; promote independence and self-confidence; instill empathy, respect, and responsibility; and inspire a love of learning. Age appropriate for grade; educational needs of applicant match school philosophy and program. | Pat Baker Director 1970 www.bixbyschool.org |
| 12 | 16 | JARROW MONTESSORI SCHOOL 3900 Orange Court Boulder, CO 80304 303-443-0511/303-449-8811 | 149 109 Toddler through sixth | 40 N/A 20 2 | Toddlers, 1:5; all other program levels, 1:10. American Montessori Society \$7,700 - \$11,600 | After-school enrichment programs and after-care and summer camp programs. Spanish, music and art, movement/physical education within school day. Application process is on Web site. | Barbara Truan Head of School 1964 www.jarrow.org |
| 13 | 18 | SHEPHERD VALLEY WALDORF SCHOOL 6500 W. Dry Creek Parkway Niwot, CO 80503 303-652-0130/303-652-0133 | 136 12 Kindergarten to eighth | 94 30 12 14 | From 1:8 to 1:15 Waldorf School \$3,600 - \$11,100 | German, Spanish, handwork, choir, band, orchestra, violin cello and woodworking for grades program 8,700-11,100 a year financial assistance available. Application and interview are required before acceptance. | Linda Abelkis Administrator 1993 www.shepherdvalley.org |
| 14 | NR | BROOMFIELD ACADEMY 7203 W. 120th Ave. Broomfield, CO 80020 303-469-6449/303-469-8543 | 90 25 Jr. Kindergarten to sixth, ages 3-12 | 60 5 10 11 | 1:9 average, no more than 1:15 Independent Private \$3,833-\$10,736 annually | Nationally accredited. Very small class sizes. Individualized learning plans. Focus on character education. Advanced curriculum. Before/after school program, art, music, technology, physical education, Spanish and Mandarin Chinese language instruction for all students. Enrichment program includes cub scouts, daisy and girl scouts, violin, viola, Capoeira, piano, dance, chess club, math club, Gobstone club. Student visit required. | Vanessa Ewing Principal 1997 www.broomfieldacademy.com |
| 15 | NR | EASTERN SUN ACADEMY 6717 South Boulder Road Boulder, CO 80303 303-443-3302/303-443-3302 | 85 N/A Currently K-5; expansion plans to K-8. | 85 N/A 5 6 | 1:12 N/A \$11,000 | An elementary school for contemplative education offering a groundbreaking approach to nurturing academic excellence. * International Baccalaureate Candidate Program * Mandarin Not applicable. | Kristin Suppan Executive Director 2005 www.easternsunacademy.org |
| 16 | 24 | WATERSHED SCHOOL 205 Canyon Blvd. Boulder, CO 80302 303-440-7520/303-440-7521 | 70 N/A Sixth to 12th | N/A 70 8 8 | 1:5 None. \$16,000. Scholarships and tuition assistance available. | Innovative research-based curriculum emphasizing inquiry-based learning and critical thinking, cross-cultural programs, including international travel, wilderness component, extensive arts offerings, scholarship opportunities, healthy and supportive community. Application, interview. | Jason Berv Head of School 2004 www.watershedschool.org |
| 17 | 26 | BOULDER JEWISH DAY SCHOOL 7415 Lookout Road Longmont, CO 80503 303-449-5569/303-530-0295 | 55 20 Preschool - fifth | N/A N/A 6 N/A | 1:5 N/A \$9,260 to \$10,000 | Kindergarten enrichment. N/A | Shoshi Belavsky Head of School 1995 www.bjds.org |
| 18 | 29 | SEPTEMBER HIGH SCHOOL 1902 Walnut St. Boulder, CO 80302 303-443-9933/303-444-5027 | 50 0 Ninth to 12th | 0 50 9 2 | 1:7 N/A \$14,200 to \$14,500 | Supportive learning community, academics, arts, counseling, small class sizes and individualized curriculum. September High School is a nonprofit, independent school committed to a sober campus. We also offer free after school programs for all Boulder area teenagers. Application and family conference | Dan Fox Principal 1973 www.septemberschool.org |
| 19 | 33 | RUNNING RIVER SCHOOL 1370 Forest Park Circle Lafayette, CO 80026 303-499-2059/ | 40 0 Kindergarten to eighth | 30 10 5 5 | 1:14 N/A \$9000 | Organic homemade lunches, weekly hikes, art, music, dance, P.E., yoga, contemplative practices, camping, parent involvement, parent education/forums. N/A | Nancy Monson Director 2000 www.runningriver.org |
| 20 | 23 | BRIDGE SCHOOL 6717 South Boulder Road Boulder, CO 80303 303-494-7551/303-494-7558 | 35 N/A Sixth through 12th | N/A 35 4 6 | 1:5 Independent \$15,200 | Personalized education with strong student/teacher relationships, flexible scheduling and part time programs. Application, interview and placement testing in math and English. | Dick Weeks Head of School 1994 www.bridgeschoolboulder.org |
| 21 | 32 | HILLSIDE LEARNING CENTER 6717 South Boulder Road Boulder, CO 80303 303-494-1468/303-494-1468 | 28 N/A First - eighth | N/A N/A N/A 8 | 1:4 N/A \$13,500 | Specific curriculum for students with learning differences (such as dyslexia) in reading, written language and math. N/A | Kathy Sherman Director 2005 www.hillsidelearning.org |

N/A: Not available.

SOURCE: BUSINESS REPORT SURVEY
RESEARCHED BY Beth Edwards

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TECHNOLOGY

FOCUS: WEB DEVELOPMENT
18A | IT Consultants, **19A** | Web Designers and Developers

Companies want more control of sites

Ability to create fresh content quickly is key

BY KEELY BROWN
news@bcbr.com

The concept of Web 2.0 may have been all the rage a scant couple of years ago, but Web developers agree that the current high-tech world is embracing a low-tech ideology.

Today, the buzz concept is “user-friendly.” And gone are the days when the Webmaster was the only liaison between a company and its ideal Internet image.

Brad Moss, chief executive and creative director of Longmont-based Web site development firm BK Media Group, said companies are now demanding to have more control over the content management system of their Web site.

“Now, everyone who calls us is looking for a site with content-management tools, with either full-blown CMS control or with the ability to control certain elements,” he said. “To fulfill this need, we’re developing sites that the client can walk away with and not be trapped by the bottleneck of the developer.”

Toward this goal, developers are creating sites where clients can have complete editing access using an accessible CMS platform. This enables site owners to log in with a secure password and then add, edit or delete content with the click of a button.

“The trend is to build a dynamic-content, CMS platform that doesn’t ever have to go back to a developer, unless the site owner wants modification to the templates,” Moss said. “This way, you won’t need to pay a developer for maintenance or upgrades.”

Another major trend is the move away from enterprise-owned software management toward open source, license-free management that is accessible and adaptable to every Web site. Moss said today’s open source CMS platforms are monitored with sufficient security support for any major application.

“In the last year or two, 90 percent of our clients have moved toward an open-source system, because of the ability it gives to make changes in real time,” he said. “Instead of having to contact your developer because of a typo, you can make changes instantly with the click of a button. It’s more



COURTESY THE CREATIVE ALLIANCE

The Creative Alliance in Lafayette built this Web site for Avjet Corp. in Burbank, Calif., and included content-management tools that allow Avjet employees to make quick changes to the site.

efficient and allows people to keep fresh content on their site.

“Fresh content is key these days, because the user wants to have a new experience each time they come to your site; they don’t want to see that the site has been sitting stagnant for the last six months,” Moss added.

At Goozmo, a Boulder-based Web-development firm, co-founders Benjamin Reed and Tyson Brawley agree that in today’s Web world user-management tools are the secret to success.

Reed said Goozmo developers follow the new trend of user-friendly CMS management by giving their clients tools to enable them to easily manage the content on every page.

“We like to say that, if you can send an e-mail, or browse for a file, or type a document, you can manage this system,” Reed said.

Reed added that it’s important to understand that this level of client interactivity means increased responsibility as well. Goozmo Webmasters encourage their clients to look at their Web site as often as possible.

“You need to check it daily if you can, and put in at least an hour once a week to go in there and review it, looking at it as if you’re a visitor,” Reed said. “You need to see how it’s impacting your customers and how it affects your business’ bottom line.”

While user-friendly content management is all the rage, another trend is threatening to take top billing — that of social media marketing. Reed said nearly every new or existing client at Goozmo is asking how this latest trend could affect their Web sites’ marketing strategies.

Reed, along with other Web developers, agrees that social media sites can provide a great marketing tool — but not necessarily for everyone.

“It’s important for Web site owners to understand that they’re a business first, and that their Web site is a piece of their operations,” he said. “They need to look at the site not as something with all the bells and whistles, but as something that will get the customer in the door.”

“Social media marketing requires attention and managing, so there

needs to be a good return for this type of investment,” he added. “Even then, social media marketing should be only a piece of the marketing plan, and not the be-all and end-all of it.”

But for many businesses, the idea of a presence on Facebook or Twitter, with the potential to be viewed by millions, is a tempting proposition — and one that can bring in lucrative results.

David Heitman, president The Creative Alliance in Lafayette, a great many businesses have enthusiastically jumped on the social media marketing bandwagon. One notable example is Starbucks, which has 3.7 million fans on its Facebook page.

“Most of our clients are asking about how social media marketing can be strategically aligned with their Web sites,” Heitman said. “After all, Facebook has 250 million users worldwide, and you can’t ignore something that big.”

“We’re starting to see how it can be a bridge between public relations and traditional marketing on the Web,” he said. “But it takes judgment to

► See **Sites, 20A**



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IT CONSULTANTS

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

| RANK | PREV. RANK | Company Full Address Phone/Fax | Revenues 2008 Revenues 2007 | No. full-time employees Number of contract employees | Three largest clients: | Top 3 specialties (networking, software development, security, wireless, Web enablement, etc.) & % revenue from each | How long is your longest client relationship and with whom? | Person in Charge, title Year Founded Web site |
|---------------|------------|---|--------------------------------|---|---|---|---|---|
| 1 | 1 | LEWAN & ASSOCIATES INC. 4900 Pearl East Circle, Suite 100 Boulder, CO 80301 303-541-2824/303-447-0912 | \$47,000,000 \$34,900,000 | 18 N/A | N/A | IT assessments, disaster recovery strategies, IT infrastructure consulting. | 35 Years in Boulder County with 1,500 Customers. | Frank Narum Branch Manager 1974 www.lewan.com |
| 2 | 4 | THE ROOT GROUP INC. 1790 30th St., Suite 140 Boulder, CO 80301 303-447-8093/303-447-0197 | \$12,000,000 \$11,100,000 | 14 N/A | N/A | Security deployments (20%), server and storage deployments/consolidation (50%), networking (10%). | N/A | Bill Calderwood President 1989 www.rootgroup.com |
| 3 | 5 | COALFIRE SYSTEMS INC. 361 Centennial Parkway, Suite 150 Louisville, CO 80027 303-554-6333/303-554-7555 | \$6,200,000 \$5,800,000 | 20 N/A | N/A | Security, network engineering. | N/A | Rick Dakin President 2001 www.coalfiresystems.com |
| 4 | 6 | PERFORMANCE ENHANCEMENTS INC. DBA PEI 5435 Airport Blvd., Suite 106 Boulder, CO 80301 303-786-7474/303-786-7822 | \$5,200,000 \$4,800,000 | 20 N/A | N/A | Infrastructure, unified communications, networking, security. | 21 years | Tim Krueger President 1988 www.pei.com |
| 5 | 7 | APPLIED TRUST ENGINEERING INC. 1033 Walnut St., Suite 300 Boulder, CO 80302 303-245-4545/303-245-4510 | \$2,900,000 \$2,720,000 | 21 N/A | N/A | Security (50%), performance/availability (30%), incident management (20%). | N/A | Trent Hein and Ned McClain CEO and Co-founder and CTO and Co-founder 2001 www.atrust.com |
| 6 | 8 | PRODUCTIVE COMPUTER SOLUTIONS 2985 Sterling Court, Suite A Boulder, CO 80301 303-440-6963/303-440-6964 | \$2,000,451 \$1,920,000 | 11 1 | N/A | Managed services, networking, security. | 16 Years - Bolder Staffing | Lloyd Brady and Darrin LeBlanc President and Vice President 1993 www.boulderpcs.com |
| 7 | 9 | DATA NETWORK GROUP INC. 5777 Centra Ave., Suite 100 Boulder, CO 80301 303-447-8398/303-442-8946 | \$1,900,000 \$1,700,000 | 10 N/A | N/A | IT consulting (35%), hardware/software Sales (35%), managed services (30%). | 12 years. | Lynn Mareth and Michael Perkins Vice President and President 1997 www.dngnet.com |
| 8 | 10 | VIATEK 505 Courtney Way, Suite B Lafayette, CO 80026 303-664-1182/303-468-9103 | \$1,400,000 \$1,100,000 | 10 N/A | N/A | Managed services (35%), networking (40%), equipment sales (25%). | 12 years. | Sid Payne and JD Greene Co-owner and President and CEO and Co-owner 2002 www.viatek.net |
| 9 | 12 | VIRSAGE SOLUTIONS 6640 Gunpark Drive, Suite 102 Boulder, CO 80301 720-881-7320/720-542-7179 | \$850,000 \$847,000 | 8 N/A | N/A | Small business IT support, hosted exchange, Online data protection. | 10 years. | Chris Dodge President 1999 www.virsage.com |
| 10 | 11 | NETWORK CHECKER 5763 Arapahoe Ave., Unit O Boulder, CO 80303 303-444-6389/ | \$831,000 \$888,820 | 10 N/A | N/A | Network maintenance plans. | N/A | Pete Dempsey Owner 2001 www.networkchecker.com |
| 11 | 13 | ROCKY MOUNTAIN TECH TEAM 2525 Arapahoe Ave., Suite E4-184 Boulder, CO 80302 303-732-3200/303-265-9314 | \$825,000 \$566,000 | 5 N/A | N/A | IT management, equipment sales, cabling. | N/A | Brandon Hamilton Network Engineer 2006 www.rmtechtteam.com |
| 12 | NR | STAR ENTERPRISES INC. 5739 Table Top Court Boulder, CO 80301 303-527-4952/303-527-4950 | \$540,000 \$620,000 | 2 N/A | N/A | Network support, installation, consulting, design, maintenance, upgrades, building PCs and modifications on all computers, trouble shooting PCs, systems, networks. | N/A | Scott Starsky Owner 1982 www.boulderstar.com |
| 13 | NR | ROADRUNNER NETWORKS 4700 Sterling Drive, Suite H Boulder, CO 80301 303-638-9675/303-482-3170 | \$456,000 \$394,000 | 3 0 | N/A | Computer and network services (80%), backup solutions (10%), productivity consulting (10%). | 15 years - Walstad & Associates | Terry Lemmons General Manager and General manager 1994 www.roadrunnernetworking.com |
| 14 | 14 | FREE RANGE GEEKS P.O. Box 3118 Boulder, CO 80307-3118 303-438-6972/877-658-2717 | \$202,000 \$200,000 | 4 N/A | N/A | Managing our clients' IT expenditures; network and server design, installation, maintenance, cloud computing. | 8 years - Liz Marr & Associates | David Young Partner 2000 www.freerangegeeks.com |
| 15 | 17 | FLATIRONS TECHNOLOGY GROUP 1007 Pearl St., Suite 270 Boulder, CO 80302 303-378-4847/720-565-1914 | \$138,000 \$120,000 | 1 4 | Fiserv, WW Reynolds, Culinary School of the Rockies | Network/firewall/VPN 33%; data management 33%; server/workstation management 34%. | 8 Years - The Colorado Group Inc. | Marc Ginsberg President 2002 www.coftg.com |
| 16 | NR | SYSTEST LABS 4450 Arapahoe Ave., Suite 100 Boulder, CO 80303 303-575-6881/303-575-6882 | N/A \$14,300,000 | 60 N/A | N/A | Functional testing, application security testing, penetration testing, PCI scanning, vulnerability assessments and security source code review. | N/A | Glenn Truglio President 1996 www.systest.com |
| 17 | NR | ARIELMIS INC. 2400 Central Ave., Suite B Boulder, CO 80301-2843 303-415-0266/303-415-0276 | N/A N/A | 6 3 | N/A | IT consulting, managed services, Web and application development, and computer networking. | N/A | Robert McCool Owner 1996 www.arielmis.com |
| 18 TIE | NR | CANYON COMPUTER SERVICES LLC 4840 Pearl East Circle, Suite 201E Boulder, CO 80301 303-494-4844/303-494-4843 | N/A \$200,000 | 5 N/A | N/A | Installation, maintenance, training, troubleshooting, wireless, Internet/e-mail, security, disaster recovery and remote support. | N/A | Aaron Schacht Owner 1991 www.canyoncs.com |
| 18 TIE | NR | MJT COMMUNICATIONS INC. 1438 Nelson Road, Suite A Longmont, CO 80501 303-415-0027/303-415-0034 | N/A N/A | 5 N/A | N/A | Computers, networking and telephone systems, contract and consulting services. | N/A | Mark Truax President 1994 www.mjt.net |
| 20 | NR | CM IT SOLUTIONS 808 S. Public Road, Suite 102 Lafayette, CO 80026 303-673-9994/303-952-8014 | N/A N/A | 4 N/A | N/A | On-site technical support, training and troubleshooting for networked and standalone systems. | N/A | Susan Bateman Owner 2002 www.cmitstudio.com |
| 21 | NR | ELECTRONIC OASIS CONSULTING INC. 665 Frontage Road, Suite 260 Longmont, CO 80501 303-485-1115/303-485-1134 | N/A N/A | 2 N/A | N/A | Permanent and temporary networks, complex routing and switching problems, firewalls, branch office connectivity and VoIP deployments. | N/A | Blaine Berger President 1996 www.e-oasis.com |
| 22 TIE | NR | BOULDER COMPUTER Boulder, CO 80304 303-447-9393/303-448-0931 | N/A N/A | 1 N/A | N/A | Network support and design, system administration, security, backup and disaster recovery, e-mail, wireless, wiring and troubleshooting, Web development and hosting. | N/A | Phil Delamere Owner and President 2002 www.bouldercomputer.com |
| 22 TIE | 16 | BOULDERTECH INC. 701 Arapahoe Ave., Suite 310 Boulder, CO 80302 303-449-5151/ | N/A \$150,000 | 1 N/A | N/A | Computer networking services for small businesses, focusing on Windows server installation and network management for professional organizations. | N/A | Paul Levine President 2003 www.bouldertech.com |
| 22 TIE | NR | MACINTOSH SOLUTIONS 3388 Cripple Creek Trail Boulder, CO 80305 303-545-5680/ | N/A N/A | 1 N/A | N/A | Macintosh technical support and service. Hardware/software and network installation, maintenance, upgrades, advice and troubleshooting. | N/A | Scott Elliott Owner 1988 www.macsol.com |

