

# BOULDER COUNTY BUSINESS REPORT **\$1**



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the bank  
**21A**

Serving Boulder and Broomfield Counties  
Volume 28 | Issue 20 | Sept. 18 - Oct. 1, 2009

## City land purchase questioned

BY DAVID CLUCAS  
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BOULDER — The city of Boulder may have overspent taxpayer dollars in a rush to purchase property for a new recycling center, a Boulder County Business Report investigation has found.

A review of city e-mails by the Business Report revealed questionable practices by city staff leading to a high

*\$5.45 mil. sale nets 40% premium for sellers; Mayor open to review of real estate protocols*

purchase price, including a failure to conduct an outside formal appraisal and communicating with the seller's real estate agent to help support the sales price to city council.

None of the actions are illegal, but raise questions on how the city goes

about acquiring real estate, and if it is properly conducting due diligence on the taxpayer's behalf. In light of the information, Boulder mayor Matthew Appelbaum told the Business Report he would support a call for the city manager to review and improve the

city's real estate practices.

On Aug. 19, Boulder City Council approved the \$5.45 million purchase of 9.7 acres at 6400 Arapahoe Ave. for future plans to relocate EcoCycle, the Center for Hard-to-Recycle Materials (CHaRM), and ReSource Conservation to the site.

City officials raised trash taxes by an average of \$17 per year for residents  
► See **Land, 31A**

## Startup HiveLive acquired for \$6 mil.

BY RYAN DIONNE  
rdionne@bcbr.com

BOULDER — HiveLive Inc., a Boulder-based startup formed in 2006, was acquired by a Bozeman, Mont.-based customer relationship management company for about \$6 million in cash.

As part of the acquisition, HiveLive's Boulder office will remain one of Bozeman, Mont.-based RightNow Technologies Inc.'s development offices. While neither HiveLive nor RightNow would disclose how many of HiveLive's roughly 20 employees were retained, representatives from both companies said it was the majority.



Vap

HiveLive, a Boulder County Business Report 2008 IQ Awards winner in the Internet/Software: Business category, produces online community and social-networking platforms for businesses to communicate with their

► See **HiveLive, 20A**

### University of Colorado biotechnology building CU builds \$120 million interdisciplinary science center



COURTESY UNIVERSITY OF COLORADO

Professor Leslie Leinwand, left, works with a model heart in her molecular, cellular and developmental biology cardiovascular lab at the University of Colorado at Boulder. For story, see 13A.

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# mix1 closes \$6 million round

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](http://www.BCbr.com).

**BY BUSINESS REPORT STAFF**  
news@bcbr.com

BOULDER — mix1 Beverage Co. closed a \$6 million round of funding that will help the company expand its reach throughout the country.

The investment came from Lexington, Mass.-based Highland Consumer Fund, a fund started by Highland Capital Partners LLC that specializes in consumer products services and retail companies. It has invested in companies such as Boulder-based Pharmaca Integrative Pharmacy Inc. and Los Angeles-based Pinkberry Inc.

Boulder-based mix1, which produces all-natural protein and antioxidant drinks, plans to hire additional staff, increase its marketing efforts and develop more products.

## Burrito firm changes name

BOULDER — A local frozen burrito company is changing its name after bringing on a new investor to the company.

Boulder-based Phil's Fresh Foods is

now EVOL Burritos — a joint venture between Phillip Anson's company and Brendan Synnott's Burrito Investment Group (B.I.G.) LLC. Financial terms of the deal were undisclosed.

Synnott co-founded Bear Naked Granola, which he sold to Kellogg in 2008. Synnott said he was eager to get back into brand-building and saw great potential in the frozen burrito category. He has recruited management, creative and sales talent from his previous Bear Naked team to support the EVOL launch.

## BCBRdaily

EVOL's burritos feature antibiotic-free chicken, pork, beef and chorizo sausage; cage-free eggs; herb-roasted skin-on potatoes; and house-made salsas and green chile. They are distributed nationally through Whole Foods Market, Wegmans, Vitamin Cottage, King Soopers, Stop & Shop and other retailers.

## Dynamic deals worth \$14.8 mil.

BOULDER — Dynamic Materials Corp. (NASDAQ:BOOM), a Boulder-based provider of explosion-welded clad metal plates, announced Monday that it had received two related orders with a combined value of \$14.8 million.

Both orders are for explosion-welded plates to be used to manufacture upstream equipment for the

Gorgon natural-gas project located off of Australia's northwest coast. The plates will be produced at Dynamic Materials' Mt. Braddock, Pa., production facility and are scheduled to ship to German and U.S. fabricator customers during the first half of 2010.

## Array's arthritis drug fails in trial

BOULDER — Array BioPharma Inc.'s rheumatoid arthritis drug, ARRY-162, did not prove useful in a 12-week Phase 2 clinical trial that consisted of 201 patients.

The small-molecule MEK inhibitor failed to show a statistically significant response rate in patients with active rheumatoid arthritis who had been taking methotrexate, a standard drug used to treat arthritis, and shown no benefit of taking that drug.

"While we are disappointed in the overall efficacy outcome, we were pleased with the confirmation of the favorable safety profile and are continuing to evaluate the regional results," Kevin Koch, Array's president and chief scientific officer, said in a statement.

Boulder-based Array (Nasdaq: ARRY) is also considering the drug for cancer treatment and is conducting a Phase 1 oncology trial.

## TJB Consulting, Ill. firm merge

LONGMONT — A Longmont-based civil-engineering consulting firm

is merging with a larger Illinois firm.

TJB Consulting Group in Longmont is merging with Woodridge, Ill.-based V3 Companies Ltd. to help reach more customers along the Front Range, officials said.

TJB Consulting, which has three employees, will continue to operate from its Longmont office but use the resources at V3's existing Denver office. For now, TJB will keep its name but will likely become V3 in the future, officials said.

V3 managing director Don Guerra said no money was exchanged — the deal is more about expanding both companies' customer base.

Guerra said he hopes that the merger will help V3 be more accessible to smaller clients, while Borger said the partnership will help him better serve larger clients.

Both companies provide civil-engineering services for residential and commercial site development.

## Zayo completes acquisition

LOUISVILLE — Zayo Group has completed its acquisition of New York-based FiberNet Telecom Group Inc., an interconnection service provider, for \$90.7 million.

In March, the Louisville-based telecommunications company announced that it was the sole company pursuing

► See **BCBRdaily**, 10A

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# Premier credit union plans merger

BY DAVID CLUCAS  
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BOULDER — Premier Members Federal Credit Union in Boulder has proposed a merger with Denver-based Colorado United Credit Union.

If approved by members and regulators, Colorado United would be integrated into the Premier Members brand. The expanded credit union would include more than \$400 million in assets, 11 branches and 40,000 members. Officials are aiming for a merger date of Jan. 1, 2010.

“We are working with a very aggressive timeline because this proposed

merger creates an unbeatable combination for our members, employees and regulators,” Premier Members president and chief executive officer Rhett Rowe said in a press release. “When completed, we will have an organization that will continue to outperform its peers, provide unmatched member service levels and provide its full breadth of products to a much larger member base.”

Premier has eight locations along the Front Range, including two in Boulder, two in Longmont, and one each in Louisville, Northglenn, Firestone and Greenwood Village. Founded in 1966, as the credit union

supporting IBM in Boulder, Premier has grown to \$318 million in assets and about 30,000 members. It is the second-largest credit union in the Boulder Valley, second to Elevations Credit Union.

Colorado United has three locations in the Denver area, with one each in Denver, Arvada and Broomfield. It was founded in 1952 as the Adams County School District's credit union and has grown to \$72 million in assets, with about 10,000 members.

“While the merger may not be finalized, we believe it will be quickly,” Colorado United president and chief executive officer Branda Abbott said

in the press release. “The due diligence has been completed satisfactorily, and the end result will be a truly dynamic institution ready to meet the ever-changing needs of Coloradans.”

Premier also announced the launch of a new consumer and commercial auto-leasing program.

The program will allow members to lease a vehicle through one of several participating dealers in the region.

Through a partnership with Credit Union Leasing of America and Credit Union Direct Connect, Premier Members can now offer members the option to lease a vehicle for personal or commercial use.

# A musical career



MICHAEL MYERS

After receiving his first royalty check, Boulder musician Steve Glotzer realized that there was a whole world of production music opportunities, just waiting to be tapped.

## Composer Glotzer finds success on, off the stage

BY KEELY BROWN  
news@bcbr.com

Unlike most musicians, Boulder performer/composer Steve Glotzer has absolutely no desire to quit his day job.

Using the entrepreneurial skills he acquired during his 13 years as a purchasing agent for Boulder County, Glotzer has achieved the near-impossible for a musician — sustaining a full-time music career, both on and off the stage.

“The beauty of my setup is that I get to live here in Boulder and do what I’m doing, instead of having to live in Los Angeles or New York,”

said the Brooklyn native, who moved to Boulder 25 years ago.

The impetus for his career began in 1997, when Glotzer was garnering so much success as a performer and recording artist in the Colorado music scene that he took a leap of faith and left his job as a Boulder County purchasing agent to go into music full-time.

For a while, teaching and performing sustained him — his concert dates average nearly 150 per year — but in 2000, his world changed by a single phone call. That’s when a Canadian production company asked Glotzer if he could compose some tracks for a library of production music, to be

used as background music for commercials and television shows.

After receiving his royalty check, Glotzer realized that there was a whole world of production music opportunities, just waiting to be tapped. By marketing himself and networking through phone calls, e-mails and Web sites, Glotzer worked his way to prominence in the industry that provides music for television shows, commercials and movies.

In recent years, Glotzer’s music has been featured on television shows such as “Oprah,” “Desperate Housewives,” “Knight Rider,” “The Young and the Restless,” “King of the

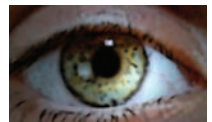
► See **Musical**, 27A

## Raise a glass for 30 years of Boulder Beer

The Eye normally buys someone a beer if it’s his or her birthday, but when it’s a beer company celebrating 30 years, The Eye doesn’t know what to do.

On Sept. 25, 1979, Boulder Beer was born, giving the country the frothy goodness known as Buffalo Gold, Hazed & Infused, Mojo IPA and many more.

### THE EYE



So raise a glass to the company that received the 43rd brewing license in the country; that is one of five breweries to attend all 28 Great American Beer Festivals; that started brewing beer in a goat shed.

And, if you’re a good BCBR reader who checks out The Eye early enough, join our beer brothers for a Friday, Sept. 18, froth festival that starts at 7:30 p.m. at the Boulder Theater.

GoLite wants you!

Boulder-based GoLite is looking for four people that ooze adventurism for its marketing material. Basically, that equates to everyone along the Front Range.

Want to be famous? Just tell GoLite how you live the lightweight, active, innovative, sustainable and inspirational lifestyle exuded by the company.

Just shoot an e-mail to [howdoyou@golite.com](mailto:howdoyou@golite.com) and give them a description of your passion for the outdoors, how you represent one or all of GoLite’s values, your favorite trail, a few photos and why you think your friends would agree that you deserve to win.

The contest runs through Sept. 28, so check out [www.golite.com/Meaning-of-Lite/Community.aspx](http://www.golite.com/Meaning-of-Lite/Community.aspx).



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# Local group buys Coinstar division

BY DAVID CLUCAS  
dclucas@bcbr.com

LOUISVILLE — A newly-formed private company in Louisville has reached an agreement to acquire the entertainment services division of Coinstar Inc. (Nasdaq:CSTR).

The deal will make Louisville-based National Entertainment Network Inc. one of the nation's largest direct operators of gumball and toy machines, kiddie rides, skill cranes and video games. Bellevue, Wash.-based Coinstar will maintain ownership of its main coin-counting and other financial service businesses.

Financial terms of the deal were not disclosed, but Coinstar said it accepted a "nominal consideration" for the division. The resulting pre-tax loss of \$52 million to \$57 million for Coinstar will translate into a one-time tax benefit of \$82 million to \$87 million for the public company, or a \$25 million to \$35 million net gain.

National Entertainment Network will operate as a stand-alone, privately-held company, retaining its headquarters in Louisville, company

officials said.

Kevin J. Wall will lead National Entertainment Network as its president and chief executive officer, bringing more than 20 years of experience in the coin operated management business. Other leading company principals include William L. Lewis and Richard Gerhardt.



"We feel there is strong potential to grow this company and make it successful," Wall said in a press release. "We recognize that there are significant challenges facing our industry with potential new government regulation and volatile petroleum prices among other factors, however, with a strategic vision and a new business plan we will boost sales, eliminate inefficiencies and improve customer service elements."

Through the acquisition, the company now has operating arms in all 50 states, Mexico and Puerto Rico. National Entertainment Network amusement vending products, equipment and services are available at supermarkets, mass merchants, restaurants, malls and other high traffic retail locations.

# Culinary students head to farms

BY BUSINESS REPORT STAFF  
news@bcbr.com

BOULDER — Culinary School of the Rockies introduced a culinary education program that will take students to work on farms, wineries, ranches and restaurants around Boulder County and Aspen.

The new five-week, off-campus Farm to Table Externship offered by the Boulder-based school will allow students to learn firsthand how to source local ingredients from farmers, growers and producers.

The farming experience is topped off by an apprenticeship with Farm to Table Colorado chefs in restaurants such as Fruition in Denver, Six89 in Carbondale and The Kitchen in Boulder.

"This is not a passing fad in the culinary world. Rather, it is a lasting cultural shift," Culinary School of the Rockies chief executive officer Joan Brett said in the press release. "We want our graduates to appreciate and understand the intricacies and challenges of sourcing and serving local, seasonal food."

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For a membership application, please contact Marsha Caplan at [join.rcap@rochecap.org](mailto:join.rcap@rochecap.org).

**Apply by October 2**

## BOULDER COUNTY BUSINESS REPORT

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# Hospitals, clinics need more than bandage

CEO Roundtable panel addresses health reform

BY RYAN DIONNE  
rdionne@bcbr.com

BOULDER – With the economy still in turmoil, local health-care sectors are feeling budget cuts and, much to their dismay, having to pass some of the burden to their patients.



Not only have area hospitals and clinics experienced layoffs, slashed budgets and eliminated retirement savings account matches, but some also are to the point of passing costs to patients.

Pete Leibig, president and chief executive officer of Clinica Family Health Services, which cares for primarily indigent patients, said he's nearly to the point of not knowing what else he can do to make ends meet.

One option: Tell patients who can't pay for services at Clinica, whether for a runny nose or broken arm, to get care at a hospital.

Leibig was one of six area health-



RYAN DIONNE

From right, Ryan Sells, a certified public accountant with Ehrhardt, Keefe, Steiner Hottman PC, listens as Pete Leibig, president and chief executive officer of Clinica Family Health Services, discusses health care during the Boulder County Business Report's CEO Roundtable Sept. 8.

care managers who attended the Boulder County Business Report's monthly CEO Roundtable that took

place Sept. 8 and focused on health care.

He said Clinica is in a downward

spiral and doesn't see a way out in the very near future. If budgets are con-

► See **Hospitals, 7A**

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**HOSPITALS** from 6A

tinually cut, he may have to decrease the number of services offered.

But if uninsured or underinsured patients are turned away from clinics that would normally treat their illnesses, hospitals, insurance companies and, ultimately, insured patients are stuck with the bill, said Denise Dougherty, Taggart Insurance's employee benefits division manager.

Dougherty lamented that Leibig and other health-care professionals are facing such cuts, but she acknowledged that it's a sign of the economy and the state of health care — a system that all area managers hope to see fixed soon.

The managers said it would be beneficial for patients as well as hospitals and clinics if a public health insurance option were created as part of President Barack Obama's health-care reform.

Barbara Ryan, executive director of The Mental Health Center Serving Boulder and Broomfield Counties, said private insurance companies

have had too long to try to figure out a system that will help cover uninsured or underinsured people throughout the country. She said it hasn't worked.

But the current public option, Medicare, could do a better job at covering preventive care, Ryan said. That makes her nervous about a new public option because preventive care is crucial to better health.

Ryan said more money needs to be pumped into mental health care — an area she said is neglected despite increasing numbers of patients who seek help whether from the stress of everyday life or because they can't afford to continue taking their prescription medication.

But the health-care reform debate often turns into a fight about misconceptions and rumors rather than a constructive discussion about pressing issues, Leibig said. And Darla Schueth, HospiceCare of Boulder and Broomfield Counties' executive director, agrees.

Schueth said most people don't

know how health insurance and the health-care system work today, which then make it impossible for people to make knowledgeable decisions or form educated opinions on how it should change.

Currently, the health-care managers said, the health-care system rewards the wrong thing.

"We pay for sickness," Ryan said. "We don't pay for health."

While nobody had a concrete idea of how to change it, Ryan suggested rewarding physicians for the percentage of patients who are vaccinated or the number of nights a mental-health patient stays out of jail.

Americans, in general, also put emphasis on health care, even when no care may be better.

Schueth said that many times a doctor will continue providing care to a cancer patient who is so sick and near death that it won't help. That increases medical bills and takes time away from a patient who could use the care more.

While that's a grim reality, many of the managers agreed.

But to change the doctor's mindset of patient care, doctors, educators and families need to have that type of conversation before it's really needed, Schueth said.

It's conversations like that, though, that will help reform the health-care system, the managers said.

Repayment systems are inefficient,

there aren't enough primary-care physicians, and costs are too often shifted from health-care provider to the insurance company and then to the patient — who then can't afford the bill or sometimes even the escalating co-pay amount.

"It's a lot of money for many people," said Trudy Turvey, HealthLinks Clinic's clinical director, speaking of a typical \$40 charge.

**CEO ROUNDTABLES**

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

The CEO Roundtable is conducted in collaboration with Holland & Hart LLP and Ehrhardt Keefe Steiner & Hottman PC. The roundtables are closed to the public, but the Business Report reports on each roundtable in its print editions and posts a complete transcript of each roundtable on its Web site at [www.bcbcr.com](http://www.bcbcr.com).

**2009 schedule**

Jan. 13: CEO's, published Jan. 23  
 Feb. 10: Banking, published Feb. 20  
 March 10: Energy and Utilities, published March 20  
 April 7: Natural Products, published April 17  
 May 19: Green Business, published May 29  
 June 16: Outdoors Industry, published June 26  
 July 14: Real Estate, published July 24  
 Aug. 11: Innovation, published Aug. 21  
 Sept. 8: Health Care, published Sept. 18  
 Oct. 20: Telecommunications, publishes Oct. 30  
 Nov. 17: Bioscience, publishes Nov. 27  
 Dec. 15: Technology, publishes Dec. 25

**PARTICIPANTS**

Denise Dougherty, employee benefit division manager, Taggart Insurance; Cathy Higgins, executive director, Boulder Valley IPA; Pete Leibig, president and chief executive officer, Clinica Family Health Services; Barbara Ryan, executive director, The Mental Health Center Serving Boulder and Broomfield Counties; Darla Schueth, executive director, HospiceCare of Boulder and Broomfield Counties; Trudy Turvey, clinical director, HealthLinks Clinic

Moderator: Chris Wood, publisher, Boulder County Business Report

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# Mobile networking app hoozat born in CU basement

I've heard of entrepreneurs starting up companies in their basement before, but this one's a little different.

Boulder's TechoShark Inc., which has developed a mobile social networking iPhone app, got its start as a class project in the computer systems lab, which happens to be in the basement of CU's Engineering building.

This is the sort of tech-transfer story that takes place because of CU's emphasis on research, and it has pulled together professor, students and campus intellectual property staff. No one is making money just yet, but the idea seemed good enough that both Dr. Richard Han, computer science professor, and his doctoral student, Aaron Beach, as well as several others working on the project, chose to incorporate and start a company.

Mobile computing is a specialty area for Han, and a hot growth area, with smart phone growth exceeding the PC market.

In December 2007, Han asked his grad students to pick a computer project, and Aaron pitched the idea of combining the personal identity and GPS location awareness of a mobile

phone with the "friendship" data of social media such as Facebook or Twitter.

The idea was intriguing, especially at a time when iPhone apps were taking off. Instead of student teams on different projects, Han let the entire class to take on the assignment.

The application is called hoozat – and it allows a Facebook user (Twitter users just added) to locate friends who are nearby, even in the same room, and connect using their iPhone to read their profiles, see their interests and message them.

These days, I often write from various coffee shops around town full of interesting characters, and I told Han I once had a similar idea. "Why can't I see who in this room is perhaps online using Facebook, Twitter or LinkedIn?" It's rude, of course, to walk over and peer over their shoulder.

Now, if two or more of us had hoozat on iPhones, we could meet wirelessly.

TechoShark launched its app for free, hoping to glean information on how it would be used before setting a price. Today, the space for iPhone program and game developers is packed, with some 25,000 apps out there and nearly one billion downloaded. Getting attention against virtual fishing rods, calorie counters or popping bubble wrap apps is one of TechoShark's biggest challenges.

Still, it's been a pretty good year for

**TECHOSHARK IS maturing with several business advisers, and some have suggested targeting the events and meetings space.**

the venture, having won a \$100,000 Small Business Innovation Research grant in January, which gives them better odds at winning Phase II funding. TechoShark's business plan won \$3,000 for computer science in CU's New Venture Challenge, and the company won an IQ (Innovation Quotient) Award from the Business Report. CU recently signed a technology licensing agreement, which gives the university equity in the company.