*Second ranking criterion is number of employees.

N/A: not available.

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

SOURCE: BUSINESS REPORT SURVEY
RESEARCHED BY Beth Edwards



WEB DESIGNERS AND DEVELOPERS

(Web designers and developers in Boulder & Broomfield counties based on revenues.)

| RANK | PREV. RANK | Company Street Address City, State Postal Code Phone/Fax | Revenues 2008 Revenues 2007 | No. Web sites designed or developed 2008 No. of designers & developers No. of Offices local | Types of sites designed and developed Top Web sites designed and developed | Person in charge Title Year founded locally Web site |
|------|------------|---|--------------------------------|---|---|---|
| 1 | 2 | VERMILION INC. 3055 Center Green Drive Boulder, CO 80301 303-443-6262/303-443-0131 | \$2,358,882 \$2,401,257 | 20 14 1 | XHTML, HTML, Flash, Flex, PHP, WordPress, Rails, Facebook, iPhone www.cufund.org, www.stratavail.com, www.izzedesign.com | Robert Morehouse CEO 1982 www.vermilion.com |
| 2 | 4 | FORAKER DESIGN 5277 Manhattan Circle, Suite 210 Boulder, CO 80303 303-449-0202/303-265-9286 | \$2,033,000 \$1,378,000 | N/A 20 1 | eCommerce, Educational, Healthcare Breastcancer.org, TeachTCL.com, AllProShipping.com | Stirling Olson Founder 2002 www.foraker.com |
| 3 | 3 | PEOPLE PRODUCTIONS MEDIA SERVICES INC. 1737 15th St., Suite 200 Boulder, CO 80302 303-449-6086/303-449-9526 | \$1,500,000 \$1,650,000 | 20 6 1 | Marketing, eCommerce, business strategy and support applications, social networking, asset management, iPhone applications, video delivery, etc. www.cochlearcommunity.com, www.x-central.com, www.boulderlodging.com | Zach Daudert N/A 1984 www.peopleproductions.com |
| 4 | 5 | INSIGHT DESIGNS WEB SOLUTIONS LLC 2006 Broadway, Suite 300 Boulder, CO 80302 303-449-8567/303-449-8568 | \$1,057,705 \$1,071,000 | N/A 18 1 | Everything from database-driven eCommerce sites to promotional sites with content-management systems. www.sierradesigns.com; www.etown.org; www.slipstreamsports.com; www.bouldershelter.org | Beth Krodel Co-owner 1999 www.insightdesigns.com |
| 5 | NR | SURVEYGIZMO 3090 Sterling Circle, Suite 200 Boulder, CO 80304 800-609-6480/425-920-8175 | \$877,000 \$164,712 | N/A 11 1 | A Web tool designed for online surveys, questionnaires or any kind of Web form such as landing pages and lead generation forms. N/A | Scott McDaniel CEO N/A www.surveygizmo.com |
| 6 | 9 | IMULUS 3775 Iris Ave., Suite 1B Boulder, CO 80301 303-247-0550/303-247-0084 | \$850,000 \$676,420 | 20 9 1 | B2B, B2C and Web Applications N/A | George Morris; John Skufca and Scott Hooten Co-owners 2002 imulus.com |
| 7 | 10 | SLICE OF LIME 1216 Pearl St., Suite 200 Boulder, CO 80302 303-413-0701/303-413-0717 | \$818,351 \$657,000 | 20 8 1 | Startups, Technology, Environmental, Non-profit, Youth www.biggreenrabbit.com, www.rallydev.com | Kevin Menzie and Jeff Rodanski CEO and CCO 2001 www.sliceoflime.com |
| 8 | 8 | TOOLSTUDIOS INC. 263 2nd Ave., Suite 104 Niwot, CO 80544 303-652-8353/303-652-2593 | \$782,000 \$685,000 | 12 3 6 | eCommerce, Information and Social WorldCommute.com, twigfootwear.com, allenccompany.net, bacheloretteParty.com | Charles R. Bell Founder 2001 www.toolstudios.com |
| 9 | 7 | NUF SAID ADVERTISING INC. 2770 Dagny Way, Suite 210 Lafayette, CO 80026 303-665-8188/303-665-8288 | \$700,000 \$725,000 | N/A 3 1 | N/A www.bch.org, www.boulderhumane.org, www.albeotech.com | Rick Chadwick Director and Owner 1994 www.nufsaid.com |
| 10 | 12 | BKMEDIA GROUP 202 Main St., Suite 2 Longmont, CO 80501 303-651-2203/303-651-6964 | \$339,249 \$206,285 | N/A 4 1 | N/A www.luciles.com; www.umpqua.com; www.freemanproperty.com; www.libertypuzzles.com | Brad Moss Creative Director and Owner 2001 www.bkmediagroup.com |
| 11 | NR | GOOZMO 1942 Broadway, Suite 314 Boulder, CO 80302 303-938-6821/303-665-8636 | \$319,508 \$170,183 | N/A N/A 1 | N/A N/A | Benjamin Reed and Tyson Brawley COO and CEO 2000 www.goozmo.com |
| 12 | NR | NEW MEDIA ONE WEB SERVICES LLC 720 Austin Ave., Suite 202 Erie, CO 80516 303-828-9882/303-954-4737 | \$250,000 \$230,000 | 13 5 1 | eCommerce, real estate and database integrated. Big Head Todd and the Monsters, iRealtyCO.com, and MyHomeMatches.com | Peter Janett President 1997 www.NewMediaOne.net |
| 13 | 13 | RED WALL COMMUNICATIONS 1541 Chukar Drive Longmont, CO 80501 720-494-0916/720-494-0916 | \$250,000 \$175,000 | N/A 2 1 | N/A www.aegiscorp.com, www.boulderhistorymuseum.org, www.denver-wesa.org | Dan Ditslear and Jean Ditslear Co-owners 2001 www.redwallcom.com |
| 14 | NR | MAPLETON HILL MEDIA 936 Mapleton Ave. Boulder, CO 80304 303-956-5790 | \$146,500 \$80,000 | N/A N/A 1 | Database driven. N/A | N/A N/A 2006 www.mapletonhillmedia.com |
| 15 | NR | FLATIRONS TECHNOLOGY GROUP 1007 Pearl St., Suite 270B Boulder, CO 80302 303-378-4847/720-565-1914 | \$138,000 \$120,000 | N/A N/A N/A | N/A N/A | Marc Ginsberg President N/A www.coftg.com |
| 16 | NR | EHRENWERKS LLC 732 Front St., Suite 210 Louisville, CO 80027 303-664-4767/303-664-4778 | N/A N/A | 83 6 1 | eCommerce, Database applications, CMS, Education content delivery bluepoppy.com, naropa.edu, bftadvisors.com | Kurt Eherenman CEO, Owner and President 1993 www.ehrenwerks.com |
| 17 | NR | CUSTOMER PARADIGM INC. 5353 Manhattan Drive, Suite 103 Boulder, CO 80303 303-499-9318/303-374-6104 | N/A N/A | 48 16 1 | Content management, eCommerce, php, appointment scheduling Web site development 3M sustainability site 3M Sustainability: The 3M Sustainability subset of 3M.com was revised to comply with 3M's new corporate web standards. www.3M.com/sustainability, http://www.oneearthfuture.org/, http://www.upwithpeople.org | Jeff Finkelstein President 2002 www.customerparadigm.com |
| 18 | NR | ICITA LLC 51 21st St., No. 8 Longmont, CO 80501 877-711-9091/877-711-9091 | N/A N/A | 35 12 2 | Non-Profit and Community Organizations www.Tapltwater.com, www.UnitedWayDenver.org, www.UnitedWay-Weld.org, www.LosTaxes.com | Thomas Smidt President 2001 www.icita.net |
| 19 | NR | TOTAL SITE INC. 1919 14th St. Boulder, CO 80302 303-415-9404/303-568-0379 | N/A N/A | 25 2 1 | eCommerce, marketing, database driven. N/A | Brian Hansen President 1998 www.totalsite.com |
| 20 | NR | 9-VOLT DESIGN 1515 Donovan Place Longmont, CO 80501 917-345-0128 | N/A N/A | 10 1 1 | Artistic, highly specialized CSS-driven, HTML sites N/A | Mary Geitner N/A 2001 www.9-VOLT.com |
| 21 | NR | STUDIO SIGNORELLA 2120 Mesa Drive Boulder, CO 80304 303-449-5382 | N/A N/A | 3 12 1 | eCommerce, service, political, hospitality Tretorn Tennis, Urban Villages | Michael Signorella Creative Director 1978 www.signorella.com |
| 22 | NR | CONNIE FINDLEY MARKETING 1215 Delphi Drive Lafayette, CO 80026 720-890-6141 | N/A N/A | N/A N/A 1 | Specializes in working with small- and medium-size businesses. Experience working with organic food and sustainable businesses. Cure Organic Farm (cureorganicfarm.com), High Desert Foods (highdesertfoods.com), Montessori Academy (montessori-academy.lafayette.co.us) | Connie Findley Owner 2000 www.conniefindley.com |
| 23 | 1 | CRISPIN PORTER + BOGUSKY 1600 Pearl St., Suite 200 Boulder, CO 80302 303-449-0515/303-449-2346 | N/A \$6,600,000 | N/A N/A 1 | XHTML, HTML, Flash, Flex, PHP, Java, .net, CSS. Burger King, Coke Zero, Microsoft Windows, Volkswagen | Jeff Hicks CEO and President 2006 www.cpbgroup.com |
| 24 | NR | CYBERCOM CONSULTING INC. 1630 30th St., Suite 276 Boulder, CO 80301 303-510-4930 | N/A N/A | N/A 3 2 | Small businesses and start ups, database driven, customized www.places2NETWORK.com | Heather Florence President 1997 www.c2inc.net, www.places2NETWORK.com |
| 25 | NR | DESIGN DIVINE 4845 Pearl East Circle, Suite 101 Boulder, CO 80301 303-417-6312/303-417-6301 | N/A N/A | N/A 3 1 | Visually engaging sites for mid-sized businesses and organizations www.officeevolution.com, www.precisionplumbing.com, www.soars.ucar.edu | Todd Dumas N/A 2001 www.designdivine.com |
| 26 | NR | FRONT RANGE INTERACTIVE INC. 1213 Button Rock Drive Longmont, CO 80501 303-772-3028/303-772-310 | N/A N/A | N/A 16 1 | Informational and eCommerce for small to medium sized businesses www.danieldoherlylaw.com, aplusrockwall.com, intuitiveoffice.biz, frontrangeinteractive.com | David Webb Founder and President 2008 www.frontrangeinteractive.com |
| 27 | NR | IMAGINATION TECHNOLOGY CORP. 2390 Redwood Ave. Lafayette, CO 80026 720-771-7274 | N/A N/A | N/A 2 1 | N/A www.green-man-lawn-care.com | Robin Meetz Owner 1985 www.imaginationtechnology.com |
| 28 | NR | TRICALYX P.O. Box 591 Broomfield, CO 80038-0591 303-503-0662 | N/A N/A | N/A N/A 1 | Joomla, Wordpress, eCommerce N/A | Lee Kennedy; Kathy Keating and Trina Blazek CEO, CTO and CIO 2007 www.tricalyx.com |

N/A: Not available.

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

SOURCE: BUSINESS REPORT SURVEY
RESEARCHED BY Beth Edwards

ON THE JOB



Waring Detsky Broun



Lee Lortie Macaulay

ARCHITECTURE, CONSTRUCTION

Neal DeRidder, senior project manager for **VTBS Architects** in Denver earned his LEED AP certification in July. DeRidder is also member of the Boulder Green Building Guild, Boulder County Historic Preservation Advisory Board and the Housing Colorado Gallery Committee.

HIGH TECH

Boulder-based **ION Engineering Inc.** hired Claude C. "Corky" Corkadel III as vice president of operations. ION is moving toward commercialization of technology for carbon capture and cleaning of acid and sour gas streams. Corkadel's 35-year career includes experience in oil and gas, chemicals, alternative fuels, clean coal and coal-to-liquid technologies. After retiring from Mobil Oil Corp., where he served as a country

manager in Asia and global director of specialty products, he consulted with and held executive roles in several alternative energy and clean-tech startup companies including Rentech Inc.

FreeWave Technologies in Boulder hired Tim Stevens as product manager for its embedded systems products. Stevens previously worked for Cerento where he directed operations and engineering functions. It also hired Andrejs Rozitis as an analog applications engineer. Rozitis will provide technical support, new feature development and roadmap planning, focusing primarily on FreeWave's IO family of radios.

Digital data-storage firm **Atrata Inc.** in Louisville hired Marty Sos as vice president of sales. Sos has more than 30 years of experience in technology sales and has spent the last 10 years in data-storage and storage-area networking, and he has 15 years of international sales experience. He will be responsible for worldwide sales, developing original equipment manager and channel routes-to-market, and increasing revenue.

HOSPITALITY, RECREATION

Broomfield-based **Vail Resorts Inc.** promoted Heidi Kercher-Pratt to vice president and chief marketing officer. Kercher-Pratt replaces Derek Koenig. Kercher-Pratt joined Vail Resorts in 1996 as an assistant in the advertising department. She will oversee the marketing and sales efforts for the company's Mountain Division.