TechoShark is maturing with several business advisers, and some have suggested targeting the events and meetings space. Having both organized and attended networking meetings where the idea of having of bug on your name tag and seeking out others in your insect family seems a bit humiliating, I think hoozat might find a good niche here.

With possible SBIR or investor funding, TechoShark sees a move to other mobile phones such as Blackberry or phones with Google's Android. Han says hoozat was developed to be "agnostic" of particular platforms, but the hot-selling iPhone seemed like the place to start.

Looking at the multitude of social media apps being developed, Beech admits, "Anyone that tells you where this is all going is probably not right."

The developers intentionally kept hoozat fairly simple to start out. There are competing Web-based mobile location companies out there, including Denver-based Brightkite, which has features allowing you to post photos or notes to your location.



Dr. Richard Han, president, TechoShark

A mapping feature for hoozat, Han says, would allow users to locate specific events as well as people. A search function could list events by categories, such as sports or business conferences. New features like these might be wrapped into a "premium" version that could generate revenue. Their business plan looks for a revenue stream in 2010, with at least a break-even bottom line in 2011.

Just figuring out with path to take, of course, is what makes or breaks an entrepreneurial venture.

**TECHOSHARK INC.**

720-938-4132  
www.hoozatapp.com  
Rick Han, president  
Employees: 7  
Primary service: Mobile phone application development  
Founded: 2008

So now for the question that Arron's already tired of hearing. Why the spelling of TechoShark, and not TechnoShark? Turns out, when he offered the idea to his class, he made a typo in the presentation. But classmates liked the ring of TechoShark. And a company was born in a CU basement.

*Jerry W. Lewis is a contributing columnist. Reach him by e-mail at [juiboulder@comcast.net](mailto:juiboulder@comcast.net). He also writes a blog at [www.boulderreport.typepad.com](http://www.boulderreport.typepad.com).*



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Jerry W. Lewis



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# Natural, organic industry will grow at slower pace

## Naturally Boulder Days draws focus on local businesses, leaders

BY BUSINESS REPORT STAFF  
news@bcbr.com

BOULDER — A local economist and a nutrition publisher foresee slower growth ahead for the natural foods industry.

Economist Richard Wobbekind and Nutrition Business Journal Publisher Patrick Rea shared their economic outlook for the industry on Thursday at the fifth annual Naturally Boulder Days 2009.

The event, with the theme, "Driving Through Turbulent Times," was held Sept. 2-3 at the Millennium Harvest House Boulder.

"The industry will recover, but the 20 percent growth rates are a thing of the past," Rea said. "Firms must remodel for slower rates of expansion." Rea said he predicts about 5 percent growth rates moving ahead.

Rea said the natural and nutrition industry will have to pay attention to action in Washington D.C., as there is an increasing movement to place additional regulations and supervision on supplement and organic products.

He added that the industry will need to improve strategies on Internet marketing as more consumers shift online.

Although 2008 was a tough year for the economy, Rea said the natural and nutrition product sector increased sales to more than \$100 billion. This includes an increase of providing supplements and ingredients to the mass food markets.

Some of the biggest stars in 2008 were in natural pet foods. The sector saw sales spike after the melamine scare in non-natural pet foods, which was sickening and killing pets.

The children healthy foods and supplement market also saw significant growth in 2008, Rea said.

Wobbekind, director of the Business Research Division at the University of Colorado's Leeds School of Business, gave an overview of the general economy, saying that he saw the light at the end of the tunnel, but recovery would be slow.

In the consumer sector, Wobbekind said that economists have noted the trend of consumers quickly substituting in an out of goods based on incentives. Car sales for example, surged on the Cash for Clunkers program, but now have dropped off.

The big concern in the long run is government spending, but Wobbekind said he doesn't expect a significant rise in interest rates for at least another 18 months.

In Colorado, Wobbekind said the economy is better off here than in the rest of the nation, but still struggling with job levels equal to three years ago. Economists predict that the



RYAN DIONNE

Fred Kirschenmann, the keynote speaker at Naturally Boulder Days, said driving through turbulent times has more to do with collaboration among farmers and adjusting to climate changes than it does with the immediate pressures of the economy.

state will be one of the first out of the recession, but still predict hardly any job growth for 2010.

### Farmers should collaborate

Fred Kirschenmann, the keynote speaker at Naturally Boulder Days, said driving through turbulent times has more to do with collaboration among farmers and adjusting to climate changes than it does with the immediate pressures of the economy.

Kirschenmann, a leader in the sustainable agriculture industry, said people have been living in the industrial revolution too long, and that era will end within the next couple decades out of necessity.

Instead of companies and farmers looking out for themselves and finding ways to make the most profit with the smallest investment, emphasis will be placed on improving soil quality, adapting to weather changes, partnering with other growers to deliver products and growing sustainable crops.

### Retzloff receives lifetime award

Naturally Boulder Days kicked off its fifth year with the presentation of four awards Sept. 2, one to a Boulder entrepreneur and three to local companies.

Mark Retzloff, chairman and co-founder of Boulder-based Aurora Organic Dairy, received the Lifetime Achievement award. Retzloff co-founded Aurora Organic Dairy in 2003 and currently serves as chairman.

Retzloff began his 40-year career in natural products in 1969 as a co-founder of Eden Foods, and has since participated in the startup and management of several leading natural and organic foods companies, including Alfalfa's Market and Horizon Organic Dairy.

Mix1, a nutritional beverage company in Boulder, received the Best Young Business award; Eco Products, a producer of compostable food-service ware based in Boulder, received the Company of the Year award; and Community Food Share in Niwot, Boulder County's food bank, received the Local Hero Award.

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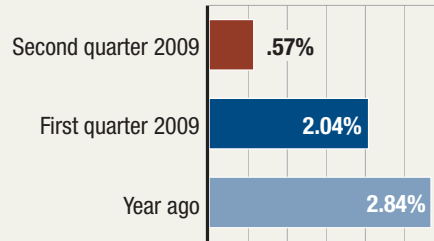
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# BOULDER VALLEY Economic Scoreboard

## At a glance: Boulder County annual home appreciation rate



Source: Federal Housing Finance Agency House Price Index

CITY STATS	Population	Population change	City square miles	City sales tax	Latest home median sales price	Previous year home median sales price	Change in home median sales price	Last updated
Boulder	102,569	0.6%	25.5	3.41%	\$535,000	\$551,375	-3.0%	02/09
Broomfield	55,000	6.5%	33.6	4.15%	\$348,490	\$310,500	12.2%	02/09
Erie	17,500	8.2%	17.5	3.5%	\$303,540	\$303,000	0.2%	02/09
Lafayette	25,945	2.2%	9.3	3.5%	\$315,000	\$315,500	-0.2%	02/09
Longmont	87,249	3.9%	22.3	3.275%	\$220,000	\$239,900	-8.3%	02/09
Louisville	19,488	0.5%	7.9	3.375%	\$355,000	\$339,000	4.7%	02/09
Superior	14,000	1%	4.26	3.46%	\$401,000	\$393,000	2.0%	02/09

REAL ESTATE	Latest	Previous	Change from previous	Year ago	Change from year ago	YTD	Change from YTD	Last updated
Boulder/Broomfield counties existing home sales	535	501	6.8%	574	-6.8%	2,344	-22.2%	07/09
Boulder County new homes sales	42	26	61.5%	41	2.4%	167	-27.7%	06/09
Boulder County residential and commercial property sales	\$196,986,300	\$218,444,700	-9.8%	N/A	N/A	\$943,264,500	N/A	07/09
Boulder/Broomfield counties foreclosures	159	180	-11.7%	44	261.4%	1153	24.7%	08/09
Boulder County annual home appreciation rate	0.57%	2.04%	-1.47%	2.84%	-2.27%	N/A	N/A	2Q/09
Boulder County residential building permits	46	73	-37.0%	108	-57.4%	340	-27.2%	4Q/08
Boulder County residential building permits value	\$11,772,000	\$21,057,000	-44.1%	\$22,550,307	-47.8%	\$86,650,589	-22.8%	4Q/08
Boulder County commercial building permits	30	25	20.0%	59	-49.2%	112	-9.7%	4Q/08
Boulder County commercial building permits value	\$69,095,000	\$55,171,000	25.2%	\$65,073,000	6.2%	\$304,826,000	70.4%	4Q/08

BOULDER VALLEY VACANCY RATES	Latest	Previous	Change from previous	Year ago	Change from year ago	Total space surveyed (s.f.)	Change in total space surveyed (s.f.)	Last updated
Office	13.3%	13.3%	0%	13.9%	-0.6%	13,349,651	2.5%	2Q/09
Flex	7.9%	10.5%	-2.6%	10%	-2.1%	19,357,760	55.5%	2Q/09
Industrial	7.9%	5.4%	2.5%	2.6%	5.3%	16,972,587	-16.7%	2Q/09

GROSS CONSUMER SALES	Latest	Previous	Change from previous	Year ago	Change from year ago	YTD	Change from YTD	Last updated
Boulder	\$2,066,562,294	\$1,314,698,581	57.2%	\$2,133,480,610	-3.1%	\$5,753,843,745	2.6%	4Q/08
Broomfield	\$662,071,513	\$552,673,171	19.8%	\$729,448,775	-9.2%	\$2,318,994,252	-6.4%	4Q/08
Erie	\$22,567,256	\$15,809,680	42.7%	\$19,496,029	15.8%	\$68,446,733	7.7%	4Q/08
Lafayette	\$270,154,145	\$168,611,674	60.2%	\$371,495,361	-27.3%	\$855,392,617	-0.9%	4Q/08
Longmont	\$837,193,259	\$602,421,792	39.0%	\$779,628,601	7.4%	\$2,637,418,549	5.5%	4Q/08
Louisville	\$346,118,833	\$202,592,631	70.8%	\$372,319,467	-7.0%	\$943,403,729	-1.2%	4Q/08
Lyons	\$24,278,178	\$20,571,501	18.0%	\$27,429,777	-11.5%	\$88,050,202	-3.8%	4Q/08
Nederland	\$6,586,043	\$9,026,509	-27.0%	\$7,663,137	-14.1%	\$31,039,643	-4.7%	4Q/08
Niwot	\$45,922,765	\$23,122,609	98.6%	\$58,030,912	-20.9%	\$90,612,832	-38.8%	4Q/08
Superior	\$118,500,544	\$98,317,885	20.5%	\$118,491,352	0.0%	\$393,730,396	3.4%	4Q/08
Ward	\$179,322	\$249,687	-28.2%	\$539,441	-66.8%	\$763,623	-72.8%	4Q/08
Unincorporated Boulder County	\$255,612,899	\$241,033,050	6.0%	\$313,651,221	-18.5%	\$962,531,613	9.5%	4Q/08
<b>Total</b>	<b>\$4,655,747,051</b>	<b>\$3,249,128,770</b>	<b>43.3%</b>	<b>\$4,931,674,683</b>	<b>-5.6%</b>	<b>\$14,144,227,934</b>	<b>1.0%</b>	<b>4Q/08</b>

SELECT CONSUMER SALES	Latest	Previous	Change from previous	Year ago	Change from year ago	YTD	Change from YTD	Last updated
Boulder/Broomfield counties motor vehicle sales	\$139,785,000	\$178,686,000	-21.8%	\$190,515,000	-26.6%	\$677,201,000	-15.8%	4Q/08
Boulder/Broomfield counties restaurant sales	\$152,684,000	\$162,141,000	-5.8%	\$153,343,000	-0.4%	\$634,629,000	3.6%	4Q/08
Boulder/Broomfield counties building material sales	\$81,515,000	\$79,668,000	2.3%	\$84,387,000	-3.4%	\$305,793,000	1.3%	4Q/08

JOBS	Latest	Previous	Change from previous	Year ago	Change from year ago	Unemployment rate	Change in unemployment rate	Last updated
Boulder County	162,310	164,731	-1.5%	170,601	-4.9%	6.6%	0.0%	07/09
Broomfield County	28,330	28,544	-0.7%	29,583	-4.2%	7.6%	0.1%	07/09
Colorado	2,509,187	2,511,405	-0.1%	2,621,081	-4.3%	7.7%	-0.1%	07/09
United States	140,041,000	140,196,000	-0.1%	N/A	N/A	9.4%	-0.1%	07/09

BANKRUPTCIES	Latest	Previous	Change from previous	Year ago	Change from year ago	YTD	Change from YTD	Last updated
Boulder / Broomfield Counties	97	100	-3.0%	72	34.7%	542	23.2%	06/09

VENTURE CAPITAL	Latest	Previous	Change from previous	Year ago	Change from year ago	YTD	Change from YTD	Last updated
Boulder/Broomfield counties	\$190,190,900	\$41,281,800	360.7%	\$93,265,400	103.9%	\$231,472,700	-35.7%	2Q/09
Colorado	\$211,108,900	\$76,906,900	174.5%	\$184,358,400	14.5%	\$288,015,800	-40.3%	2Q/09
United States	\$3,674,427,000	\$3,003,653,800	22.3%	\$7,600,000,000	-51.7%	\$6,678,080,800	-56.6%	2Q/09

LOCALLY BASED BANKS	Total assets	Yearly change in assets	Total deposits	Yearly change in deposits	Total loans	Yearly change in loans	Quarterly income	Last updated
AMG National Trust Bank	\$135,420,000	53.2%	\$117,916,000	63.1%	\$21,792,000	158.6%	\$12,000	2Q/09
FirstBank of Boulder	\$508,566,000	3.9%	\$470,892,000	11.9%	\$208,840,000	22.2%	\$4,730,000	2Q/09
FirstBank of Longmont	\$396,867,000	1.3%	\$366,521,000	8.3%	\$134,594,000	13.9%	\$2,867,000	2Q/09
FirsTier Bank	\$844,410,000	28.7%	\$664,203,000	23.6%	\$727,574,000	16.6%	-\$2,066,000	2Q/09
Flatirons Bank	\$91,360,000	118.1%	\$46,935,000	48.5%	\$41,786,000	17.4%	\$7,000	2Q/09
Mile High Banks	\$1,323,673,000	3.7%	\$1,154,514,000	15.6%	\$1,191,057,000	-3.9%	\$329,000	2Q/09
Summit Bank & Trust	\$91,211,000	56.8%	\$79,991,000	141.2%	\$61,406,000	44.8%	-\$1,601,000	2Q/09

LOCALLY BASED CREDIT UNIONS	Total assets	Yearly change in assets	Total deposits	Yearly change in deposits	Total loans	Yearly change in loans	Quarterly income	Last updated
Ashoka Credit Union	\$2,380,557	3.7%	\$2,104,932	2.7%	\$2,112,410	6.6%	\$9,010	1Q/09
Boulder Municipal Employees Credit Union	\$54,821,756	0.6%	\$50,194,123	1.3%	\$38,709,012	-0.8%	-\$417,820	1Q/09
Boulder Valley Credit Union	\$184,799,296	6.8%	\$166,389,660	7.7%	\$115,616,074	5.3%	-\$506,117	1Q/09
Community Financial Credit Union	\$113,995,477	6%	\$97,590,549	6.4%	\$72,682,678	4.7%	-\$670,036	1Q/09
Elevations Credit Union	\$925,123,040	3.9%	\$855,429,382	5.9%	\$627,829,985	3.7%	\$1,989,626	1Q/09
Premier Members Credit Union	\$315,202,848	4.4%	\$286,080,136	7.3%	\$250,138,313	1.6%	-\$62,918	1Q/09
St. Vrain Valley Credit Union	\$81,369,536	4.7%	\$74,321,270	5.8%	\$59,642,365	-0.3%	-\$55,036	1Q/09

Compiled By David Clucas

## BCBRDAILY from 2A

ing the acquisition after RCN Corp. withdrew its higher bid — \$12.50 per share compared with Zayo's acquisition price of \$11.45 per share.

The acquisition will help Zayo extend its bandwidth, voice and managed services to hundreds of telecom buildings across the Northeast and Midwest regions of the United States.

### NexGen, Namaste partner

LOUISVILLE — A 100-kilowatt solar-electric system is being installed on the roof of Eldorado Natural Spring Water's main facilities in Louisville thanks to funds from the American Recovery and Reinvestment Act.

NexGen Energy Partners, based in Boulder, will own and operate the solar-electric system, selling the electricity it generates to Eldorado Natural Spring Water at a predetermined price over a 20-year term.

Namaste Solar of Boulder is installing the system.

### OZ office gets LEED certified

BOULDER — OZ Architecture's studio in Boulder has been certified LEED Silver by the U.S. Green Building Council for achievement in green commercial interior design.

LEED for Commercial Interiors recognizes high-performance green interiors that are healthy, productive places to work, are efficient to operate and maintain, and reduce the environmental footprint.

OZ Architecture's own interior-design team designed its office at 1805 29th St. in the Twenty Ninth Street retail district.

To achieve LEED Silver certification, the 30,000-square-foot office was designed as an open-space environment to capitalize on the building's access to daylight and views and improve air quality. The company also used environmentally friendly and energy-saving materials.

### Xcel's SmartGrid progresses

BOULDER — Xcel Energy has finished construction on its Smart-GridCity infrastructure in Boulder and launched its remaining software to enable all smart-grid operations.

The Minneapolis-based energy company (NYSE: XEL) automated three of its four distribution substations, four computer-monitored power feeders, 23 feeders monitored for voltage irregularities, installed about 200 miles of fiber-optic cable, 4,600 transformers and about 16,000 smart meters.

"We can now read customer meters remotely, identify and reduce outages and false power outage calls more quickly," Jay Herrmann, Xcel's regional vice president, said in a statement. "Combining those efficiencies while reducing outages will allow us to capture cost-savings more appropriately and benefit our customers."

Later this year, Xcel plans to implement an in-home energy-management system that allows select customers that have a smart meter to monitor their energy use and create a personalized consumption-reduction strategy.

# Strategize for a graceful exit

*Solid exit strategy can minimize risk, capitalize on assets*

It's inevitable. Someday, you'll exit your business. Regardless of your reason for leaving — retirement, slowing down, or an unexpected event — it's important to be prepared in advance. A good exit plan can minimize risks to your business like a bankruptcy or sale, waning value, staff reductions or complicated relationships in the company or your family. More importantly, it can help you capitalize on an asset you've worked hard to grow.



**GUEST OPINION**  
Patrick Ireland

**Consider who will take over.** There are many things to consider before you leave a business. Start with some basic questions: Who will own the company? Will the new owner operate it or will someone else? A good first step is to determine your family's interest in owning or operating the business. Then, establish how relatives with a stake in the company who choose not to be actively involved will be compensated. If a family member isn't taking over, think about who will. You may turn the business over to an employee or an outside source.

**Collect Information.** As with any plan for your business, you'll need a lot of information for your exit plan. Think about your business finances and your personal life as well. For the business, have an outside accountant prepare financial statements on cash flow, assets and liabilities. These will help set the value and sale price. For your personal finances, list your goals and needs — including how much you'll take with you, or if you want to retain a stake in the company for future income. Consider these issues for your heirs as well.

**Gather job descriptions and responsibilities for key positions, including your own.** List the qualifications for your successor(s). If you'll be promoting someone already in the business, consider whether you'll need to replace that person. If multiple transitions will occur, you'll need relevant information for all of them. Staff changes will inevitably affect your company, so it's best to be prepared with good training plans and clear expectations.



**Determine value.** To sell or transfer the business, you need to know its value. One way to determine value is to simply set a price and use independent appraisals to back it. Another option is to use the book value, based

the parties reaches a certain age. An important purpose of the agreement, beyond setting the price, is to define the new ownership. In the case of a sole proprietorship, the agreement can set the outright sale of the com-

**Think about taxes.** No one wants to be limited in options, or have an unpleasant surprise awaiting their heirs. Your business is included in your estate and may be part of estate taxes, so plan ahead to reduce these costs. A buy-sell agreement can help generate funds to cover any taxes due upon death. Additionally, your business may be gifted to family members so that any future proceeds are untaxed. A good financial plan can help address various transfer tax issues for your heirs. It's always important to consult your financial adviser and attorney on these matters, as well as any of the exit planning considerations.

An exit plan is just as important as the plan you devised to start and grow your business. It will help you reap the best reward from the asset you've built up, and will lay the foundation for your company's future.

*This article was prepared by Northwestern Mutual with the cooperation of Patrick Ireland, managing director of Northwestern Mutual-Broomfield. He served as a financial representative with Northwestern Mutual-Denver before opening the firm's satellite office at 350 Interlocken Blvd. in Broomfield. He can be reached at 720-382-5000. The Northwestern Mutual Life Insurance Company, Milwaukee, Wisconsin.*

## AN EXIT PLAN IS JUST AS IMPORTANT

**as the plan you devised to start and grow your business. It will help you reap the best reward from the asset you've built up, and will lay the foundation for your company's future.**

on an evaluation of the balance sheet and further appraisals. A third option is to fix the price by capitalizing on the company's net income. You can also use a combination of these methods. Always look at multiple years and trends to get an overall picture of how the business has fared to assign a reasonable value.

**Set an agreement.** A buy-sell agreement is an arrangement between two or more parties where one party buys and the other sells an interest in the business when a trigger event occurs, such as a specific date, or when one of

the parties reaches a certain age. An important purpose of the agreement, beyond setting the price, is to define the new ownership. In the case of a sole proprietorship, the agreement can set the outright sale of the com-

**Fund the agreement.** To realize the benefits of the agreement, it must be properly funded. While there are several funding choices, life insurance and disability buyout coverage are effective sources because each can provide the right amount of financing at the exact time it's needed.