INSURANCE

Workers' compensation insurance provider Pinnacle Assurance in Denver has hired Dr. Hugh H. Macaulay as its medical director. Macaulay has been a member of Pinnacle's medical provider network, SelectNet, since 1998 through his practice, Injury Care of

Colorado, and has been served injured workers and employers since founding his practice in 1995.

LAW

Star Waring has returned to Boulder-based law firm **Dietze and Davis PC** as a shareholder, and Mark Detsky has joined the firm as an associate to complete the expansion of the firm's Energy and Water Law Practice Group. The group represents clients in the areas of water, energy, public utilities and natural resources law, including renewable energy.

Larry Lee of **Larry D. Lee Law PC** in Boulder has been appointed to serve a two-year term on the **Colorado Trial Lawyers Association's** board of directors. Lee has been a member of the association since 1983. His practice includes vehicle collisions, premises liability, professional negligence, nursing home abuse and neglect, wrongful death, insurance claims practices/bad faith and general personal injury.

MANUFACTURING

The **Boulder Outdoor Specialty Group**, a collection of six outdoor industry brands based in Boulder, hired Vincent Mares and Javier Quiroga as in-house industrial designers and Rebecca Larsen as product manager for sleeping bags. The Boulder Group's brand family includes Kelyt, Kelyt KIDS, Sierra Designs, Slumberjack, Wenger and Ultimate Direction.

The **International Titanium Association**, a trade group based in Broomfield, has added Lawrence D. Buhl III, chief executive officer of Lawrence Holdings Inc., and Graham P. Walker, vice president and general manager of Reading Alloys Inc., to its board of directors. Paul O. Jones of Reading Alloys is stepping down from the board after six years of service, while Terry Perles of Stratcor Inc. is leaving

after four years.

NONPROFIT

The **Tiny Tim Center** in Longmont has hired Celine Curi as development manager. She has worked at various international organizations around the world including Mountain Forum Secretariat in Kathmandu, Nepal, helping the organization with its fundraising efforts and development activities. Her areas of expertise include strategic planning, grant-writing, project management, communications, research and writing, and event organizing. She speaks six languages.

RETAIL

Justin's, a maker of natural and organic nut butter products based in Boulder, hired Lauren Lortie as marketing manager. She will execute regional and national marketing campaigns. For the past seven years Lortie worked with Planet Bluegrass managing product placement, backstage promotions, sponsor relations, and artist/VIP management for world-class events.

REAL ESTATE

Michelle Brown as joined Boulder-based **Pedal to Properties**, a full-service real estate firm that offers optional tours on cruiser bikes, as a broker associate. Brown holds a Photovoltaic Design and Installation Certificate and is a member of the New Mexico Solar Energy Association and the Boulder Green Building Guild.

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.

SITES from 17A

know what to put on there — you have to make sure there's consistency between what you have on Facebook and your own Web site."

Social media sites can be used as an efficient marketing tool, Heitman said, as long as you have the capability to manage your presence on the site — which includes monitoring and

updating your page as frequently as possible.

"We refer to it as the most expensive free media in the world," he said. "But actually, it's only free to get in. You can create a Facebook page in five minutes for your company, but you have to have someone on staff who is responsible for it.

"The challenges come from the company's ability to provide the time and talent to support it and keep it fresh and interesting and relevant."

But there are risks involved, especially considering that the user-generated format of Facebook and other sites automatically gives control of the board to anyone who wants it.

"Because it's user-generated content, you can't control what other people say about you in those environments, and you have to always try to protect your brand," Heitman said.

The important thing about using social media for Web marketing, Heitman said, is to make sure you have a good strategy and know why you're doing it.

"The worst reason to start a Twitter page is because everyone else has one," he said. "But it can be efficient, as long as it aligns with the other marketing efforts of the company."

Both content-management control tools and social media marketing are crucial ways for companies to participate in a new era of IT self-sufficiency, Heitman said.

"It's all about helping our customers decide how self-sufficient they want to be in running their own Web site," he said.

"The best of both worlds is to try and make people as self-sufficient as they want to be. The days of being held hostage by your Webmaster are over," he added.

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JONATHAN CASTNER

Brad Moss, chief executive and creative director of BK Media Group in Longmont, said a trend in Web development is to provide clients with content-management tools so employees can keep the company Web sites fresh and up-to-date. He said site owners can log in with a secure password and then add, edit or delete content with the click of a button.

Strange roadfellows agree on U.S. 36 fix

Time to fund improvements for Boulder-Denver highway

As one of us is an unabashed transit advocate and the other a frequent critic of the Regional Transportation District's FasTracks program, friends might find it shocking to see our names together in print.

GUEST OPINION



Bob Greenlee

In truth, despite our frequent disagreements, we still maintain a respectful relationship and occasionally break bread together ... while taking a few political jabs at one another.

When the two of us recently got together we found we share at least one thing in common: We both strongly agree that improvements to U.S. 36 are absolutely essential and every effort should be made to improve this aging transportation corridor.



John Tayer

There haven't been any major upgrades to the old turnpike since it opened to traffic in 1951 — more than a half century ago — despite vastly increased traffic and badly aging infrastructure.

Following more than six years of study, a plan is now in place for making critical improvements to U.S. 36 that entail a mix of multimodal investments.

The plan includes added travel lanes to

address serious bottlenecks, like eastbound traffic over Davidson Mesa during the afternoon rush hour. Grade separated lanes also will be added for the full length of the corridor to accommodate RTD's Bus Rapid Transit system, carpoolers and fee-paying single occupant drivers.

Finally, the U.S. 36 investment plan calls for a bikeway that completes missing links along the corridor.

To do all that's necessary for U.S. 36, an investment of \$1.3 billion is required.

Sure, Bob thinks the bike lanes are a bit extravagant, and John wonders if we need so much new asphalt, but both of us agree the time to act is now.

Projections indicate that by the year 2035, population along the U.S. 36 corridor will rise 28 percent and employment will increase by some 53 percent. If we don't get with the program now, there's little question that mobility along U.S. 36 will suffer even further.

You can learn more about the effort to fix U.S. 36 at the following Web site: www.36commutingsolutions.org.

We encourage everyone to get informed and to join us in advocating for all of the planned improvements to the U.S. 36 corridor. Your support is vitally important as we work to secure the necessary funding at the federal, state and local levels to complete the full investment plan.

The two of us will continue to disagree about many things because we are not what you might call, identical political twins. With respect to improving U.S. 36, however, at least we travel this one road together.

Bob Greenlee was a member of Boulder's city council for 16 years and served his last two years as mayor. John Tayer represents the western half of Boulder County on the RTD board of directors.

Area unemployment leveled out in July

BY BUSINESS REPORT STAFF
news@bcbr.com

The unemployment rates in Boulder and Broomfield counties showed signs of leveling out in July.

In Boulder County, the July unemployment rate from a labor force of 173,726 workers remained unchanged from a month ago at 6.6 percent. The unemployment rate is still considerably up from 4.3 percent a year ago.

In Broomfield County, the unemployment rate rose slightly from 7.5 in June to 7.6 percent in July out of a labor force of 30,688 workers. Broomfield's unemployment rate is up from 4.7 percent a year ago.

In Colorado, the not seasonally adjusted unemployment rate fell from 7.8 percent in June to 7.7 percent in July out of a labor force of 2,718,938 workers. Seasonally adjusted figures held the state's unemployment rate steady at 7.8 percent.

In the United States, the unemployment rate remained steady in July at 9.4 percent out of a labor force of 154.5 million.

UNEMPLOYMENT RATE

Boulder County
6.6%

Broomfield County
7.6%

Colorado
7.8%

United States
9.4%

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BROOMFIELD BUSINESS



MICHAEL MYERS

Peter Huston, executive vice president of Fusion Specialties Inc., helps lead the Broomfield-based maker of sophisticated mannequins used by some of the biggest names in fashion retail. The company generates about \$35 million in annual revenue.

Fusion prolific maker of mannequins

Broomfield manufacturer supplies some of retail's biggest fashion names

BY JULES MARIE

news@bcbr.com

BROOMFIELD — Most people pass mannequins by without even glancing at them. The two friends who did take notice now boast an impressive client list that includes Abercrombie & Fitch, Macy's, Nike, Disney, Ann Taylor, Guess and Gap.

Broomfield-based Fusion Specialties Inc. produces more than 1,200 mannequins a day on five production lines, making it one of the most prolific mannequin manufacturers in the country.

Jim Talaric was working with a display company, and Jim Barber was an architectural specialist in the fixture business when they launched a business dedicated to making retail visual merchandising tools; in particular — mannequins. To offset clumsy, unsightly fiberglass mannequins, they pioneered the use of urethane materials and in 1988 they patented E-Flex — a proprietary urethane material that resulted in highly durable, longer



MICHAEL MYERS

Ileana Barbu works on a full-scale mannequin prototype at Fusion Specialties Inc. in Broomfield.

lasting and less expensive mannequins.

Fusion also makes forms and fixtures to display retail merchandise. Forms are partial-body molds that tend to be cloth with fiberglass, papier-mâché or urethane foam underneath. Their weathered, tea-stained linen forms are in Hollister stores.

Fusion has built its reputation

on innovation. It pioneered rotational molding at room temperature, which reduced the rotational molding cycle time for one mannequin from several hours to 18 minutes. "We also learned to tint the material, now it won't break or chip," said Peter Huston, executive vice president at Fusion, referring to the patent they received for E-Flex/ci —

► See **Fusion, 24A**

Event center's new operator signs up for multiyear deal

BY RYAN DIONNE

rdionne@bcbr.com

BROOMFIELD — Peak Entertainment LLC became the new operator of the Broomfield Event Center earlier this month after previous operator, Broomfield Sports and Entertainment, asked out of its contract because of slow ticket sales.

The Broomfield Urban Renewal Authority, which is comprised of Broomfield City Council members, voted Aug. 25 to allow Peak, effective Sept. 1, to operate the city-owned event center that opened in 2006.

"It's a good choice," said Bill Tuthill, Broomfield's city and county attorney.

The 30-year contract can be renewed or dropped every three years, but in order for Peak to sever the deal after 12 years, Peak and the urban renewal authority must agree to do so.

AS PART OF THE CONTRACT,

the new operator can sell the naming rights to the event center, and the profit will be added to the revenue and then shared according to the contractual terms.

Rosann Doran, Broomfield's public information director, said Broomfield and Peak expect to lose about \$121,000 the first year, but make Broomfield \$382,000 the second year and \$640,000 the third.

For the first three years of the contract, the urban renewal authority and Peak will split net revenue 25 percent and 75 percent respectively unless Peak decides to repay the authority for paid operating and capital expenses. If that's the case, the net revenue sharing will switch to 10 percent and 90 percent respectively.

If Peak doesn't repay the authority in the first three years, the shared revenue will automatically switch to 10 percent going to the authority and 90 percent to Peak.

Peak, a new venture formed between Denver-based Kroenke Sports Enterprises and Los Angeles-based Anschutz Entertainment Group, plans to make up to \$1 million worth of renovations, up to \$500,000 of which Broomfield would provide, Doran said.

One project in the works is creat-

► See **Event, 23A**

EVENT from 22A

ing additional parking that will likely come in the form of a surface lot and should be completed by the end of the year, Tuthill said.

As part of the contract, the new operator can sell the naming rights to the event center, and the profit will be added to the revenue and then shared according to the contractual terms.

Broomfield will receive 10 rent-free days per year for community-related events, and Tuthill said the high school state hockey tournament is already earmarked for some of those dates in both 2010 and 2011.

In addition to the rent-free days, Peak will donate up to 5,000 tickets per year to the Broomfield Urban Renewal Authority, which will then give them to schools and community organizations. The authority and Peak will determine which events.

Hockey and basketball games, which were common mainstays at the center in the past, likely won't be seen again. The Colorado 14ers of the National Basketball Development League moved to Texas, and the Rocky Mountain Rage of the Central Hockey League are on a hiatus for the 2009-10 season. The event center's previous operator owns both teams.

However, Tuthill isn't sure the Rage will have a rink if or when the team reassembles. He said it sounded as if Peak, which didn't return repeated phone calls, wants to stick to iceless entertainment.

"It's an expensive proposition, as I



BCBR FILE PHOTO/DAVID CLUCAS

Hockey games at the Broomfield Event Center, like this one in 2006 featuring the Rocky Mountain Rage, may be a thing of the past. The Rage has taken a one-year hiatus, and new event center manager Peak Entertainment LLC indicated to the city of Broomfield that it may not want to pursue ice-oriented events.

understand it, to make ice and put it away," he said. Although he added, "I can't speak for what Peak Entertainment wants to do in the future for sure."

If that's the case, it could put a stop to events like curling, which has taken place at the event center in the past. And while it had more to do with a newly signed operator than ice, the Colorado Tier Hockey Association

must find a new home as well.

The tier I hockey association had an agreement with the previous operator to play at the event center. That agreement was cancelled when Peak took over, so the urban renewal authority gave the association \$1,000 to help pay for expenses and find a new rink, Doran said.

Though the types of events are unknown, Peak plans on scheduling at least 55 events per year, but is hoping

for closer to 80, Tuthill said.

Kroenke owns and operates the Pepsi Center, Denver Nuggets, Colorado Avalanche and Dick's Sporting Goods Park. Anschutz owns the Staples Center in Los Angeles and manages the Bluebird and Ogden theaters in Denver.

"Between the two of them ... they have quite a lot of experience," Tuthill said.

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CLOSINGS

Albertsons will close grocery stores in Longmont at 1750 Main Ave. and Lafayette at 555 W. South Boulder Road by the end of October. Albertsons also is closing stores in Arvada, Denver and Greenwood Village, plus a distribution center in Aurora.

Spud Brothers Inc., a restaurant specializing in french fries at 2010 10th St. in Boulder, closed Aug. 28.

Boulder Bike Works Motorcycle Salvage at 1235 Bowen Circle in Longmont is closing and clearing out all inventory. The 23-year-old business is owned by Keith Lee and Kenneth Nay. Inventory left on the property includes parts from 300 motorcycle motors, mostly Japanese, and parts from 4-wheelers, 3-wheelers and scooters. Lee will continue to do business out of his home and can be reached at smartcycleparts@comcast.net. Nay can be found on E-Bay under Ken's Motorcycle Parts.

BRIEFS

The **Freeman Myre Challenge** 5K foot race on July 30 in Louisville raised more than \$1,500 to be donated to the **I Have a Dream Foundation of Boulder**.

Car manufacturer Volkswagen of America Inc. has dropped Boulder- and Miami-based **Crispin, Porter + Bogusky** as its ad agency.

11:11 Productions Photography in Boulder, a studio specializing in commercial portrait, wedding and event photography, has expanded into fine-art photography. Owner Barbara Colombo will participate in Open Studios Oct. 3-4 and 10-11. Phone is 303-258-8118

The **University of Colorado** at Boulder was ranked the top "green" university in the nation this year by Sierra magazine in its September/October edition, a move up from second place in 2008.

Broomfield-based **Quintess, The Leading Residences of the World**, a luxury destination club, has revised its annual dues and fees structure. The new structure offers deferred payment pricing starting at 25 percent of total payments paid upfront and a conversion membership structure for new members who are leaving other clubs.

Longmont-based **DigitalGlobe Inc.**'s WorldView-2 remote-sensing satellite has arrived at Vandenberg Air Force Base near Lompoc, Calif. in preparation for its Oct. 6 scheduled launch.

The University of Colorado Police Department is partnering with Broomfield-based **VisionTEK** to test the company's product that allows field access to federal, state and local law enforcement information. CU police will review VisionTEK's FrontLine Freedom Wants/Warrants query and Field Reporting software operating on Windows Mobile devices.

CONTRACTS

McKesson Corp. in Broomfield has extended its contract with the Illinois Department of Healthcare and Family Services to service the state's Your Healthcare Plus disease management program disease management program through 2011. The program employs a McKesson care team of registered nurses and other health-care professionals to improve health outcomes for participants with chronic illnesses like diabetes, asthma, coronary artery disease and HIV/AIDS.