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**ARCHITECTURE, CONSTRUCTION**

**Laura A. Hutchings**, managing principal and general counsel for Populus Sustainable Design Consulting in Boulder, has received accreditation as a LEED for Homes Accredited Professional from the U.S. Green Building Council.

**EDUCATION**

**Kathryn Marshall**, partner and chief operating officer of 104 West Partners, has joined the advisory board of the Leed School of Business at the University of Colorado at Boulder.

**Lawrence M. Levine**, Ph.D., has been named chief information officer at the University of Colorado at Boulder. Levine currently serves as associate dean for information technology and chief information officer for the Faculty of Arts and Sciences at Harvard University in Cambridge, Mass.

**HEALTH CARE**

**Dr. Amy Oldenburg**, a family and sports-medicine physician, has joined Avista Adventist Hospital in Louisville. Oldenburg will practice at Coal Creek Family Medicine, 1044 S. 88th St., Suite 200, in Louisville.

**HIGH TECH**

Longmont-based DigitalGlobe, a global provider of commercial high-resolution, world-imagery products and services for defense and intelligence, government and commercial clients, has named **Alden Munson Jr.** and **James Whitehurst** to its board of directors. Munson is a senior fellow at the Potomac Institute for Policy Studies, while Whitehurst serves as president and chief executive officer of Red Hat, the maker of Linux and other enterprise software.

**LAW**

**Linda L. Siderius** has joined Caplan and Earnest LLC in Boulder as an attorney, special counsel. Siderius has spent more than 13 years representing licensed professionals before regulatory boards, including in negotiations, hearings and investigations. She will focus on health law.

Holland & Hart LLP has named **Marc Painter** of its Boulder office as the new chair of the firm's real estate practice group, which includes more than 60 lawyers across the firm's 15 offices. The firm's real estate group was recently named the top real estate practice in the Boulder region by Best Lawyers in America.

**MANUFACTURING**

**Russ Rowan** has been named vice president of sales and marketing for Boulder-based Spyder Active Sports Inc., bringing almost 20 years of snowsport retail, sales, and marketing experience to the performance-skiwear company. Rowan will be responsible for North American sales and brand direction, and will report to Thomas McGann, Spyder's President and CEO.

**NONPROFIT**

Humane Society of Boulder Valley has hired **Kim Sporrer** as its new director of communications. Sporrer was most recently with Linhart Public Relations in Denver.

Boulder-based Parenting Place, a nonprofit, family resource center, has appointed **William Kropp** as its new executive director. Kropp most recently served as executive director of CCRES Inc., an educational and behavioral health agency providing support services to children on the autism spectrum.

*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.*

INTERNET NEWS

Boulder-based **Insight Designs Web Solutions LLC** created a new Web site for **Eldora Mountain Resort** ([www.eldora.com](http://www.eldora.com)) that includes photo and video upload tools, an interactive trail map and real-time snow report.

Boulder-based **Imulus LLC** designed a new Web site for Addison, Texas-based Worksoft Inc. ([www.worksoft.com](http://www.worksoft.com)), a software development company specializing in lifecycle management optimization for systems applications and products.

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# HEALTH CARE & WELLNESS

## CU bioscience building breaks ground

*\$120 million project promotes collaboration among CU departments*

BY RYAN DIONNE  
rdionne@bcbr.com

BOULDER — The University of Colorado at Boulder officially broke ground Sept. 9 on a multi-million dollar bioscience building designed to promote interdisciplinary collaboration and make CU one of the top bioscience universities in the region.

The Jennie Smoly Caruthers Biotechnology Building, a planned 257,000-square-foot building slated for completion in fall 2011 with a 54,000-square-foot addition planned for a "later date," will have a price tag of between \$120 million and \$145 million for the first phase alone.

So far, more than half of the Phase I cost has been committed: \$60 million from the university, \$20 million from CU professor and well-known biotechnology maven Marvin Caruthers, \$2 million from Jeannie Thompson, chairwoman of the university foundation's board of directors, and other private gifts.

"The economy has definitely

**“I want to be challenged and have my science be driven by these interactions.”**

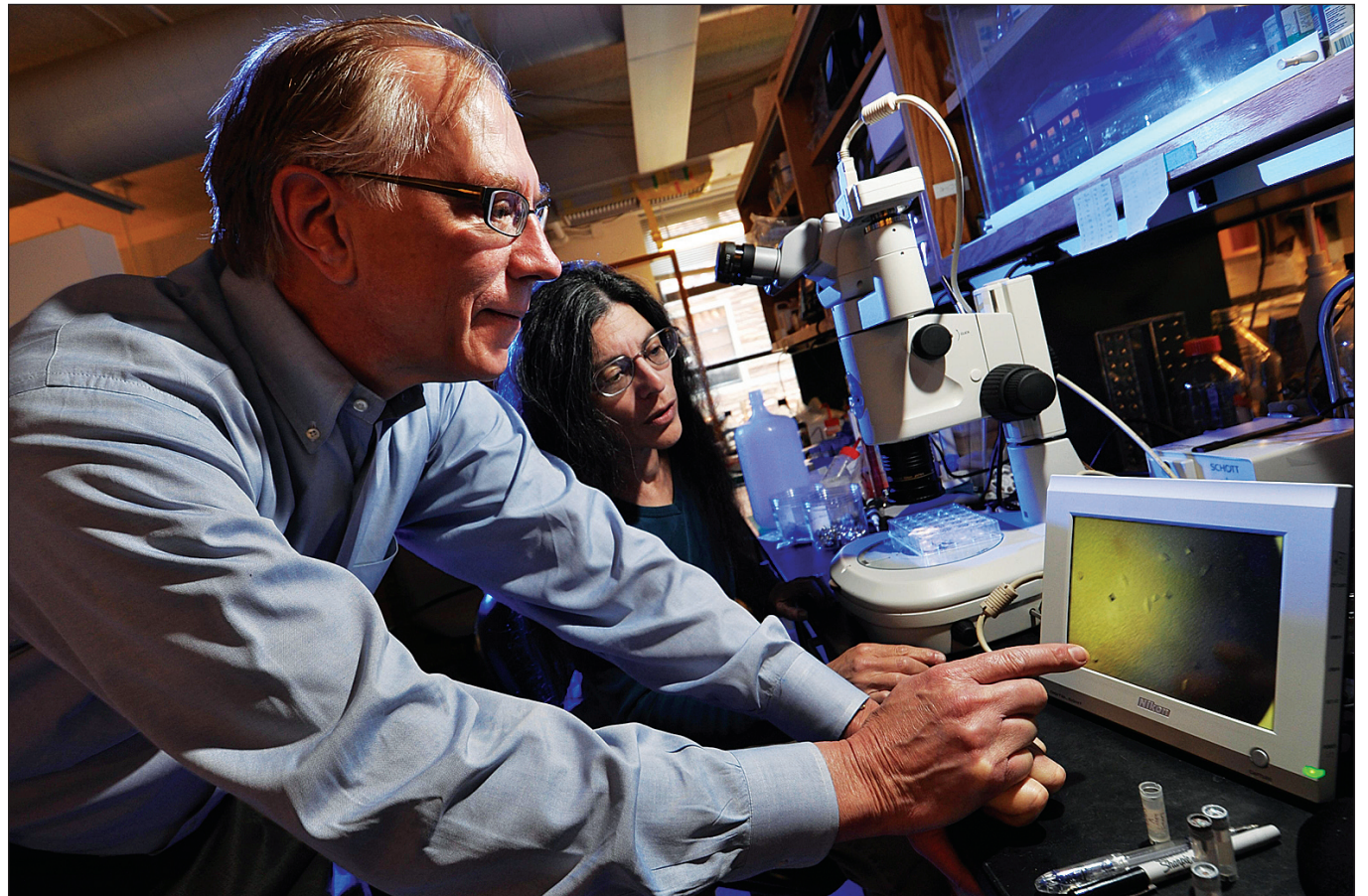
**Leslie Leinwand,**  
PROFESSOR OF MOLECULAR, CELLULAR AND DEVELOPMENTAL BIOLOGY, CU

slowed that (fund-raising) process down," said Leslie Leinwand, a CU professor who is helping raise the additional money needed to complete the project.

Leinwand, a molecular, cellular and developmental biology professor, has been involved in the bioscience building since 2001 when it was only an idea.

"I was one of the original authors of this whole thing," she said. "I feel extraordinarily proud to be part of this effort."

The bioscience building, which will anchor the university's East Campus near 30th Street and Colorado Avenue, will bring together researchers, professors, graduate and undergraduate students, as well as elemen-



COURTESY UNIVERSITY OF COLORADO  
Thomas Cech, Nobel Laureate and chemistry and biochemistry professor, left, looks over crystals of an RNA molecule with research specialist Elaine Podell at the University of Colorado at Boulder.

tary, middle and high school teachers and students both to learn about new biotechnologies and develop them.

It was named after Marvin Caruthers' late wife after his \$20 million donation, which is the largest amount ever donated by a faculty member to date.

"The importance of this gift from Marvin Caruthers, who has revolutionized biotechnology in the U.S. with his research and inventions, cannot be overstated," Leinwand said in a statement.

With the help of "neighborhoods," which consist of informal labs and meeting spaces, collaboration among faculty in different departments will be more prone to occur.

Leinwand said she is fascinated every time she discusses research with a co-worker from a different department.

"I want to be challenged and have my science be driven by these interactions," she said.

The building will house 60 senior faculty researchers and more than 500 research and support staff from the Colorado Initiative in Molecular Biotechnology, as well as the chemical and biological engineering department and biochemistry division of the chemistry and biochemistry department.

"This facility will continue to strengthen Colorado's business environment and elevate our bioscience

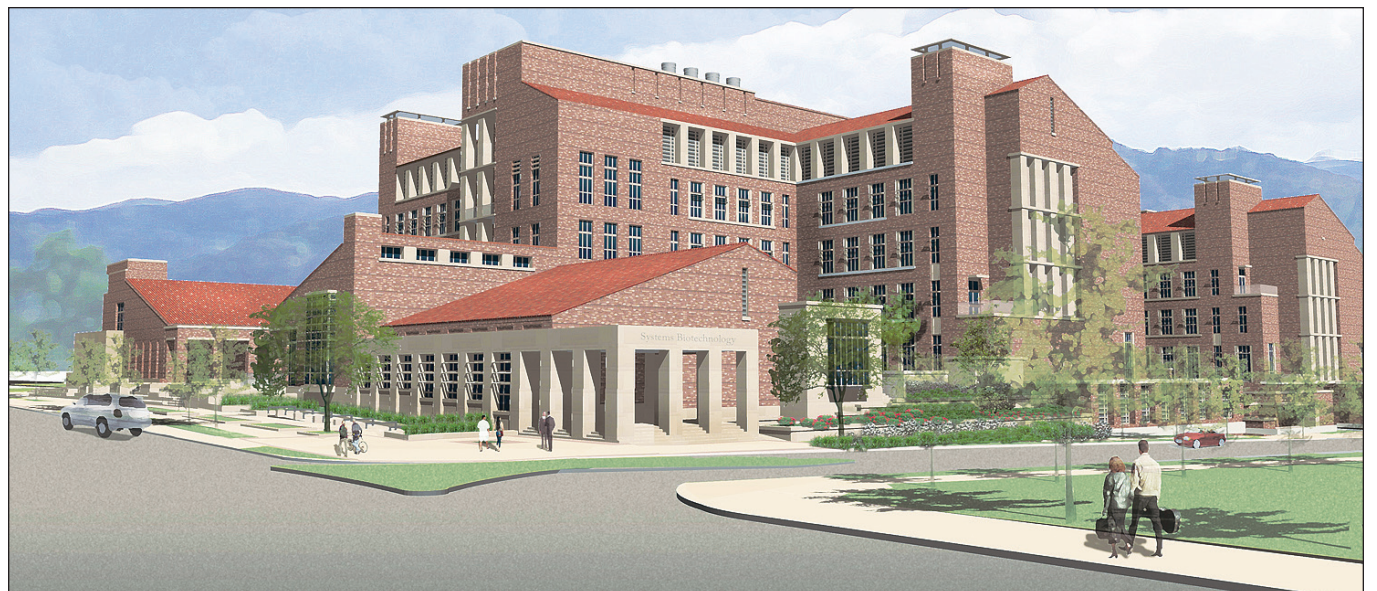
ecosystem nationally and globally as we lead Colorado forward," Gov. Bill Ritter said in a statement.

Already, the state generates more than \$400 million in taxes from the bioscience industry and employs about 36,000 workers.

"We (Boulder) and Seattle are among the top growing regions for biotechnology in the United States," Leinwand said. While few, if any, people think Boulder will become a top bioscience area in the nation, Leinwand said she hopes to see it become the No. 1 spot in the region.

Merging chemistry with biology or biology with physics or phys-

► See **Bioscience**, 14A



COURTESY UNIVERSITY OF COLORADO  
This rendering shows the Jennie Smoly Caruthers Biotechnology Building from along Colorado Avenue from the east.

**BIOSCIENCE** from 13A

ics with chemistry is becoming more prevalent and proving more beneficial for research institutions, she said. That's why she and the university designed it to be a multi-discipline building.

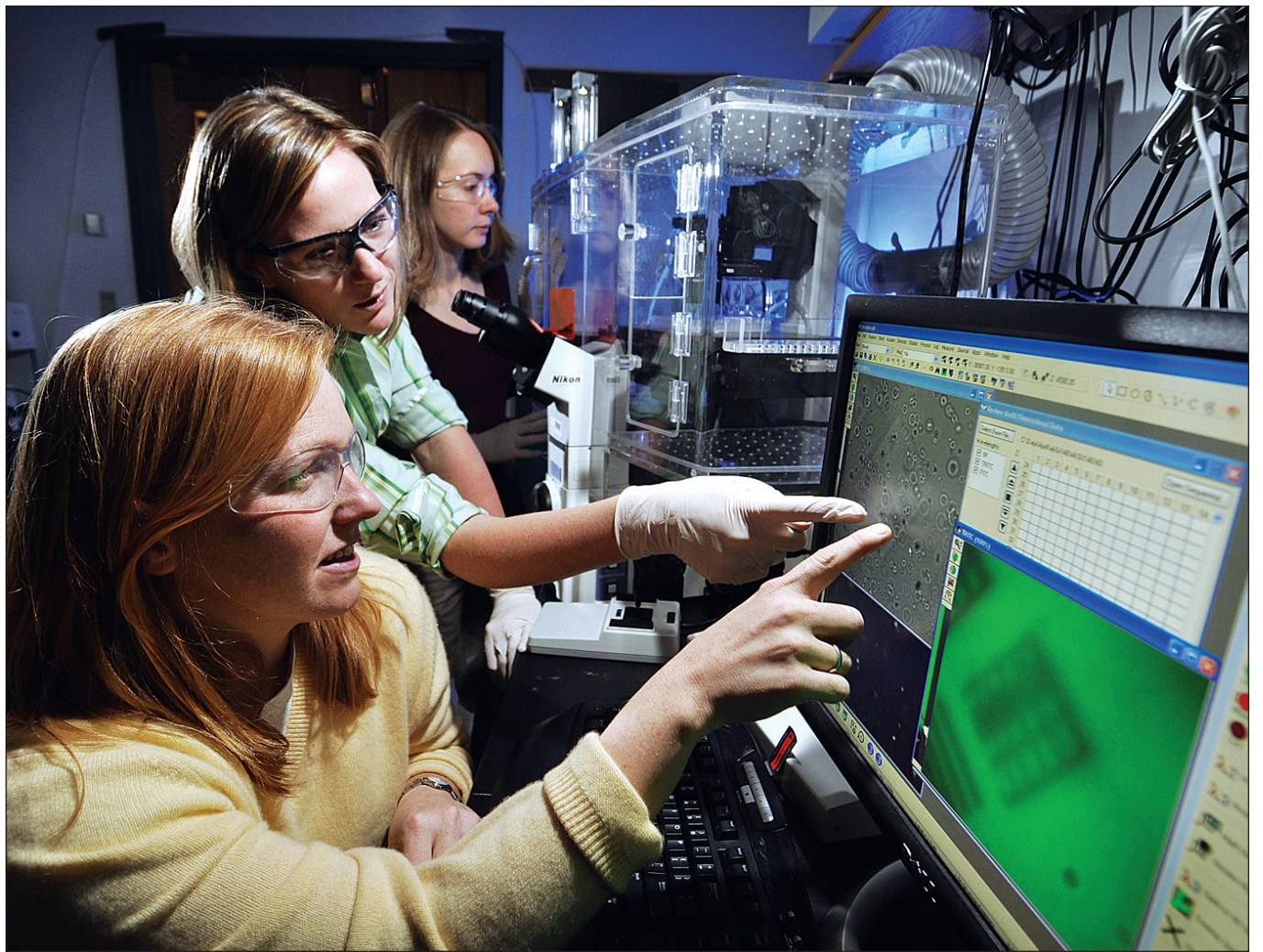
"One of the goals I think would be wonderful to come out of this is, of course, new technology that will improve human health," Leinwand said.

Whether a new procedure to replace cartilage instead of conducting a full knee replacement, developing new medical devices or tests for diagnosing medical conditions, much of the work will take place in the new building.

The Caruthers Biotechnology Building, designed by Omaha, Neb.-based HDR Inc. and New York-based Robert A.M. Stern Architects LLP, will house the Colorado Initiative in Molecular Biotechnology.

The initiative, formed in 2003, is a group of CU professors from eight departments focused on new research, teaching, and technology development in the life, physical and computational sciences, math, and engineering.

Leinwand said CU's administration has been "phenomenally supportive of this huge project," since its inception. Part of that support is likely because the new building will help the university reach one of its key



COURTESY UNIVERSITY OF COLORADO

Kristi Anseth, left, a CU chemical engineering professor, uses computer models in her lab.

strategic goals: promoting interaction among departments.

"This greatly complements the

goal of our Flagship 2030 strategic plan of achieving seamless interdisciplinary research for the benefit

of all citizens," Philip DiStefano, the university's chancellor, said in a statement.



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# Swine flu: tame or turbulent?

*Some organizations send mixed messages about flu's severity*

When it comes to the swine flu — yes, the swine flu, because if you'll recall, the brunt of this strain was first found in pigs — it's hard to know whether the attention is from the potential outcomes, the impact on kids, young adults or the elderly, the push for patients to spend money to get vaccinated or any of the other reasons tossed around among friends and in the media.

Perhaps it's not much different than any other strain of flu that hits America every year. But maybe it is.

Either way, people don't know what to do or how to react.

As part of the anticipation, state and national health departments are gearing up for the stampede when clinics begin vaccinating people.

Word is that the vaccines won't be available until as early as mid-October, and even then, it'll initially be restricted to "priority" people — meaning teachers, health-care workers, parents with infants at home, and select others. That's a fair system, as those are the people who will most likely be in the thick of it when flu

season hits hard.

People with an increased risk of "catching" H1N1 include pregnant women, people with suppressed immune systems (such as cancer patients undergoing chemo), people with diabetes, asthma or other "complicating medical conditions," and small kids, according to the University of Colorado.



**MEDICAL FILE**

Ryan Dionne

Already this year, CU has at least four confirmed cases of the swine flu, about 100 confirmed cases of the regular flu, and a few hundred students experiencing flu-like symptoms — and school started less than a month ago.

However, that doesn't mean much.

"We are still seeing that this flu is no more severe than the seasonal influenza," Pamela Talley, CU's Wardenburg Health Center medical clinic's lead physician, said in a statement. "The medical risk to the general community is still not greater than that seen with seasonal flu."

Yet the university is going as far as delivering food and surgical masks to residence-hall students who have flu-

like symptoms. See the confusion?

While most of us aren't college students anymore, offices are a breeding ground for germs, too.

There's a major difference, though: Unlike students who often want to skip class, employees rarely want (or can afford) to miss work.

If you're an hourly employee, missing work could mean a smaller paycheck. If you're salaried, it could mean using the rest of your sick days and dipping into personal days.

And, of course, no matter if you're hourly or salaried, it means co-workers must pick up the slack, and you have to play catch-up when you return.

Mark Wiletsky, a Holland & Hart LLP attorney who specializes in labor and employment, said things could get complicated when it comes to illness in the workplace.

Ultimately, in Colorado, an employer has the right to tell an employee to stay home if he or she is sick. Whether it's for one day or one week, an employer can say, "You aren't coming to work."

For a salaried employee who's used all of her paid time off, being forced to take five or more days off is a gamble on whether she will get a full paycheck.

If an employer mandates that she stay home a week or more, the company isn't obligated to pay her.

The best scenario, though, is if the employee works from home (at least a little during the week) while watching talk shows under a blanket next to a pile of Kleenex.

For an hourly employee, though, the scenario changes, Wiletsky said.

If the hourly employee is told to stay home, despite not having any sick, personal or vacation days, he likely won't be paid unless he can work from home — at which point he'll be paid only for the hours that he worked.

A potential problem arises if he claims to have worked a couple hours from home and ends up reaching overtime beyond that.

To help alleviate any potential problems, Wiletsky said companies should be prepared for the worst, while handling each case individually.

To help prevent a swine flu pandemic, businesses can encourage employees to wash their hands, sneeze or cough into their elbows, get enough sleep and eat healthier. They can also provide free or reduced flu shots and limit or temporarily eliminate business trips.

But nobody really knows what this year's flu season has in store, so take everything in stride.