Bioelements Inc., a skin-care products company based in Colorado Springs, has selected Boulder-based **Room 214**, a social media agency, to support research, social strategy and search marketing for its 2009-1-social network and online initiatives.

Broomfield-based **Level 3 Communications Inc.** has been selected to provide voice communications services to San Francisco Bay Area-based Dialink Corp. a provider of voice and data solu-

tions for enterprises.

Global HealthCare Exchange in Louisville will provide a nonprofit health-care system in Pennsylvania with software that allows hospitals to receive invoices electronically. The University of Pittsburgh Medical Center, an integrated global health enterprise headquartered in Pittsburgh, Penn., is among the first health-care providers to use OnDemand AP. The software allows the center to electronically receive all of its purchase order-based invoices, which can exceed 2,000 in a single day.

Lucid Dimensions Inc. in Louisville has received two federal contracts to continue working on its technology that detects and tracks infrared heat signatures in three dimensions. The two contracts worth approximately \$100,000 each come through the Missile Defense Agency Phase I Small Business Innovative Research program.

Crocs Inc. in Niwot as teamed with a Japanese-based company to produce the Hello Kitty Caymen. The Caymen is one of Crocs' first shoe styles and will feature the image of Hello Kitty, a cat, which is celebrating its 35th birthday.

Broadband network technology developer **RidgeviewTel LLC** in Longmont has partnered with National Meter & Automation Inc. based in Centennial to provide real-time, automatic meter reading infrastructures for water-management companies and municipalities.

GRANTS

The **University of Colorado Technology Transfer Office** awarded \$1.6 million in bioscience grants that included seven projects based at CU-Boulder. The proof of concept grants are designed to help commercialize technologies that spawn from research institutions. The technology transfer office awarded 11 grants in all — some of which were projects spawned at the University of Colorado at Denver.

The **Colorado Association for Manufacturing and Technology** has awarded grants to **Star Precision** in Longmont, **Carefree of Colorado** in Broomfield and **Research Electro Optics** in Boulder to upgrade the skills of their existing employees. The value of the grants for each company was not disclosed.

Clinica Campesina Family Health Services in Lafayette will receive a \$212,500 federal grant to help expand and improve its health-care services. The Health Resources and Services Administration is providing 180 grants worth more than \$21.9 million that will give existing health centers nationwide the funds to add or increase mental health/substance abuse, oral health or pharmacy services.

MERGERS & ACQUISITIONS

Oregon-based **Mentor Graphics Corp.**, with operations in Longmont, has completed the acquisition of Logic Vision Inc. in an all-stock deal valued at \$13 million. The acquisition will not affect Mentor's work force or operations at its software design center at 1811 Pike Road in Longmont, where engineers develop electronic design automation software and provide consulting services for engineers designing integrated circuits and printed circuit boards.

SERVICES

Health Center of Integrated Therapies, an affiliate of Longmont United Hospital, is offering ear-seed acupuncture. Each ear seed, a small, hard vaccaria seed, is placed on the ear at acupuncture points to treat chronic pain, headaches, depression, anxiety and stress.

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.

FUSION from 22A

technology that creates more durable material and allows color to be infused throughout the material reducing the need for paint.

It also innovated with magnetic fittings.

"Most people don't know how to dress mannequins and soon found the most difficult part is putting the arms back on once the mannequin is dressed. Mannequins with magnetic fittings take, on average, two minutes less to dress than a mannequin with traditional bayonette fittings," Huston explained.

Since the discovery of a wooden torso in King Tut's tomb, mannequins have survived many fashion updates, having once been made from wax, hemp rope, papier-mâché, straw or sheet metal; they chipped, broke, shrank and melted. The French introduced the first full-bodied manne-

“Mannequins with magnetic fittings take, on average, two minutes less to dress than a mannequin with traditional bayonette fittings.”

Peter Huston

EXECUTIVE VICE PRESIDENT,

FUSION

quin in 1870 and window shopping became entertainment for millions. L. Frank Baum, author of the "Wizard of Oz," was overheard saying, "With-

out such displays the merchant sinks into oblivion. The busy world forgets him and he is left to himself, to rust, vegetate or to fail ignominiously."

The fascination with mannequins continues. Today, they're anatomically correct, have articulating joints and boast natural colors. They're realistic, natural looking, athletic, more mature and feature many ethnicities.

Fusion's clients are large national specialty store chains or brands and custom work accounts for 95 percent of their revenue. "We take the opposite approach and recognize that retailers are brands themselves and we offer to design mannequins specific to their brand and their clothing," Huston said. "We're relationship-based. We don't attend trade shows, or have a catalog. We occasionally advertise in a trade magazine, but the tried and true customer visit is our primary marketing tool," he said

Fusion has two full-time sculptors on staff. They actually do a casting call and use models that represent the brand they're working on. They use oil-based clay as it maintains moistness which is necessary as the molds take months to make. Clay molds cost about \$8,000 to make compared with fiberglass, which costs about \$4,000. The typical mannequin costs from \$400 to \$1,000; Fusion's sell for \$500 and Goldsmith sells from \$750 to \$900.

Talaric and Barber sold the company in February 2007 to Blue Sage Capital—a Texas-based private equity firm that recently purchased Manhattan-based Goldsmith; a premier designer of fashion mannequins. The acquisition allows Blue Sage to blend

FUSION SPECIALTIES INC.

2400 Industrial Lane
Broomfield, CO 80020
303-460-7700

www.fusionspecialties.com

Peter Huston, executive vice president

Employees: 100, peak production times up to 400

Primary service: design and manufacture mannequins

Founded: 1986

Fusion's operational and manufacturing expertise with Goldsmith's higher-end designs.

Fusion Specialties' sales have topped \$35 million with 15 percent to 45 percent yearly growth. As retailers delay remodels, cut back on expansions and open fewer stores, Fusion has responded with internal cost-reduction, reduced advertising and layoffs.

"However, purchasing Goldsmith opens up opportunities and strengthens our position in the marketplace," Huston said. The company diversified further with the opening of distribution channels in Asia and Europe, the production of mannequins in China for distribution in China only and the opening of a plant in Juarez, Mexico.

Fusion received an award from Clean Air Alliance of Colorado for the voluntary steps it took to keep Colorado's air and water clean. They use advanced RIM technology, which uses compressed air instead of chemicals to clean machinery. They've reduced their use of harmful packing materials and use only recycled and recyclable cardboard. The clay it uses is reusable and recyclable.

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CEO of the BBB Denver /Boulder



CALENDAR

September

4-7 A Taste of Colorado is hosting an end-of-summer celebration at Civic Center Park, 100 W 14th Ave Parkway in Denver. Fifty area food establishments, 250 marketplace artisans and vendors, six entertainment stages and educational programs promoting the diverse cultural and western heritage of the region will be on display. Admission is free. For more information, call Kim Green at 303-295-6330 or e-mail Kim@atasteofcolorado.com.

9 Dale Carnegie Colorado is presenting free preview sessions of its course Effective Communications and Human Relations from 5 to 7 p.m. at Hunter Douglas, 1 Duette Way in Broomfield. Admission is free. To register, go to www.denver.dalecarnegie.com/events.jsp.

10 The Longmont Area Chamber of Commerce and Boulder Small Business Development Center presents **Business Essentials** from 6 to 9 p.m. at the chamber office, 828 Main St. in Longmont. Develop a business strategy, target your market and build your financial plan around your customer base. Admission is free. For more information, contact Bing Chou at 303-442-1475 ext. 2 or e-mail bing_chou@boulderchamber.com.

10-13 The **Scottish-Irish Highland Festival** goes from 9 a.m. to 5 p.m. Thursday through Sunday at the Stanley Park Fairgrounds, 1209 Manford Ave. in Estes Park. Jousting competitions, Highland games, musical acts, dance performances, dog show contests and Scottish and Irish food, drink and crafts will be on display. Tickets can be ordered at 1-800-90-ESTES, www.scotfest.com or through Ticketwest at all King Soopers location.

11 The Colorado chapter of the **Institute of Management Consultants** will host a panel of experts speaking on how to build a successful consulting practice from 7 to 9 a.m. at the Denver Athletic Club, 1325 Glenarm Place in Denver. Admission is \$25 for members and \$30 for nonmembers. Register at www.imcusa.org/events/event_details.asp?id=70715.

12 The Humane Society of Boulder Valley is holding **A Cause for Paws** 4K doggie dash and 3K walk-a-thon from 7 a.m. to noon at the shelter, 2323 55th St. in Boulder. Entry fees are \$15 for children 12 and under and \$35 for adults. For more information, please go to www.boulderhumane.org/causeforpaws.

12 The Mental Health Center and Foundation Serving Boulder and Broomfield Counties presents **The Dandelion Ball** from 5 to 11 p.m. at The Stadium Club at CU's Folsom Field, Folsom Street and Colorado Avenue in Boulder. All proceeds benefit The Mental Health Center and Foundation Serving Boulder and Broomfield Counties. For more information, on table prices, call Kelly Cochran at 303-413-6287 or e-mail kcochran@mhcbcc.org.

15 **Celestial Seasonings** is celebrating its 40th anniversary from 5 to 8 p.m. at 4600 Sleepytime Drive in Boulder. For more information call 303-581-1231 or e-mail celestialsvp@hain-celestial.com.

16 The **Longmont Area Economic Council** is hosting a Community Appreciation Luncheon from 11:30 a.m. to 1 p.m. at the Radisson Conference Center, 1900 Ken Pratt Blvd. in Longmont. For more information, contact Donna Miller at 303-651-0128 or e-mail laec@longmont.org.

16 The Longmont Area Chamber of Commerce is hosting **Mind Your Business** from 3 to 4:30 p.m. at the chamber office, 528 Main St. in Longmont. Each session of this six-month pilot program will begin with a video presentation of a business concept followed by discussion in small groups. Admission is free. For more information, call 303-776-5295 or register at www.longmontchamber.org.

17 The Boulder Small Business Development Center is hosting **Web Sites and Online Marketing 101** from 8 to 11 a.m. at the Boulder Chamber, 2440 Pearl St. in Boulder. Benjamin Reed of Goozmo will be giving a presentation on the fundamentals of Web site design and development, hosting, e-commerce, search engine optimization and social media. Admission is \$45. For more information, go to www.bouldersbdc.com.

19 Buzz coffee presents **The Hollywood Buzz, a Benefit for the OUR Center** from 6 to 11:30 p.m. at the Radisson Ballroom, 1900 Ken Pratt Blvd. in Longmont. Registration deadline is Sept. 5 for individuals or tables and Aug. 15 for sponsorships. For information on registration or sponsorship prices, call Elaine at 303-772-5529 or e-mail Elaine@ourcenter.org or go to www.ourcenter.org/Events.

22 The **Boulder's Writers Alliance** is hosting its Annual Expo from 6 to 9 p.m. at the Boulderado, 2115 13th St. in Boulder. This networking event will feature expert sessions, a book exchange

and resume exchange. Admission is free for members, \$5 for students and \$10 for all others. For more information, contact Mary Headley at 303-652-1752 or mkheadley80503@yahoo.com.

23 Longmont United Hospital is hosting **The Sports Medicine Lecture Series: Developing a Plan to Stay Active** at 6 p.m. at Longmont United Hospital, 1950 Mountain View Ave. in Longmont. Admission is free. For more information call 303-485-4184 or e-mail PRegistrations@luhcares.org.

24 The Longmont Area Chamber of Commerce presents **Small Biz Net: Cash Flow Forecasting** from 8 to 9 a.m. at the chamber office, 528 Main St. in Longmont. Admission is free for members, \$10 for nonmembers. For more information, call 303-776-5295.

25 The **Longmont Area Chamber of Commerce** is hosting a Business Before Hours from 7 to 9 a.m. at the Vectra Bank Longmont, 2011 Ken Pratt Blvd. in Longmont. Admission is free. For more information, call 303-776-5295 or e-mail staff@longmontchamber.org.

30 Jason Mendelson, managing director at Boulder-based Foundry Group, presents

Shades of Green: Risk Capital 101 from 5 to 7 p.m. at Gordon Biersch Brewpub, 1 Flatiron Circle, Suite 428 in Broomfield. Call 720-833-5915 to RSVP or email news@8CProject.com

October

3-4 and **10-11 Open Studios** will be held in the realm of Boulder artists and experience art up close and personal. To find out where you can pick up a guidebook to visit artist's studios and map out a tour, visit www.openstudios.org.

8 The Boulder Small Business Development Center is hosting **Retail Selling and Customer Service** from 2 to 5 p.m. at the Longmont Area Chamber of Commerce, 828 Main St. in Longmont. Diana Royce Smith of Royce Harbour Inc. will discuss the sales cycle and proven techniques for establishing rapport with customers. Admission is 45. For more information, call Bing Chou at 303-442-1475 ext. 2 or e-mail bing_chou@boulderchamber.com.

15 The Longmont Area Chamber of Commerce is hosting a Business After Hours from 5 to 7 p.m. at Mile High Banks, 1726 Hover St. in Longmont.

Admission is \$10. For more information, call 303-776-5295 or e-mail staff@longmontchamber.org.

18 The **Boulder County CROP Hunger Walk** will be held at 2 p.m. in Longmont. The 10K walk will start and finish at Westview Presbyterian Church, 1500 Hover Road. Walkers of all ages can participate with their faith community, business, family or as individuals. Money raised from the event will help fight global hunger and poverty. To sign up, contact Suzanne Dysard at 303-530-0411 or e-mail cropwalksuz@att.net.

23 The **Boulder Valley Women's Health Center** presents its annual Gala for Women's Health at 7 p.m. at the Stadium Club at Folsom Field on the CU Boulder campus. For ticket information, go to www.bvwhc.org.

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.



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IQ Awards 2009: Social Networking

Innovative ideas take center stage at annual event

BY BUSINESS REPORT STAFF
nes@bcbr.com

LAFAYETTE — Ten companies with groundbreaking ideas took the spotlight Aug. 20 at the Boulder County Business Report's 10th annual IQ (Innovation Quotient) Awards.

A crowd of 270 turned out at the Lionsgate Event Center in Lafayette for the evening of networking and award presentations.

This year's event, with the theme "Social Networking," was highlighted by a video written and produced by Brian Scott with performances by Dave Thompson, Emily Trayers, Kim Oremus, Ryan Dionne and Chris Wood of the Business Report along with Jim Cowgill of Ehrhardt, Keefe, Steiner & Hottman PC. Beat Steiner of Holland & Hart and Bryce Isaacson of Western Disposal Services.

Sponsors included platinum sponsor, Ehrhardt, Keefe, Steiner & Hottman PC; gold sponsors Western Disposal Services and Holland & Hart; bronze sponsors Virsage WorkPlace, JPMorgan Chase & Co., FlatIrons Bank, Crestone Capital Advisors, Copy Experts and Wells Fargo; badge sponsor Vectra Bank; in-kind sponsors W3W3, SHiFT Agency, Photo Craft Imaging, Avocet Communications, Daylight Productions, Boulder Beer and Liquor Mart.



JONATHAN CASTNER

2009 IQ Award winners are, from left, Carl Lawrence, EEtrex Inc.; Dave Bengston, Amgen Inc.; Norton Ewart, Rebit Inc.; Greg Wellems, Imagine!; Jason Eckenroth, ShipCompliant; Richard Han, TechoShark Inc.; James Kelly, OptTek Systems Inc.; Craig McSavane, HydraPouch LLC; John Maggio, Clementine Art Inc.; and Merle Waterman, OneRiot Inc.



JONATHAN CASTNER

Attendees watch a video about "Social Networking."



JONATHAN CASTNER

Dave Bengston, Amgen Inc.'s Colorado operations vice president, accepts the IQ Award in the Life Sciences category.



JONATHAN CASTNER

Kimberly Lucas of Goldstone Partners Inc., left, networks with Kate Gardner of Gardner Financial.



JONATHAN CASTNER

Chris Svarczkopf of WattsGoingDown, left, enjoys a light moment with Chris Boston of Gibbons-White Inc.

EXISTING HOME SALES

July 2009 Statistics

Year-to-Year Comparison

| Location | Total# Sold | Inventory | Avg. Sales Price | Avg. to Days Contract | Median Sales Price | Total # Sold | | | Average Sales Price | | | Average Days to Contract | | | Median Sales Price | | |
|--------------|-------------|-----------|------------------|-----------------------|--------------------|-----------------|-----------------|--------|---------------------|-----------------|--------|--------------------------|-----------------|-------|--------------------|-----------------|-------|
| | | | | | | 7/01/07-6/30/08 | 7/01/08-6/30/09 | %chg | 7/01/07-6/30/08 | 7/01/08-6/30/09 | %chg | 7/01/07-6/30/08 | 7/01/08-6/30/09 | %chg | 7/01/07-6/30/08 | 7/01/08-6/30/09 | %chg |
| Boulder | 69 | 601 | \$590,818 | 66 | \$520,000 | 846 | 596 | <29.6> | \$652,534 | \$655,235 | 0.4 | 67 | 68 | 1.5 | \$550,000 | \$538,000 | <2.2> |
| Broomfield | 36 | 191 | \$332,213 | 76 | \$313,500 | 364 | 356 | <2.2> | \$383,417 | \$389,219 | 1.5 | 82 | 90 | 9.8 | \$317,000 | \$339,000 | 6.9 |
| Erie | 35 | 199 | \$305,836 | 68 | \$315,000 | 310 | 260 | <16.1> | \$351,117 | \$347,962 | <.9> | 85 | 85 | 0 | \$304,398 | \$318,000 | 4.5 |
| Lafayette | 34 | 143 | \$347,133 | 69 | \$308,000 | 257 | 218 | <15.2> | \$385,664 | \$332,627 | <13.8> | 74 | 76 | 2.7 | \$320,000 | \$289,000 | <9.7> |
| Longmont | 99 | 513 | \$252,166 | 73 | \$230,000 | 1087 | 890 | <18.1> | \$268,851 | \$240,901 | <10.4> | 82 | 75 | <8.5> | \$232,000 | \$218,500 | <5.8> |
| Louisville | 23 | 96 | \$419,554 | 43 | \$381,150 | 242 | 184 | <24> | \$392,184 | \$384,249 | <2> | 40 | 56 | 40 | \$352,500 | \$350,500 | <.6> |
| Superior | 14 | 72 | \$456,617 | 35 | \$469,400 | 135 | 122 | <9.6> | \$429,951 | \$414,238 | <3.7> | 55 | 63 | 14.5 | \$400,000 | \$373,000 | <6.8> |
| Mountains | 24 | 425 | \$414,787 | 161 | \$378,995 | 281 | 230 | <18.1> | \$419,317 | \$444,823 | 6.1 | 131 | 123 | <6.1> | \$349,900 | \$345,000 | <1.4> |
| Plains | 28 | 427 | \$565,071 | 113 | \$443,000 | 392 | 231 | <41.4> | \$651,977 | \$642,225 | <1.5> | 80 | 96 | 20 | \$495,720 | \$461,250 | <7.7> |
| Total | 362 | | | | | 3,914 | 3,087 | | | | | | | | | | |

EXISTING CONDO SALES

July 2009 Statistics

Year-to-Year Comparison

| Location | Total# Sold | Inventory | Avg. Sales Price | Avg. to Days Contract | Median Sales Price | Total # Sold | | | Average Sales Price | | | Average Days to Contract | | | Median Sales Price | | |
|--------------|-------------|-----------|------------------|-----------------------|--------------------|-----------------|-----------------|--------|---------------------|-----------------|-------|--------------------------|-----------------|--------|--------------------|-----------------|--------|
| | | | | | | 7/01/07-6/30/08 | 7/01/08-6/30/09 | %chg | 7/01/07-6/30/08 | 7/01/08-6/30/09 | %chg | 7/01/07-6/30/08 | 7/01/08-6/30/09 | %chg | 7/01/07-6/30/08 | 7/01/08-6/30/09 | %chg |
| Boulder | 99 | 482 | \$325,436 | 96 | \$248,000 | 750 | 645 | <14> | \$302,790 | \$301,652 | <.4> | 72 | 85 | 18.1 | \$233,000 | \$253,500 | 8.8 |
| Broomfield | 4 | 50 | \$213,854 | 65 | \$174,000 | 87 | 67 | <23> | \$228,409 | \$219,746 | <3.8> | 131 | 132 | 0.8 | \$229,751 | \$220,000 | <4.2> |
| Erie | 2 | 30 | \$364,010 | 25 | \$218,121 | 36 | 24 | <33.3> | \$260,335 | \$187,546 | <28> | 99 | 110 | 11.1 | \$172,277 | \$181,000 | 5.1 |
| Lafayette | 12 | 33 | \$171,766 | 68 | \$159,900 | 132 | 86 | <34.8> | \$189,889 | \$183,831 | <3.2> | 88 | 86 | <2.3> | \$178,000 | \$167,000 | <6.2> |
| Longmont | 24 | 140 | \$187,392 | 148 | \$195,500 | 227 | 203 | <10.6> | \$191,825 | \$181,361 | <5.5> | 113 | 104 | <8> | \$174,000 | \$165,000 | <5.2> |
| Louisville | 5 | 39 | \$234,180 | 33 | \$190,000 | 70 | 56 | <20> | \$199,043 | \$211,485 | 6.3 | 89 | 75 | <15.7> | \$193,500 | \$194,500 | 0.5 |
| Superior | 8 | 27 | \$206,562 | 71 | \$217,000 | 50 | 39 | <22> | \$203,217 | \$246,645 | 21.4 | 96 | 83 | <13.5> | \$195,000 | \$209,000 | 7.2 |
| Mountains | 0 | 0 | 0 | 0 | 0 | 0 | 1 | N/A | 0 | \$26,000 | N/A | 0 | 105 | N/A | 0 | \$26,000 | N/A |
| Plains | 19 | 59 | \$184,276 | 76 | \$160,900 | 83 | 64 | <22.9> | \$200,006 | \$186,293 | <6.9> | 89 | 91 | 2.2 | \$185,000 | \$160,000 | <13.5> |
| Total | 173 | | | | | 1,435 | 1,185 | | | | | | | | | | |

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

Landmark Lofts developer moves forward

BOULDER — The developer of the Landmark Lofts residential project in Boulder said he is moving forward to secure future phases of the development, despite some financial troubles with the first phase.

Jim Chanin of Boulder-based Chanin Development Inc. said he has partnered with a private equity capital source to buy out the remaining \$5.5 million on the loan he used to purchase 2.3 acres at 970 28th St. The property is next door to the first completed phase of Landmark Lofts, and is slated to be developed as phase two of the project with an additional 129 units.

"By securing the debt, we've given that project more shelf life to ride out the bad economy," Chanin said.

The site currently houses the New West Inn with 72 motel rooms, which Chanin said the partnership will operate until the economy improves and can support the planned redevelopment.

Chanin added that he is still under contract, "with a long-term closing date," to purchase the 12,000-square-foot First Christian Church at 950 28th St. That building is slated to be renovated for phase three of the project.

The first phase of Landmark Lofts — 103 residences for sale along 28th Street — was placed in receivership in May, after Chanin's separate ownership group 2890 College Phase I LLC defaulted on the project's \$26.5

million loan.

The lender, Wells Fargo, chose not to foreclose on the property, but rather place it into receivership (temporary management) to another Boulder developer W.W. Reynolds. Reynolds is now in charge of selling the remaining 76 units available. Chanin's group still owns the property.

"We still own it ... the bank didn't foreclose — because it believes in the project," Chanin said. "It's the best performing asset in the area, but unfortunately it's the best performing asset in a bad economy."



REAL ESTATE
David Lucas

Year-to-date through June, Landmark Lofts has sold 27 of its units, more than any other residential project in Boulder County this year.

NEW WALGREENS: Walgreen Co. (NYSE:WAG) has purchased an acre lot southeast of 28th Street and Valmont Road in Boulder to build a new store.

The Illinois-based pharmacy chain purchased the property at 2870 28th St. for \$3,999,850, according to Boulder County public records. Boulder-based Pedersen Development Co. LLC sold the property to Walgreens

after recently acquiring it for \$3.1 million.

Walgreens will demolish the existing buildings on site — previously home to Freaky's Gift Shop and other small retailers — and build a 14,820-square-foot store, which will include two drive-through lanes for the pharmacy.

The company gained approval from city officials to add the drive-through lanes — which are limited by Boulder — earlier this year.

A company spokesman said the new Walgreens is scheduled to open in spring 2010.

NEW DENTAL OFFICE: A local group of dentists have purchased a building in North Boulder and plan to move their practices there.

North Boulder Dental Group, under the 1001 North Street LLC name, purchased the 5,100-square-foot building at the same address for \$1.5 million, according to Boulder County public records.

Boulder-based Center Management Group is renovating the new location and expects to have it ready for occupancy by late November. The new office will include 11 dental chairs.

The new location is a stone's throw from the group's current location at 2601 North Broadway. The North Boulder Dental Group consists of dentists Robert Murphy, Paul Sica, Julie Brown and David Welden.

BUILDING SALE: A 15,056-square-foot office building at 4900 Nautilus Court has been sold.

CBI 4900 Nautilus LLC purchased the building for \$2,075,786, according to Boulder County public records.

BOULDER LEASES: Altitude Edge Consultants LLC, a health-care consulting company, signed a lease for 2,195 square feet of office space at 6640 Gunpark Drive. Jason Kruse, Chris Sansone and Gary Aboussie with The Colorado Group helped broker the deal.

- Great Wave LLC, a local acupuncture and herbal pharmacy practice of Michael Castle, signed a lease for 1,380 square feet of office space at 2760 29th St. in the Rincon Building. Todd Walsh with The Colorado Group and Chris Boston with Gibbons-White Inc. helped broker the deal.

- Boulder Nepal, a Nepali gift and accessory store, signed a lease for 984 square feet of retail space at 1401 Walnut St. Audrey Berne, Valerie Chrisman and Susan Chrisman with The Colorado Group helped broker the deal.

BOULDER VALLEY

AUGUST FORECLOSURES UP: Foreclosures filings in the Boulder Valley dropped slightly from July, but the monthly figure still set a record high for August.

► See **Real Estate, 29A**

REAL ESTATE from 28A

A total of 159 foreclosure notices were filed in Boulder and Broomfield counties in August, up from the previous August high of 139 filings set two years ago. The August 2009 figure is way up from just 44 filings a year ago, but the low August 2008 figure is an anomaly, as the state effectively suspended many new foreclosures that month with a new law.

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 pay their bills.

Broken down by city, Longmont reported 65 foreclosure filings in August, followed by Boulder with 28 and Broomfield with 27 to round out the top three.

Year-to-date through August, 1,153 foreclosures have been filed in the local area — up 24.7 percent from a year ago, and well on to setting another record-high year for foreclosures.

The increased amount of foreclosures could dampen the recent housing recovery — which saw sales rise over a month-to-month basis this summer — by placing more discounted inventory on the market.

ERIE

GOVERNMENT FUNDING: Federal and state officials have award-

Oskar Blues' can-do attitude
New pub scheduled to open in early October



DOUG STORUM

A beer can painted on a silo as seen from the Diagonal Highway in South Longmont marks the spot for Oskar Blues' new Homemade Liquids & Solids restaurant scheduled to open in early October. The brewery plans to hold a job fair to fill positions at the new restaurant from 9 a.m. to noon and 1 to 5 p.m. on Tuesday and Wednesday, Sept. 8-9 at The Tasty Weasel, 1800 Pike Road in Longmont.

ed \$3,534,700 in zero- and low-interest loans to the town of Erie to fund a nonpotable water pump station project.

The funds, coming through the American Recovery & Reinvestment Act and the Colorado Water Resourc-

es and Power Development Authority, include a \$2 million, 20-year, 0 percent loan and a \$1,534,700, 20-year, 2 percent loan.

Town officials said they will save \$1.6 million over the course of the 20 years with the favorable interest

rates.

The new pump station will treat wastewater to provide a nonpotable, or a nondrinkable, supply of water that is safe and suitable for uses such as landscape irrigation. The use of reclaimed water is included in the Erie's Water Conservation Plan and is seen as an environmentally responsible way to conserve scarce and expensive water supplies.

The water will be used to irrigate town parks and, as per a development agreement, portions of the Colorado National Golf Club. The new North Water Reclamation Facility is set to break ground later in 2009. It will include a 1,000-acre-foot reservoir to accommodate reclaimed water storage for the pump station.

In other funding news, Erie received \$433,000 from the Denver Regional Council of Governments to add bike lanes along County Line Road. The paved lanes will run along the east and west sides of the road from Austin Avenue to the south town limits. These funds also originated through the American Recovery & Reinvestment Act, along with the formerly announced \$733,000 to fund the addition of paved bike lanes on the north and south sides of Erie Parkway from Bonanza Drive east to the Interstate 25 interchange.

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

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EDITORIAL

Please, Boulder: Don't hit builders when they're down

Construction companies already reeling from punches thrown by the economic recession now must endure a body blow from the city of Boulder.

The city is seeking to collect up to \$5.2 million in construction permit use taxes that it says are owed by contractors, even though contractors originally made payments based on the city's own tax-estimate formula.

The move will affect almost 1,000 contractors, with 339 already receiving notices that projects built over the past three years were under-valued. Contractors of those projects have until Dec. 31 to ante up, or the city will charge penalties and interest.

Contractors could face additional taxes of \$20,000 to \$30,000 for a typical commercial project, while others could face bills of more than \$100,000.

While the city is certainly within its rights to collect underpaid use taxes, the timing couldn't be worse. The construction sector is in a tailspin, with projects delayed or cancelled because of increasing vacancy rates, the economic slowdown and a lack of available financing.

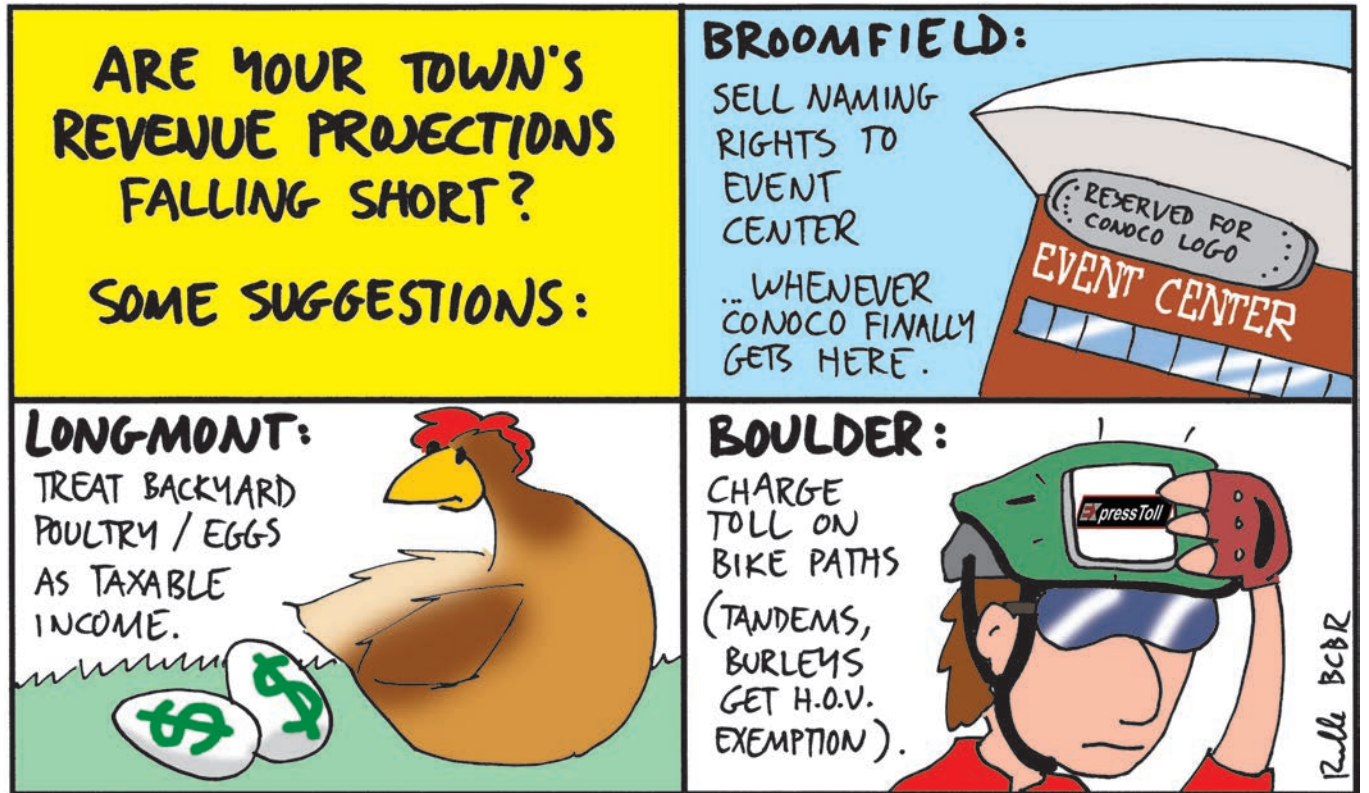
Here's how we see the issue:

- This level of under-collection should never have happened. City officials say the problem has now been fixed, and future projects will be estimated more accurately, but the damage is done. At the very least, the city was negligent in allowing the underpayments to go on undetected for so long.