Is living in fear the way to operate? That's a question only you can answer.

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RANK	PREV. RANK	Company Address Phone/Fax	No. of patients 2008 No. of employees	Doctors Therapists Physical Therapists Acupuncturists	Current no. of Cognitive Therapists Occupational Speech Other	Specialties Hospital Affiliation	Certified Medicaid Medicare	Owner Administrator Year Founded Web site
1	1	<b>BOULDER CENTER FOR SPORTS MEDICINE</b> 311 Mapleton Ave. Boulder, CO 80301 303-544-5700/303-544-5710	29,688 50	11 27 22 1	0 0 0 5	Family practice, orthopedic, physical therapy, massage, fitness classes, bio-mechanics testing, physiology testing, nutrition and coaching. Boulder Community Hospital.	Yes Yes	Boulder Community Hospital Melanie Johnson 1998 www.bch.org/sportsmedicine
2	2	<b>NORTH BOULDER PHYSICAL THERAPY</b> 3000 Center Green Drive Boulder, CO 80301 303-413-9903/303-447-3390	21,122 24	0 17 16 0	0 1 0 0	Sports, orthopedic, auto, work injury, knee, ankle, shoulder, incontinence, braces, orthotics, women's health, TMJ, vertigo. Massage and certified hand specialist available. None.	No Yes	Debra Layne, PT Debra Layne, PT 1979 www.northboulderpt.com
3	4	<b>COLORADO PHYSICAL THERAPY INSTITUTE</b> 300 Nickel St., Suite 6 Broomfield, CO 80020 303-460-9129/303-469-2324	9,700 14	0 6 5 0	0 0 0 1	Sports, work injuries, pre- and post-surgical orthopedics, TMJ*, diabetic neuropathy, spine care, balance problems, chronic pain, Pilates, spine pain, headaches, low back pain, neck pain, sports performance, golf performance enhancement. None.	No No	Roger Rettig N/A 1987 www.coloradopti.com
4	8	<b>ALTA PHYSICAL THERAPY AND PILATES</b> 2955 Baseline Road Boulder, CO 80303 303-444-8707/303-444-8109	8,886 20	0 7 7 0	0 0 0 3	Physical therapy, Pilates for rehab and fitness, Body Talk System, Level III Check Exercise Method, VO2-max and LT testing through Boulder Performance Lab, massage. None.	No Yes	Jane Milliff, Forrest Walker Alena Ryan 1990 www.altatherapies.com
5	NR	<b>BOULDER COMMUNITY HOSPITAL MAPLETON CENTER</b> 311 Mapleton Ave. Boulder, CO 80304 303-441-0493/303-441-0536	8,348 110	6 72 45 1	12 11 12 7	Adult and pediatric outpatient rehabilitation including hand therapy, pain management, brain injury, neurological and orthopedic, women's health, therapeutic pool, audiology, wheelchair clinic, cognitive therapy, autism, ADHD, feeding clinic. Boulder Community Hospital.	Yes Yes	Boulder Community Hospital David P. Gehant 1925 www.bch.org
6	6	<b>PHYSIOTHERAPY ASSOCIATES</b> 1551 Professional Lane, Suite 145 Longmont, CO 80501 720-494-3290/720-494-3294	8,000 17	0 9 7 0	0 2 0 1	Orthopedic and sports therapy, hand therapy, spine injuries, custom splinting and orthotics, osteoporosis program, pool therapy, post-operative care. None.	No No	Physiotherapy Associates Chantal McDonald, PT, MS, OCS, MTC 2002 www.myphysio.com
7	9	<b>BOULDER CENTER FOR SPORTS MEDICINE EAST</b> 400 S. McCaslin Blvd. Suite 210 Louisville, CO 80027 303-926-2665/303-926-2688	7,921 9	0 5 0 0	0 0 0 0	Evaluation and treatment of sports injuries, orthopedic impairments, post-surgical rehab, running gait analysis, cycling analysis, orthotics, massage, primary care. Boulder Community Hospital.	N/A N/A	Boulder Community Hospital Jason Amrich, PT, OCS, CSCS 2004 www.bch.org/sportsmedicine
8	10	<b>ANCHOR PHYSICAL THERAPY SPINE AND SPORTS MEDICINE PC</b> 320 E. 1st Ave., No. 102 Broomfield, CO 80020 303-460-0329/303-460-0387	7,763 9	0 6 5 0	0 0 0 1	Orthopedics, sports medicine, certified hand therapy, manual therapy techniques, one-on-one treatment sessions. None.	No Yes	Mark Kahl, PT, MTC and Robin Braden, PT Mike Braden 2003 www.anchorpt.com
9	NR	<b>PRECISION PHYSICAL THERAPY</b> 275 Century Circle Louisville, CO 80027 303-926-1444/303-926-0038	6,819 8	0 4 4 0	0 0 0 0	Functional manual therapy, mobilization with movement, nags and snags, visceral manipulation, myofascial release, strain/counterstrain, joint mobilization, specialized taping techniques, ultrasound, cervical and lumbar traction, neuromuscular re-education, cancer exercise programs, proprioceptive exercises, sport-specific exercises. N/A	No Yes	Ernie Quinlisk Ernie Quinlisk 2002 www.precisionphysicaltherapy.net
10	11	<b>COAL CREEK PHYSICAL THERAPY LLC</b> 315 South Boulder Road, No. 100 Louisville, CO 80027 303-666-4151/303-666-4166	6,700 6	0 3 3 0	0 0 0 0	Sports, orthopedic, auto, work injury, knee, ankle, shoulder, incontinence, braces, orthotics, women's health, TMJ*, vertigo. Massage and certified hand specialist available. None.	No Yes	Debra Layne, PT and Julie Byrt, PT Debra Layne, PT and Julie Byrt, PT 1999 www.coalcreekpt.com
11	6	<b>MEDICALLY BASED FITNESS IN BOULDER</b> 4790 Table Mesa Drive, Suite 200 Boulder, CO 80305 303-447-2873/303-447-2741	6,500 7	0 4 2 0	0 0 0 2	Physical therapy and supervised exercise programs for all populations: specialized programs for aging, medically complex and chronic disease. None.	Yes Yes	Sander Orent, MD Marny Farrell 1996 www.medfit.net
11	24	<b>NORTH BOULDER PILATES</b> 3000 Center Green Drive #140 Boulder, CO 80301 303-413-3496/303-447-3390	6,500 5	0 4 4 0	0 0 0 0	Pilates with an emphasis on a safe, fun, effective exercise program for medical problems. Home programs, mat classes, and reformer/equipment classes. All classes are very small and personalized for medical conditions. Fitness classes are available for low to ultra athletic levels. None.	No Yes	Debra Layne, PT Debra Layne, PT 2006 www.northboulderpilates.com
13	12	<b>PEAK FORM PHYSICAL THERAPY</b> 805 S. Broadway, Suite 201 Boulder, CO 80305 303-402-9283/303-494-1251	6,048 9	0 9 6 0	0 0 0 3	Sports medicine, post-surgical rehabilitation, hand injuries, motor vehicle accidents, work-related injuries, spine care, postural screening, sports-specific programs. None.	No Yes	Jeanette Hrubes Andrea Kidd 2002 www.peakformpt.com

N/A: not available.

\*TMJ: temporomandibular joint work.

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(Ranked by total number of patients in Boulder & Broomfield counties last year.)

RANK	PREV. RANK	Company Address Phone/Fax	No. of patients 2008 No. of employees	Doctors Therapists Physical Therapists Acupuncturists	Current no. of Cognitive Therapists Occupational Speech Other	Specialties Hospital Affiliation	Certified Medicaid Medicare	Owner Administrator Year Founded Web site
14	13	<b>SPINE WEST</b> 5387 Manhattan Circle, Suite 200 and 100B Boulder, CO 80303 303-494-7773/303-494-1104	5,340 11	3 1 1 0	0 0 0 1	Focused on advanced non-surgical care with an emphasis on making the diagnosis and treating spine pain, nerve problems, and all joint issues. University Hospital, Avista Hospital, Yampa Valley Medical Center, Boulder Medical Center.	Yes Yes	Spine West Zac Robison 2001 www.spinewest.com
15	NR	<b>HEALTHLINKS CLINIC</b> 3101 Iris Ave., Suite 200 Boulder, CO 80301 303-443-1937/303-443-3576	4,000 6	0 9 3 1	1 1 0 3	Specializing in physical therapy, exercise evaluation and treatment for individuals with a diagnosis of cancer or Parkinson's disease. Integrative services including nutrition, acupuncture, psychotherapy and massage. Certified lymphedema specialists with over 10 years of experience. None.	N/A Yes	Trudy Turvey M.S., P.T. Trudy Turvey M.S., P.T. 1999 www.healthlinksclinic.com
16	14	<b>PARADIGM PHYSICAL THERAPY LLC</b> 842 W. South Boulder Road, Suite 201 Louisville, CO 80027 720-890-1091/720-890-1098	3,924 8	0 4 2 0	0 0 0 2	Manual therapy, massage therapy, and Pilates to address back pain, orthopedic injuries, runner/triathlete injuries. None.	No Yes	Bo Richardson N/A 2003 www.parapt.com
17	15	<b>AVANTI THERAPY LLC</b> 5350 Manhattan Circle, Suite 100 Boulder, CO 80303 303-543-1201/303-543-1206	3,600 4	0 4 3 0	0 0 0 1	Myofascial release, craniosacral therapy, neurological and musculoskeletal disorders, traumatic brain injury, personal training, individualized care. None.	No Yes	Cass Reich, PT Cass Reich, PT 2001 www.avantitherapy.com
18	16	<b>CARY GOLD PHYSICAL THERAPY INC.</b> 5377 Manhattan Circle, Suite 102 Boulder, CO 80303 303-449-7611/303-442-8786	3,500 4	0 2 2 0	0 0 0 0	Spinal manual therapy, orthopedic rehabilitation, Pilates, massage, intramuscular stimulation/trigger point dry needling. None.	No No	Cary Gold Cary Gold 1994 N/A
19	18	<b>PRO PHYSICAL THERAPY PC</b> 5387 Manhattan Circle, 100 A Boulder, CO 80303 303-499-6818/303-543-7676	2,100 4	0 3 3 0	0 0 0 0	Orthopedics, neuromuscular, sports medicine, spine, occupational, women's health, vestibular, orthotics, ergonomics evaluations. None.	Yes Yes	Barbara A. Tschoepe, PT, Ph.D. Barbara A. Tschoepe, PT, Ph.D. 1990 www.prophysicaltherapy.com
20	19	<b>ALPHA REHABILITATION PLLC</b> 4790 Table Mesa Drive, Suite 200 Boulder, CO 80305 303-447-8105/303-447-2741	1,800 13	0 7 7 0	0 0 0 0	Outpatient orthopedics, physical therapy, McKenzie back therapy, work-related injuries. None.	No Yes	Curt Stepan Curt Stepan 1997 www.alpha-rehabilitation.com
21	20	<b>PHYSICAL MEDICINE AT LONGMONT UNITED HOSPITAL</b> 1950 Mountain View Ave. Longmont, CO 80501 303-485-4163/303-485-4164	1,464 10	0 8 6 0	0 1 1 0	Adult physical therapy services, orthopedics, brain injuries, Health Ambitions (medical fitness center). N/A	Yes Yes	Longmont United Hospital N/A 1961 www.luhcares.org
22	22	<b>BOULDER MANOR</b> 4685 E. Baseline Road Boulder, CO 80303 303-494-0535/303-494-0162	556 180	4 25 14 0	1 9 2 0	Progressive-care center, rehabilitation services, wound therapy. None.	Yes Yes	Boulder Manor Tim Newren 1960 N/A
22	21	<b>BOULDER ORTHOPEDICS PHYSICAL THERAPY AND SPORTS MEDICINE</b> 1000 Alpine Ave., Suite 211 Boulder, CO 80304 303-417-1277/303-417-1311	550 35	6 5 4 0	0 0 0 1	Orthotics, visceral, musculoskeletal injuries, orthopedics, sports injuries, core stabilization, spine. None.	No No	Dr. James Rector, Dr. Lynn Voss, Dr. William Williams, Dr. Lorri Fulkerson, Dr. Stephen Paul, Dr. Sonja Stip Carol Thiele, PT, James Rector, MD 1968 www.boulderorthopedics.com
22	23	<b>PHYSICAL THERAPY OF BOULDER</b> 3020 Carbon Place, Suite 330 Boulder, CO 80301 303-938-1141/303-938-1311	550 4	0 3 3 0	0 0 0 0	Orthopedic physical therapy, specializing in spine and sports medicine, and women's health. None.	No No	Doug Hanna Erin Galbreath 2000 www.ptofboulder.com
25	26	<b>PINNACLE PHYSICAL THERAPY</b> 3434 47th St., Suite 107 Boulder, CO 80301 303-440-7078/303-440-7242	400 3	0 4 1 1	0 0 0 2	Treatments include contemporary and traditional physical therapies, Pilates based rehabilitation and Pilates fitness classes. Provides each person the relief he/she desires from muscle and joint pain/disfunction no matter the diagnosis. Most insurances are accepted and we have a cash pay option. N/A	No Yes	Kristie M. Bennett, PT, MS, CLT Kristie M. Bennett, PT, MS, CLT 2005 www.pinnaclephysicaltherapy4u.com
26	25	<b>MOUNTAIN AIR PHYSICAL THERAPY</b> 2346 Broadway, Suite 1 Boulder, CO 80304 303-444-4145/303-444-4145	330 1	0 1 1 0	0 0 0 0	Physical therapy. None.	No Yes	Anne Hanks, PT Anne Hanks, PT 1986 N/A