- Contractors should be able to rely on the city's tax-estimate formula in building their budgets. In some cases, they might not even have undertaken a project if the tax estimate had come in higher, or they certainly would have built that higher expense into agreements with developers.

- Builders are being asked to pay for the city's own mistakes. Giving them just four months to pay what could be tens or hundreds of thousands of dollars is wrong. Payment should be spread out over a far longer period, or waived altogether. At the least, the city itself should be penalized for its own incorrect formula, perhaps 50 percent of the underpaid taxes after one year.

The city should rethink its approach to this issue and pull its punches before the construction sector hits the mat.



Funding for innovation in limbo — again

SBIR funding extended amidst squabble between small business, VC firms

Boulder Nonlinear Systems Inc. of Lafayette got one this year for almost \$300,000. Ditto for High Precision Devices Inc. and Precision Photonics Corp., both of Boulder.

What they got has to do with the initials "SBIR." Anyone out there who knows what those letters stand for will understand the importance of an ongoing federal debate over reauthorization of the program.

The Small Business Innovation Research program provides funding to small businesses for innovative research projects. A sister program to SBIR, the Small Business Technology Transfer program, provides grants to nonprofit research institutions.

SBIR provides funding through 11 federal agencies that set aside a minimum of 2.5 percent of their outside research budgets for research projects conducted by small businesses.

(Descriptions of what Boulder Nonlinear Systems, High Precision Devices and Precision Photonics received funds for is a little beyond my ken, but you can take a look at <http://tech-net.sba.gov> for more information.)

SBIR originated in 1982 and, along with SBTT, has delivered \$20.7 billion in funding for more than 94,000 inno-

ventions by small businesses. Colorado ranks No. 6 in the nation for SBIR/SBTT funding from 1983 to 2009, attracting more than \$1.1 billion through almost 3,600 grants, according to the U.S. Small Business Administration.

PBC Inc., a Denver-based firm providing consulting services for small and emerging businesses, calls the \$2.2 billion in annual federal funding "the richest source of high-tech seed funding in the nation."

Both SBIR and SBTT are critical components in the United States' efforts to maintain an edge in development of new technologies, including life sciences, software, clean energy, computer sciences, and many other sectors. Companies throughout Boulder and Broomfield counties have reaped many millions of dollars from these programs, helping to generate high-paying jobs in the Boulder Valley.

But the programs have been in flux. Congress in July provided a temporary extension for SBIR — the third this year — extending its life to Sept. 30. At issue are two very different bills in the U.S. House of Representatives and the Senate.

The House version would lift a

2003 provision prohibiting small businesses that are majority-owned by venture-capital firms from receiving SBIR funding. The Senate bill caps funding for VC-owned companies to 8 percent of SBIR funds to be distributed by most federal agencies.

What's the big deal? Many small-business advocates believe that VC-funded companies should be allowed less access to SBIR because they have more access to other sources of funding. Companies backed by VC firms counter that they should enjoy the same access to the funds as other small businesses.

The debate has pitted some national trade groups at opposite ends, with the National Small Business Association opposing the House bill and the National Venture Capital Association and the Bioscience Industry Organization supporting it.

After the third extension of SBIR funding this year, supporters are hopeful that House and Senate negotiators can work out a compromise that will provide a full renewal of the SBIR program.

Count me among those who argue for a compromise. SBIR/SBTT are rarities in that they represent a federal initiative that does exactly what was intended: Help small businesses and startups to innovate. I trust that Sens. Mark Udall and Michael Bennett, and Congressman Jared Polis, will do all that's necessary to get this program renewed.

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



PUBLISHER'S NOTEBOOK
Christopher Wood

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of projects to make sure the estimates are lining up with the actual valuations. They normally have, Eiche said. Some may underpay, some may overpay, but it's not by much. The city collects or pays the difference after the audits.

But recently, the city audits began to reveal increasing under collections. No longer were the estimate valuations close — one was off by as much as 757 percent, and the average was off by 389 percent during the past three years.

This wasn't because contractors were cheating the system, Eiche said. It was because the city's tax estimate formula had failed to account for economic changes. Among other things, Eiche believes that soaring commodity and building material costs threw off the estimates. If a contractor used the city's tax estimate formula, it calculated building materials at 50 percent of total valuation, when in reality the building

materials had become a much larger percent of the project valuation.

Local contractors said the city is within its legal means to collect back taxes, but it should have caught the mistake sooner.

"The problem is, we played by the rules, filled out the paperwork and went by the city's basis at that time," one contractor said on the condition of anonymity, fearing backlash from the city. "Decisions to pursue the project were based on those tax estimate figures. Even if the city can legally do it, it's a horrible way to do business."

Contractors could be facing additional taxes of \$20,000 to \$30,000 for a typical commercial project, the contractor said. Others will face bills of more than \$100,000.

By law, contractors will be stuck with the bill. Many will attempt to go back to developers and owners to

recoup the extra costs, but it's not guaranteed they'll help pay.

"All these costs, taxes included, are in a contractor's bid to the developer at the start of the project," said Michael Gifford, executive director of the Associated General Contractors of Colorado, a group representing commercial builders in the state. "That's the set price used by the developer to get a loan from the bank. The contractor can't go back to the developer and ask for more money, because the developer can't go back to the bank and ask for a bigger loan."

Eiche said the city is being reasonable. It could have legally just conducted more audits and applied penalties and interest. With the voluntary request, it's offering to waive the interest and penalties.

But contractors point out that the requests and audits aren't being fairly

applied. To date, the city says it will only go after projects with estimated values of more than \$20,000.

"I think that's a basis for a lawsuit because it's unfairly targeting a project based on its size," the contractor said. "You either apply it fairly, or you don't apply it at all."

Contractors are also questioning the timing of the city's actions, amidst a down economy. "I think it's understandable that governments will take a close look at their revenue stream in a down economy, but it needs to pass a fairness test," Gifford said. "Will they conduct the same review in the future when building costs decline?"

Moving forward, Eiche said the city updated its tax estimate system in early 2009 for any future construction. It now requires contractors to submit estimates with more detailed attention on building material costs.

SHOOTER from 3A

that sits in the palm of their primary dribbling hand, and squeaks when the athlete does not catch the ball with the fingers or dribbles off the palm.

The shooting sleeve, Hougen found when researching his project actually has a scientific basis for success in visual proprioception, an evolving field. Basically, proprioception is awareness of one's body in space and in sports many studies focus on visual feedback.

That is the essence of the shooting

sleeve — even though the athlete still focuses on the rim while shooting, he or she can still see how good their elbow positioning is through the diagram on the sleeve. Essentially, the sleeve uses visual feedback to build muscle memory.

"It makes you more aware of where your arm is in space," Hougen said.

Hougen said a physical therapist introduced him to the concept of proprioception, talking about how therapists actually stimulate parts of

the body to promote healing.

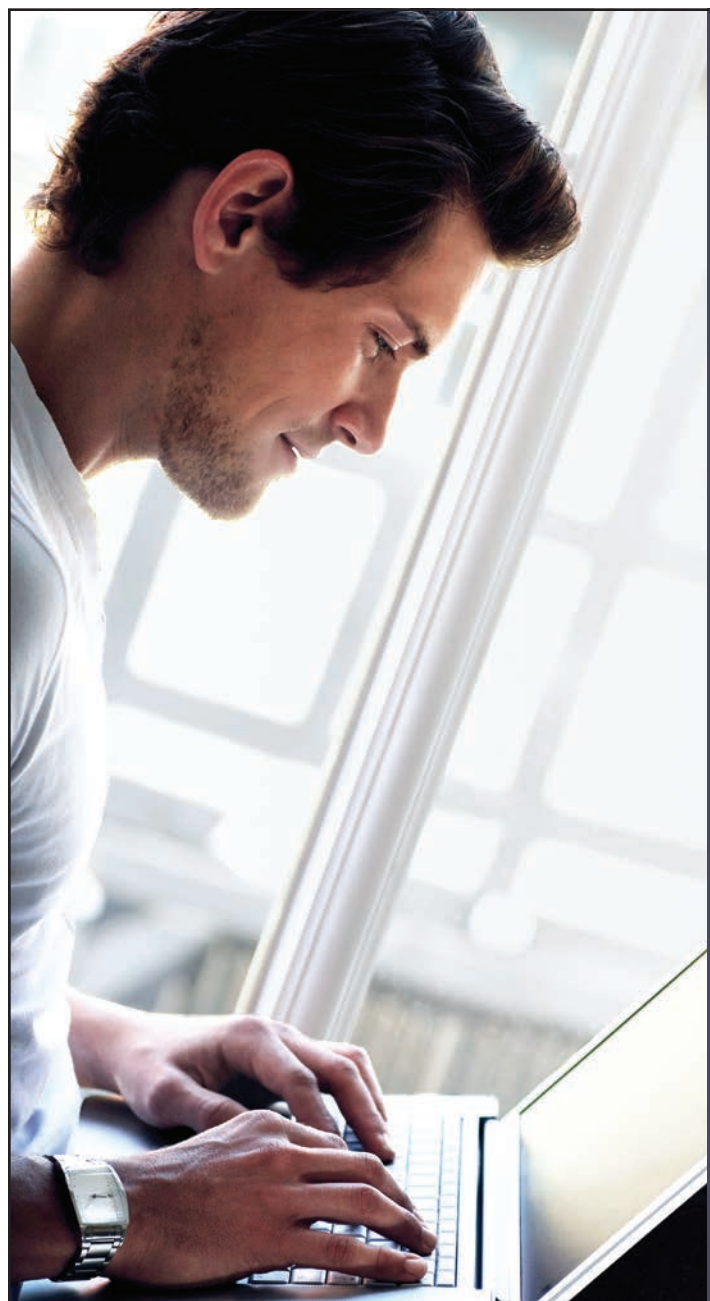
"I believe this (the shooting sleeve) actually works on that concept. It brings in two elements — sensory awareness and also visual awareness."

Hougen also has a three-inch wristband that high-school athletes can use in a game in place of the sleeve, as compression sleeves are not allowed in games. He plans on working with a high school or middle school team this winter to begin accumulating data for

his project, while simultaneously he will work on the marketing end.

According to Taylor, he's already off to a great start.

"Unlike at least three-quarters of the people who we do meet, this guy was so prepared he really blew us away," Taylor said. "It was obvious he had really spent a lot of time checking out the competition, looking at manufacturing styles and generally researching his project. This guy was all over it."



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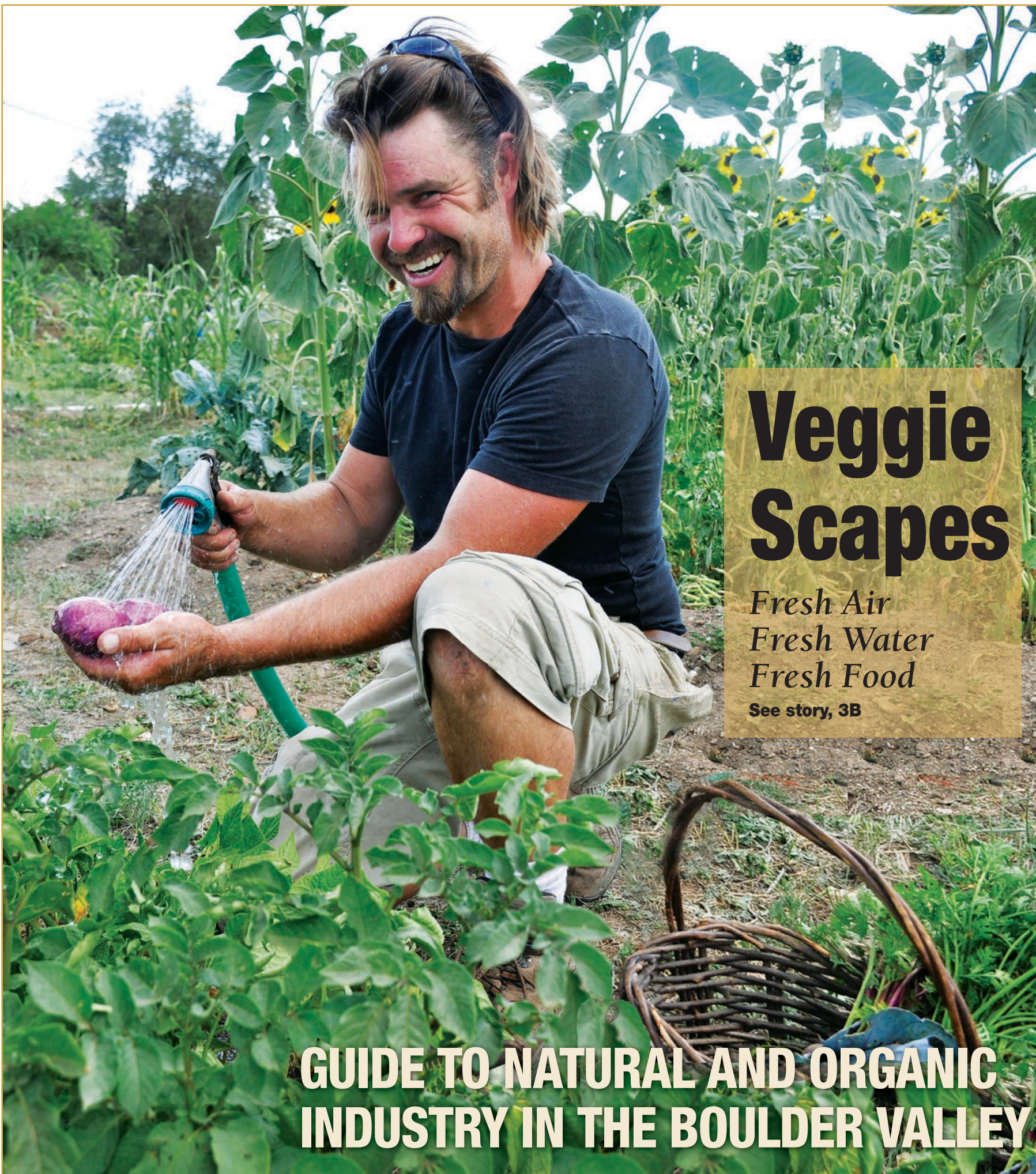
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NATURAL & ORGANIC



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See story, 3B

GUIDE TO NATURAL AND ORGANIC INDUSTRY IN THE BOULDER VALLEY

PETER WAYNE

Jason Johnson, co-owner of Longmont-based VeggieScapes, washes freshly harvested potatoes from his all-organic garden.

BOULDER COUNTY BUSINESS REPORT

Section B | Issue 19 | Sept. 4-17, 2009

NATURAL & ORGANIC

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**Going nuts over healthy snacks
10B**

A different health debate: Conventional versus organic food

Various studies produce differing conclusions

BY BARBARA HEY
news@bcbr.com

BOULDER — Shoppers already torn between buying conventional foods and paying extra for organic may become even more befuddled, thanks to a study published in the September issue of the American Journal of Clinical Nutrition.

Researchers at the London School of Hygiene and Tropical Medicine — funded by the Food Standards Agency, the United Kingdom's equivalent of the U.S. Food and Drug Administration — reviewed 162 studies done over the past 50 years comparing the nutrient content of conventional and organic foods.

Their conclusion: "There is no evidence to support the selection of organic over conventionally processed foods on the basis of nutritional superiority."

The findings were criticized by the organic community, and fueled debate

► See **Debate, 9B**



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The debate over whether or not organic food is healthier than conventional food escalated recently when researchers at the London School of Hygiene and Tropical Medicine — funded by the Food Standards Agency, the United Kingdom's equivalent of the U.S. Food and Drug Administration — reviewed 162 studies done over the past 50 years comparing the nutrient content of conventional and organic foods and concluded: "There is no evidence to support the selection of organic over conventionally processed foods on the basis of nutritional superiority."



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Professional Award – Honors a health-care administrator who has displayed excellence within their organization.

Support Services – Honors an individual in medical support services, such as pharmacists, physicians assistants, nurses, physicians, researchers, technicians, etc., for outstanding contributions to the health-care profession.

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PETER WAYNE

Angela Noel shows a handful of organic tomatoes grown at VeggieScapes' garden near Niwot. Noel, along with Jason Johnson, founded the Longmont-based company that both produces organic produce and helps others develop and maintain organic gardens.

Fresh air, fresh water, fresh food

VeggieScapes relies on Mother Nature for opportunities in organic gardening

BY JULES MARIE
news@bcbr.com

LONGMONT — Consider planting a vegetable garden in your yard. When someone asks what's for dinner? Tell them, "Whatever's ripe!"

Now, that's reducing your footprint.

"Vegetable gardens are a way to create community," says Jason Johnson, co-owner of VeggieScapes in Longmont. "Edible gardens, particularly frontyard gardens, are aesthetically pleasing and neighbors love them. I'd love to see gardens every few blocks; they'd be the produce department for your local neighborhood."

Johnson began VeggieScapes two years ago with the help of his girlfriend, Angela Noel, as an outgrowth of his landscaping business, Cedar and Soil. Cedar and Soil began in Crested Butte in 1997 but, due to the short growing season, he moved to Boulder County.

"I felt that I had a passion and a talent for this work. I wanted to build a company that folks could come to and get a

VEGGIESCAPES

2242 Lincoln St.
Longmont, CO 80501
720-297-0880
www.growveggiescapes.com
Jason Johnson, Angela Noel, owners
Employees: 2
Primary service: gardening and edible landscapes
Founded: February 2007

one-of-a-kind project. Our landscaping is creative, artistically inspiring and has a unique flair," Johnson explains.

As Cedar and Soil blossomed, Noel came on as a partner. VeggieScapes resulted from their desire to live more sustainably. They began growing their own food and then helping and designing vegetable gardens with others. They even grew organic seedlings inside small tents in their home one season.

Edible gardens can be interspersed into existing landscapes or custom designed for a new garden. Their preference is to go organic. "Why do it nonorganically? I don't find organic to be any more expensive," Johnson

► See **Fresh, 4B**

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FRESH from **3A**

says. "The land we're farming is virgin — completely free of any chemical pesticides," Noel adds. They prefer to buy supplies from local companies and were fortunate to purchase more than 100 varieties of tomatoes this year. They also plant fruit orchards with plums, nectarines, grapes and berries. They offer a la carte pricing or combination packages with consultation, design, installation or maintenance services.

Their goal is to have families be able to walk outside, pick a few items from their own garden and have dinner going in a few minutes. Those who resist watering sod lawns offset their watering costs by eating from a local, bountiful garden of fresh food. Adding drip irrigation, timers and microsprays further reduces the need for water.

Noel has written an A to Z gardening handbook in which they distilled all they'd learned into 15 pages with the goal of helping the customer maintain their organic edible garden. User-friendly gardening tips are detailed so the customer can continue to maintain their new garden with minimum effort. It includes suggestions for organic fertilizers, compost teas and fish emulsion mixtures.

Noel suggests using ladybugs, which eat many harmful bugs including aphids — a gardener's worst enemy. VeggieScapes also offers weekly and monthly maintenance and garden-sitting.

They have two pick-your-own farms, one located at the corner of 26th Street

and Yarmouth Avenue in Boulder and the other at 7777 Oxford Road in Longmont. Customers bring their own containers and choose from seasonal kale, spinach, radishes, peas, beets, mustard greens, carrots, string beans, cabbage, Brussels sprouts, onions, dill, corn, squash, and potatoes.

"Food is the basis of life. The future of all our cities is going to be sustainability. If people grow their own vegetables it's much better than trucking something from 2,000 miles away. Technology makes it so easy to not be sustainable," Johnson says.

Their initial growth is attributed to ads placed on Craig's List, which brought a steady stream of clients. Future plans include moving the majority of their operations to the Longmont farm, partnering with Boulder County Open Space to farm, building a greenhouse to accommodate more seedlings and working with restaurants interested in growing fresh ingredients.

"Frankly we're surprised by all the attention and clients we had calling us this year. It is very encouraging," Noel said.

They also recently participated in two neighborhood farmer's markets: Niwot and Lafayette. "I was nervous," Johnson says. "But we'll keep going and selling our produce while we talk about our farms. Fresh food, fresh water, fresh air," Johnson said. "What can be fresher than pulling it off the vine?"



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Add sustainability to natural, organic marketing list

When I began my career in the natural and organic products market, it seemed that anyone with a vague product idea and the passion to execute it could make a healthy return as long as the organization's marketing strategy appealed somewhat to the consumers driving the rapidly expanding health and wellness trend.

Products made from natural ingredients didn't necessarily have to taste great, didn't have to work as well and tended to cost more than traditional offerings.

Things have changed since the late '80s and early '90s as large players now dominate every aspect of the market, small companies attempt to find defensible niches, and new players find it increasingly difficult to enter a marketplace flooded with nutritional supplements, natural/organic foods and beverages, personal-care and household-cleaning products and functional foods. This market now generates more than \$100 billion in U.S. retail sales.

A natural question

The prevailing issue in the natural products industry has been, and still remains, the problem of how to define the term natural. "Organic" has a definition and the requisite government oversight, so why not "natural"? After receiving years of pressure from executives at major consumer goods firms to encourage our industry to self-regulate, I organized a task force consisting of 26

companies back in 2003 to address the issue, since neither the industry nor government had bothered to define, let alone regulate, the term.

After three years of debate, we forwarded the fruits of our labor to the newly named and reinvigorated Natural



GUEST OPINION
Darrin Duber-Smith

Products Association. We felt that it would be a good idea to back off and let the association define the term that directs its mission. As of this writing, the association now has a definition, a list of "natural" ingredients, and a seal to differentiate natural product labels from others. Now, there are numerous groups around the world offering label certification for natural product positioning.

The new imperative

So, aside from sheer magnitude of the industry, how have things changed? Simply put, companies must now do more than offer products with natural ingredients. They must now not only meet the needs (performance, taste, convenience, price, etc.) of an increasingly demanding and "mainstreaming" group of natural consumers, but must also adopt more environmentally sustainable and socially responsible business strategies across the board.

It has recently become abundantly

evident that a rapidly building "perfect storm" of outside influences now makes greening your business an imperative. Government, the media, nongovernment organizations, competitors, powerful supply-chain members, shareholders, the growing target market and other forces now conspire against organizations that see profit as their only motive and fail to monitor the means they use to achieve desired organizational ends.

Sustainability involves meeting consumer needs and organizational objectives, but doing so in a way that demonstrates continuous improvement with regard to minimizing negative impact on the environment and everything in it. Only when a manufacturer continually strives to reduce waste, energy and water consumption as well as minimize emissions, garbage and other environmentally damaging side effects, can it be said that the organization is truly making efforts to be more environmentally and socially responsible.

Finding real players

How can we tell whether a company is merely using green promotional tactics to try to sell a green product, or whether the organization is truly committed to sustainability? Obviously, the latter strategy is the one that resonates most with the aforementioned stakeholders, but how does one separate the real players? The best way is to look for a highly transparent sustainability plan that identifies the current situation and

measurable objectives for improvement across a number of dimensions.

The Green Marketing Model for Sustainability Planning requires that organizations adopt sustainability as a business model first and then as a marketing strategy. Organizations must project complete transparency with regard to their current business practices in the form of an annual report and a large presence on the company website, at the very minimum. In addition, the business must demonstrate continuous progress with regard to several of the following areas: energy, water, waste, emissions, materials used, distribution, human resources, involvement with non-government organizations, and others.

Far from being a cost, a well-implemented sustainability plan most often leads to long-term return on investment. Such a strategy often involves using ingredients that are natural, organic, fair trade, etc., but progressive organizations that wish to achieve competitive advantage, or at the very least maintain pace with market forces, must do more. Exaggerators, "green washers" and outright frauds will have no place in a green future.

Darrin Duber-Smith, president of Green Marketing Inc. in Nederland, has more than 20 years of experience in the marketing and management profession including extensive experience in working with natural, organic and green/sustainable products. He can be reached at 303-819-5445 or e-mail Success@GreenMarketing.net.

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Natural startups get sound advice from BIC

Boulder Innovation Center's Natural and Organic Program helping clients' bottom line

BY LAURA BISHOP
news@bcbr.com

BOULDER — Bobo's Oat Bars has increased its bottom line marketing its oat bars while participating in a program designed for entrepreneurs selling natural and organic products.

The Boulder Innovation Center's Natural and Organic Program is catering to a variety of local businesses like Bobo's Oat Bars that sell natural products ranging from sunscreen and organic T-shirts to food products such as sauces, spiced nuts and oat bars.

Since 2005, the center has offered clients advice on growing their businesses through its Natural and Organic Program. The center allows up to eight companies at a time to participate in the program where the needs of each company are met through benefits tailored for the specific business. There are 20 companies that have graduated from the program since its inception and 10 in the past year.

Lisa Bell, who with Julie Dye co-manages the center's Natural and Organic Program manager, said companies that join the program need to have a product or service in existence and fall under the natural product category. Clients in Boulder County pay \$750 a month while those outside the county pay \$1,200. The companies are often small startups with one to five employees and sales in the hundreds of thousands.

Program participants receive advice in areas like manufacturing distribution, marketing, package design, overall business strategy and planning.

"It's a high-touch approach to helping companies with their business needs," Bell said. "We match a team of specific volunteer advisers who have relevant business expertise to that client. We meet once every two to three weeks as a group and go through a list of topics determined ahead of time the client wants to work through. It takes anywhere from two to six months to graduate, but that depends on the company and objective."

Beryl Stafford, founder and owner of Bobo's Oat Bars in Boulder, said the program has helped her business in a number of areas such as business development, market research analysis and strategies; customer and product placement; cash flow projections, budgets, packaging, manufacturing and online marketing efforts.

"Those are many of the issues I had watching my business grow," she said. "They have helped me with those."

Stafford, who has been in business for five years, employs five people and a part-time bookkeeper. She has been in the program for three months and recently launched an e-mail survey offering a 15 percent discount on a purchase if the customer completed the survey. "It generated lots of



MICHAEL MYERS

Beryl Stafford, founder and owner of Bobo's Oat Bars in Boulder, packs boxes in the company's shipping department. She said the Boulder Innovation Center's Natural and Organic Program has helped her business in a number of areas such as business development, market research analysis and strategies; customer and product placement; cash flow projections, budgets, packaging, manufacturing and online marketing efforts.

online sales," she said. "We got a lot of research data out of it."

During the 10-day survey in early August, Stafford believes her company tripled its Internet sales.

Goddess Garden used the program to launch the company's natural sunscreen product that has 70 percent certified organic ingredients. Nova Covington, the company's president, said the program helped her prepare for the National Products Expo West trade show in Anaheim, Calif.

"They helped mainly with strategy for the trade show and marketing," she said. "They connected me with national sales managers and market-

ing managers. They helped me navigate the natural products industry so that we could successfully launch our new SPF (sun protection factor) 30 sunscreen."

Goddess Garden, a Boulder-based organic skin-care company, finished last April after about five months in the program. Prior to working with the center, the business had a national retail business selling to spas and boutiques, but wanted to expand to natural grocers.

Another natural and organic program graduate — The Organic Dish — learned how to identify customers, define its market and find out why

people want to buy the company's product. The Boulder business sells organic frozen dinners customers cook at home.

The center helped The Organic Dish's co-founders Beckie and Toby Hemmerling with expansion plans in Denver and shipping nationwide. They were steered more into expanding their Denver and Boulder market operations where they would see more growth compared to a nationwide effort. The business spent four months in the program in 2008.

"They helped us with strategic issues surrounding our business," said Toby Hemmerling. "They are like solution brokers — they put you in touch with people who can solve the problems and know the industry issues."

Bell said some companies have the potential for sales of at least \$2 million to \$3 million per year. A few program graduates come back to the center for professional financial expertise. The center helps businesses prepare a financial pitch geared to angel investors or venture capital firms if they are ready for that.

While the people at the center are available to answer questions by phone, if a client needs help with a full financial plan or other issues that require full advisory, the client signs up and pays the monthly fee. Graduates contact the center with questions after completing the program.

"They are always there for us," said Beckie Hemmerling, chief of operations for The Organic Dish. "They will analyze a presentation. If there is anything specific, we will go in for a quick consultation."



MICHAEL MYERS

Lisa Bell, left, and Julie Dye co-manage the Boulder Innovation Center's Natural and Organic Program.

An all-natural remedy for yellow-leaf disease

Organo-Lawn's Tree IV treats iron chlorosis

BY JULES MARIE
news@bcbr.com

BOULDER — A casual observer might mistake the golden leaves on their red oak, silver maple, aspen or birch trees as early signs of autumn. Closer inspection, however, reveals leaves that are yellow, scorched or lacey-looking as they're being slowly starved by iron chlorosis, a soil condition that results when trees don't have enough nutrients to synthesize all the chlorophyll they need.

The word Colorado, based on the Spanish word "color rojo," meaning "color red," is reflective of Colorado's red soil and red rock formations — both contain a high level of iron.

One major drawback to the high iron content is that it creates an alkaline environment rendering the iron insoluble and unavailable to many plants and trees.

Organo-Lawn of Boulder has an answer for the sick trees. Founder Brad Wolfe helped develop an all-natural intravenous solution called "Tree IV" to treat iron chlorosis.

Chlorosis causes the tree to pull chlorophyll from the leaves — slowly choking the tree to death. A liquid concentrate of chelated iron and mag-



MICHAEL MYERS

Theron Hreno, branch manager of Organo-Lawn Inc. in Boulder, treats a tree with yellow-leaf disease, or iron chlorosis, by injecting an all-natural solution, a liquid concentrate of chelated iron and magnesium, that allows the tree to produce chlorophyll, which in turn creates green leaves.

nesium is injected into the tree, which allows the tree to produce chlorophyll.

Rick Roehm, president of the Colorado Association of Lawn Care Professionals, said tree injections are the most effective way to treat chlorosis. He's also seeing turf and shrubbery that's been affected and needs to be treated topically.

"It's easier to fix chlorosis in a lawn than in a 15-year old tree. Chlorosis

is a function of chlorophyll production, or lack of it, and if the proper nitrogen, iron, water and air needs aren't being met, the plant whether turf, marigold or a tree won't produce enough chlorophyll," Roehm said.

Commercial growers test the soil's pH and amend the soil prior to planting. But the reality for the average homeowner or property manager is that they won't be able to amend the

soil or adjust the pH enough to significantly change the soil profile. Roehm said there are only a few tree species native to Colorado's high plains — cottonwoods, pine, and spruce — so the ash, maple, honey locust and elms planted for ornamental purposes are better suited to other climates.

Rapid identification and treatment is paramount to saving the tree and

► See **Remedy, 8B**

Proposed federal label verifies biobased goods

Organic. Natural. Local. Biobased? Biopreferred? What is that? A proposed federal stamp of approval certifying that your product meets objective minimum content standards for ingredients or components from Mother Nature.

It would not apply to food products, for obvious reasons, but think about all of those great new products from plant-based materials, rather than petroleum. The list is long — plastics and fabrics made from corn or bamboo, cleaners of all types, carpets, laundry products, wood and concrete sealers, grease removers, coatings, lubricants and additives, insulating foams, etc.



GUEST OPINION
Nancy Bryson

The policy purpose of the proposed federal label (somewhat similar to the USDA Organic label) is to promote the increased use of biobased products from renewable materials in all market sectors, and by all individuals and organizations making purchasing decisions. It builds on a set of minimum biological content

standards that have been adopted for use in government procurement. The label is based on: an objective and uniform standard that can be consistently applied to the whole range of potential biobased products; an application and certification process; and a compliance and enforcement system.

Biobased product: A "biobased" product is a product that is composed, in whole or in significant part, of biological products, including renewable domestic agricultural materials and forestry materials; or an intermediate ingredient or feedstock. As proposed, however, it does not include, among other things, any mature market products, although there is a case-by-case exemption process. So, cotton shirts or towels, paper plates and wood furniture, for example, would be disqualified. Why? USDA is interested in promoting the entry of new biobased products in market segments in which mature products already have significant market shares.

Certification standard: In order to be certified, a biobased product has to contain a minimum specified biobased content validated by use of the ASTM radioisotope test D6866. If the government has already specified a minimum biobased content for the product category within its own procurement



► See **Federal, 8B**

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REMEDY from 7B

extending its life span. The more severe the chlorosis the lower the survival rate. Trees are rated on a scale of one to 10; a one to six rating yields a 95 percent chance of recovery with Tree IV; seven to nine indicates it may or may not revive and a rating of 10 means it has one to two years before it dies and only a 25 percent chance of recovery with Tree IV treatment.

Theron Hreno, Organo-Lawn's branch manager in Boulder, said the conditions causing the chlorosis are natural to the area.

"The ideal range of soil pH is 5 to 6.5 on a scale of 14; Colorado averages a pH of 7 to 8.5. Tree IV delivers a con-

centrated dose of nutrients meant to snap it out of its chlorotic state," Hreno said. "It can cost \$1,000 to \$2,000 to have a mature tree cut down. You not only lose the shade, you also lose the sentimentality of the tree."

Organo-Lawn charges \$45 for a tree diagnosis, which is applied to the total cost if Tree IV treatment is needed. The cost of treatment depends on the size of the tree; a tree with a trunk diameter less than seven inches starts at \$85. Depending on the stage of chlorosis, the tree may need a second treatment.

Successfully treated trees will produce green, healthy foliage the next season.

The average lifespan of a tree in an urban environment is 10 years due to air pollution, soil compaction from concrete and watering conditions. To extend a tree's lifespan, Hreno says it's imperative that trees receive normal routine maintenance which includes watering in the winter and deep-root fertilization. A healthy tree, just like a healthy lawn, is less susceptible to disease, insects and chlorosis.

Wolfe began Organo-Lawn in 1997 with the goal of offering environmentally friendly lawn-care services. It uses all-natural weed control and fertilizer products specifically designed to work in Colorado's soil conditions.

ORGANO-LAWN INC.

1859 75th St.
Boulder, CO 80301
303-499-2000
www.organolawn.com
Brad Wolfe, founder, owner, chief executive
Employees: 4-15, seasonal
Primary service: lawn maintenance
Founded: 1997

Their products are plant-based and contain renewable ingredients like yucca extract, humate and corn gluten meal. Its service trucks are fueled with B100 biodiesel, while the office and shop are powered by 100 percent wind or solar energy.

FEDERAL from 7B

system, that is the content level that must be met. These range from as low as 12 percent — bed linens and towels made from a qualifying biobased feedstock (cotton, wool, linen and silk are not qualifying feedstocks for this purpose) to as high as 90 percent (for biobased diesel fuel additives).

If the government has not set a standard, the default minimum biobased content would be 51 percent, although USDA could approve an alternative minimum biobased content if the applicant can make a convincing case for that outcome.

Label requirements: The label of any approved product would carry the BioPreferred logo, the biobased content percentage and a statement explaining whether the label applies to the product, the packaging, or both. The letters "FP" would be required if the product is within an item that is already designated in the federal procurement system. Finally, the label must also reference the USDA Biopreferred website address to provide further consumer education.

Approval process: In order to qualify, a product application has to be submitted to USDA for approval, the form and instructions for which will be available online, including contact information for the third-party testing entity that tested the biobased content. USDA also will require that documentation of other product packaging claims about environmental and human health effects, life-cycle costs, sustainability benefits, and product performance be maintained. The proposal references the current Federal Trade Commission Guides for the Use of Environmental Marketing claims governing these claims.

Timing of availability: The comment period on the proposed rule closes on Sept. 29. Comments are invited on a number of issues, including how complex products should be treated (i.e. a finished consumer product that is composed of many different types of components) and whether mature market products should be eligible for the label. If this type of product claim is important to you, check it out now.

Nancy Bryson is chairwoman of Holland & Hart LLP's Agriculture and Food practice. Reach her at 202-747-6567 or nbryson@hollandhart.com.

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DEBATE from 2A

about not just the healthfulness of organics, but also the science — and politics — behind this research.

For many experts here and abroad, this one published paper didn't change anything. "I see plenty of good reasons to buy organics and this study does not even begin to address them," blogged Marion Nestle, author of "Food Politics: How the Food Industry Influences Nutrition and Health."

But still, some voiced concern the study could damage the perception of organics among budget-constrained consumers.

"This is a ripe time for all things green in this country, including organics, but also a financially difficult time," said Shirley Perryman, an extension specialist at the department of food science and human nutrition at Colorado State University.

Limited funds plus bad press could put organics at a disadvantage.

In response, The Organic Center, based in Boulder, issued a rebuttal to the U.K. study, citing flaws in the methodology and offering as counterpoint its own research, published in 2008, which had decidedly different results.

"Our research found organic produce to have nutrient levels 25 percent higher on average in 11 key nutrients compared to conventional," said Charles Benbrook, chief scientist at The Organic Center.

The differing conclusions, he said, stem in part from methodology. For one, the U.K. researchers included studies from as early as 1958. Over the past five decades much has changed, rendering the findings too mismatched for accurate comparison. Some older studies focused on plant varieties no longer grown, used outmoded analytical methods and didn't look at such nutrients as antioxidants, which had not yet been discovered when some of the research took place.

"There are many ways to lose statistical precision," Benbrook said. "Our review eliminated studies prior to 1980, and focused just on plant, not animal-based products. We screened all research for analytical methods used to measure nutrients, which eliminated a much greater percentage

“Our research found organic produce to have nutrient levels 25 percent higher on average in 11 key nutrients compared to conventional.”

Charles Benbrook

CHIEF SCIENTIST,
THE ORGANIC CENTER

of literature than used by the FSA team.”

Another confounding fact is that organic standards have only recently been established. "There was no defined legal description of 'organic' in the U.S. until 2002," said Mark Kastel, co-founder of the Cornucopia Institute and director of its Organic Integrity Project. "In studies done prior to that time, we don't know what they were calling organic. The term was unregulated and loosely used."

Other research has also shown the overall nutrient content of food has dropped precipitously over the past decades because of the industrialization of agriculture that focuses on yield, rather than nutrient density or even flavor.

"Fifty years ago most farmers were using 'organic' methods, so the older studies may not have shown any difference in nutrient content between conventional and organic because in fact there was only one production method in use," Kastel said.

Nutrient content may also vary by plant variety. Researchers at CSU planted six different crops (tomatoes, garlic, broccoli, melons, lettuce and spinach), and compared conventional and organic growing methods. "The researchers were able to regulate all the variables, same soil condition, same weather, all the things that factor into the biochemical activity that creates nutrients," according to

“They found it is the plant varieties – rather than the production methods – that explain the greatest variation in nutrient levels.”

Marisa Bunning

FOOD SAFETY SPECIALIST,
COLORADO STATE UNIVERSITY

Marisa Bunning, assistant professor and extension specialist, food safety, at CSU.

"They found it is the plant varieties – rather than the production methods – that explain the greatest variation in nutrient levels," she said.

And while nutrients matter to the nutrition-conscious, consumers may have other reasons for shopping organic. According to CSU research, many cite environmental concerns as the chief reason they seek organic produce, and, increasingly, locally farmed foods as well.

Many consumers also are less concerned about what's in organic foods, than what's not: pesticides, herbicides, chemical fertilizers, antibiotics, hormones and genetically modified organisms.

Debbie Sarfati, a Boulder-based dietician and founder of Whole Nourishment who takes clients on grocery store tours to deconstruct food labels, encourages organics no matter the vagaries of research.

"This study doesn't affect my opinion," she said. "To me it's less about what the study says about nutrition and more about common sense."

While nutrition is critical, so is not adding to the stew of chemicals the body must process each day. "I believe the pesticides and artificial fertilizers have a profound effect on our livers, our hormones," Sarfati said. "Until recently our food was grown organically. Our bodies

haven't changed, but the environment has made the body's daily task of detoxification that much more difficult."

From health-care providers to the USDA, the overriding mission is to get people to eat as many as eight to 12 servings of vegetables and fruits a day, to reduce the incidence of obesity and diet-related illnesses like diabetes. Said Perryman, "As a dietician, I say the most critical thing we can do right now is to eat more fruits and vegetables, and if the ability to eat more produce is dependent on your pocketbook, conventional or organic doesn't matter."

The bigger issue behind the recently published study is just what food production method — engineered or natural — will prevail. "In the U.K. the debate about the future of food is solidly framed as biotech versus organic," Benbrook said.

The U.K. study's findings were consistent with what some believe is bias of the FSA, the agency that funded the researchers, according to Kastel. "Our analysis is that the head regulator is responsible for a long-term vendetta against organic and overt support of genetically engineered crops," he said.

As the discussion continues, the sales of organic foods continue to climb. "Over the past nine years, the sales of organic have continued to grow month after month outperforming respective categories from 40 percent to 800 percent, depending on the category," according to Mark Duszka, president and chief executive of Organic Food Brokers in Boulder. "We've seen no impact from studies like this and no slowdown because of the economic downturn."

Also growing is the number of studies that look at the health and environmental benefits of organics. "Since 2008, there have been more than 25 additional studies published, which makes a big difference in the overall data set," Benbrook said.

"As more studies come out and find consistent differences between organic and conventional, those differences will be harder to dismiss," he said. "This will be a long, drawn-out debate."

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Olomomo's 'nutty' business plan impresses experts

Perkins makes tasty treats using natural ingredients on hand-roasted organic nuts

BY BETH EDWARDS

bedwards@bcbr.com

BOULDER — Ingenuity runs in Justin Perkins' blood. Legend has it his great great grandfather Carlos Glidden helped invent the typewriter, and his brother, Joseph Glidden, invented barbed wire.

"My great grandfather owned Perkins Pickles in Denver," Perkins said, "A popular brand in the region that sold to Kuner in the 1940s. My dad, Edd Perkins, was co-founder of Newstrack, one of the first companies to offer books on tape for business executives. Those stories have always inspired me to pursue my crazy business ideas."

One of Perkins' crazy business ideas was to sell specialty organic flavored nuts. In June, his company, Olomomo Nut Co., won the Bard Center for Entrepreneurship's business-plan competition and took home a check for \$10,000.

The competition is hosted by the University of Colorado Denver's business school. This is the first year the competition was open to people in Colorado not affiliated with the school.

Perkins founded Olomomo Nut Co. in 2008 and sells roasted nuts coated with spice and flavor blends at Boulder County Farmers' Markets and online. His plan is to distribute his specialty nuts to coffee shops across the U.S.

Justin, and his brother Dave Perkins, moonlight at The Organic Dish in Boulder, roasting their all-natural pecans and organic almonds in a pink copper kettle named "Bessie," six pounds at a time.

Both brothers got their early business experience working with Munson Farms and went on to complete the CU Denver 11-month MBA program together at The Bard Center for Entrepreneurship in 2003. Perkins first learned about roasted nuts while living in Brazil, and was reminded of the idea while living in Washington, D.C., seeing a "local nut guy" make a splash at a popular outdoor market.

In fall 2008 he entered the Naturally Boulder Days' entrepreneur's pitch slam and tied second out of 30 companies. That was a turning point for the business.

"I almost didn't go to that show, but my big brother gave me a pep talk and encouraged me to give it a shot. It was really validating to have the founder of IZZE soft drinks, the founder of Alfalfa's Market and two leading natural products branding experts give me a thumbs up."

As a result, John Maggio, chief executive of Clementine Art Inc.; Dan Heiges, vice president of food production for Sprout Foods; Michael Aisner, who owned and pro-



MICHAEL MYERS

From left, Driza Miloshevich, Justin Perkins, Dave Perkins and Shayno Weingast peddle Boulder-based Olomomo Nut Co. products at the Boulder Farmers Market. Justin Perkins founded the company that offers organic, hand-roasted nuts flavored with all-natural ingredients.

moted the Coors International Bicycle Classic; and Todd Olinger, a Denver attorney who assists client with new venture creation; became part of Perkins' advisory team.

Perkins also made contacts with the staff at the Boulder Innovation Center at that show. When he arrived at the Bard Center's competition the following June he had an impressive business plan, revenue to show for it and a stellar team to back him up.

"Seventy-six applications were screened by our advisory boards at that competition," said Catherine Kunst, executive director for the Bard Center for Entrepreneurship. "We ask our judges to focus on companies that will still be viable five years from now. The judges really liked how he put together his financial plan in a realistic way. And with Perkins' advisory



MICHAEL MYERS

Olomomo Nut Co.'s all-natural nuts are sold in biodegradable packaging.

“Plus, these are really good nuts. People were fighting over them in our office. Even people who don't like nuts like these nuts.”

Catherine Kunst

EXECUTIVE DIRECTOR,

BARD CENTER FOR ENTREPRENEURSHIP

board, it makes it much more likely he'll be able to succeed.

"Plus, these are really good nuts. People were fighting over them in our office. Even people who don't like nuts like these nuts. At the competition, people were tucking them away in briefcases and purses."

Olomomo means "a state of bliss in the mouth and body." Perkins roasts organic almonds, pecans, walnuts, pinions and other nuts and coats them with sweet spice blends such as cardamom and vanilla, cinnamon and cayenne, ginger, lime clove, maple, garam masala and sea salt. Four of his flavors will be available in coffee shops.

He wants to be to Planters Nuts what Whole Foods is to Safeway, what Dagoba Chocolate is to Hershey's and what IZZE is to Pepsi.

"I've tasted a lot of roasted nuts this past year, and many of them are bland, stale, not delicious and leave you feeling somewhat sick afterward due to too much sodium or too much sugar. Very few products have all-natural ingredients and are laden with artificial flavoring and unnecessary additives. There is a huge opportunity for quality improvement and the introduction of a new, all-natural product.

"My vision is to take nuts to a whole new level and create products that are healthy and taste amazing. People who go into coffee shops care about a high-quality brand and are willing to pay for quality. Hopefully it won't be a tough nut to crack."

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NOMINATE YOUR 2009 40 UNDER 40 CANDIDATE

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

We invite you to submit candidate nominations or to apply yourself. The deadline is September 8, 2009. A panel of Boulder Valley community leaders will select the final 40. Honorees will be recognized during the 40 Under 40 event October 22 at the Boulder Theater. They will also be profiled in the October 30 issue of the Boulder County Business Report.

Qualifications: The 40 Under 40 candidate must...

- Be under 40 years old as of September 30, 2009.
- Have had an impact on his or her organization.
- Live or work in Boulder or Broomfield counties.
- Made significant contributions of time and talent to the Boulder Valley community.
- Show potential for being a leader during the next decade.

40 Under 40 Nomination

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

Reference

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

1. Name _____
 Company _____
 Title _____
 Phone _____
 E-mail _____
 Address/City/State/Zip _____

Business & Personal Accomplishments

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

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