N/A: not available.

\*TMJ: temporomandibular joint work.

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# Employee heart attacks present business owners with high costs, challenges

*Preventive care can save lives, money*

**B**usiness, municipal and non-profit organizations experience costs associated with turnover. Every position within an organization is expensive to replace, but the cost can be significant when considering a highly skilled technical employee, or astronomical should the loss come at the executive level.

Whether an individual is terminated for poor performance or lost through a health challenge or death, costs are incurred.

Health challenges contribute additional costs that may include medical expenses, short- or long-term disability costs, and perhaps funeral costs should death take a key employee. Loss attributable to heart attack and stroke is a common occurrence these days. It is also one of the easiest to predict.

Because the bottom line drives business, it might be worth considering how much it might cost your organization if you or some other vital employee were lost to a heart attack or stroke.

## Assessing the costs

A loss will trigger a ripple effect throughout the business. A few of the measurable outcomes can help determine the financial impact on your organization. Whether technical, administrative or sales-oriented, every position will have administrative costs, the search for a suitable replacement, recruitment, education, training, and lost productivity. Health-insurance premiums may be affected because companies are rated based on the collective health history of their employees

## The current approach

Prevention is largely an afterthought for businesses and insurance carriers. They tend to employ a "one-size-fits-all" approach emphasizing diet and exercise. Some companies provide optional stress-management classes for their employees.

But screening programs and prospective measures neither identify who is at greatest risk, nor do they equip them with the tools to help them remedy the problem.

The key lies in the use of "stratified risk assessments" and "targeted interventions" that have grown out of the developing specialization of

preventive cardiology.

The chief financial officer of an organization considering this type of screening would likely assess the potential return on investment of a stratified risk assessment.

## What to measure?

One model for measuring costs of turnover was developed by Dr. Michael Mercer, consultant with The Mercer Group, in his book, "Turning Human Resource Departments into a Profit Center." It is designed to evaluate the costs of turnover. We have modified his model to include both the direct costs of a heart attack or stroke, in addition to some variable costs, including:

- Separation costs.
- Replacement costs.
- Training costs.
- Lost productivity costs.
- Lost business costs.
- Disability costs.
- Costs from death of an employee.

## A case study

In January 2006, a 55-year-old fire chief completed his annual physical. The physical was normal except for an abnormal EKG, which was considered not diagnostically significant. The chief reported that he felt fine, had no experience of chest pain or any other symptoms of heart disease, and indicated he was unconcerned with the abnormal EKG.

A few days later, he was seen by a cardiologist, who conducted a stress treadmill that also appeared abnormal. It was followed by a perfusion study. Circulatory impairments clearly existed. The chief stopped work immediately and was placed on short-term disability. He subsequently received four coronary arterial bypass grafts, was hospitalized for five days, and his duties were absorbed in-house.

Unfortunately, there were complications. Two of the grafts failed, and an additional procedure resulted in the placement of stents repairing the grafts. After three days, the chief was released from the hospital and again started rehab. A month later, symptoms appeared requiring another hospitalization, this time for an infection and mild pericarditis. Antibiotics controlled the infection, and he has been steadily improving, first in rehab and now on his own. After his 56th birthday, the chief retired and was placed on permanent disability.

In the 11 months since the ordeal

► See **Heart**, 25A

# Photo Craft eyes bigger picture with GrafX

*Shift to digital age leads to new location, growth opportunities*

BY CLAYTON MOORE  
news@bcbr.com

The paint is barely dry on Photo Craft Imaging's brand-new headquarters, but the ink is already flowing at the graphics manufacturer. Armed with better facilities, the company is meeting the new needs of the digital age by diversifying its products and streamlining its processes via a new division, the GrafX Group.

The new division was formed in 2005 to provide clients a "one-stop experience" for their graphic projects. The process allows GrafX Group project managers to shepherd each job from initial concept all the way through implementation. As the more-dynamic business approach began increasing its prospects, the company also found its need for space becoming critical.

"Basically, we ran out of space," said President Roy McCutchen. "As the industry changed dramatically and film became a less important part of the business, we found ourselves making much bigger pieces. As time went on, we moved into more of a business-to-business segment over the years, which required much more space."

By 2006, the company began investigating possible alternatives to its long-time site at 3550 Arapahoe Ave. In July 2009, the company signed a five-year lease and moved into a 12,500-square-foot facility at 2901 55th St. Formerly occupied by Harley-Davidson, the new space offers not only a more visitor-friendly storefront but also valuable amenities such as high ceilings and multiple shipping bays. The space is owned by Boulder developer Lou Dellacava, and offers the company nearly 50 percent more space.

"It took several months to work out an arrangement here, but Lou worked hard to help us make this transition," McCutchen said. "We wound up working a lot of late nights and doing a lot of the work ourselves, but the dust is settling, and people are happy here. It's spacious, and it has a nice



JONATHAN CASTNER

Kearstin Cowan, a project manager for the GrafX Group, said the company has moved heavily into green processes and materials.

feel to it."

Currently, Photo Craft's multiple brands and products encompass high-quality photographic printing using the enormous LightJet 430 laser printer: GrafX, which specializes in trade show graphics, airport displays and banners; Rosario Custom Framing for fine-art prints; and an off-site sister company, Boulder Pro Photo, which handles traditional film processing. Among its clients are both well-known names such as Sunflower Markets and Ball Aerospace, as well as newcomers such as the Newton Running Lab.

While inkjet and professional photographic printing still account for about 50 percent of its business, Photo Craft is expanding into new arenas. A novel addition includes vehicle-based services, which applies graphics without the messy process of painting.

"We feel the vehicle wrap is going to become a real mainline product," McCutchen said. "It fits a lot of business needs, most of all exposure. When you look at a ratio of cost to customer impression, the wrap becomes a good product for a lot of

businesses."

Another state-of-the-art option for producing business graphics comes from the Photo Craft Digital Press, a print-on-demand alternative to traditional book, card or calendar printing that offers numerous advantages.

"Customers come to understand very quickly the benefits of a digital press vs. offset printing," McCutcheon said. "We can give them much faster turnaround times, a greater range of materials on which to print, and can service shorter print runs."

Professional graphics have traditionally been focused on archival aspects of print, but the company is slowly adopting greener processes.

"We've moved very heavily into green materials and processes during the past year, which is important to the Boulder community," said Kearstin Cowan, a project manager for the GrafX Group. "It may run a little bit more, and may not last as long, but we're seeing real interest in those options."

The company's specialties tend to augment and complement one another, and much of the day-to-day work is now managed by the

GrafX Group, allowing the company to offer a more-comprehensive customer experience.

"GrafX is where the resources are going, and where we're seeing the most traction at this point," McCutchen said. "Today, we can manage a project all the way from an initial phone call, through the concept and design process, all the way to putting it up on a wall. If it means recruiting outside resources, we'll do it. If something needs to be dreamed up, we'll find the right dreamers. The GrafX Group was set up with the idea that we can take on a project at any point a customer needs us."

The company may be evolving, but after 35 years serving the Boulder region, the people of Photo Craft Imaging also remember how to treat customers right.

"Basically, our business model has not changed," McCutchen said. "We try to bring a lot of business value to the services we provide, a lot of customer service to bear, and to produce high-quality products. I hope as we see businesses start to revive themselves, we'll be in a good position to help them."

## PRODUCT UPDATE

Broomfield-based **Digi-Data Corp.** launched its Store and Forward Engine, a storage solution that combines Internet storage and local backup technologies. The device attaches to a user's network and backs up information to an online vault as well as to the device allowing customers to retrieve data via the Internet or a physical device.

Boulder-based **Culinary Software Services Inc.**, a back-of-the-house food-service software developer, added Allergen Alerts to its ChefTec software. The alerts allow users to easily and efficiently create food allergen labels required by the Food and Drug Administration.

Boulder-based natural foods advocate **Craig King** created a documentary, "Here We Grow," based on his efforts to teach people who budget, buy and prepare fresh food. The documentary video will be avail-

able at Whole Foods Market Inc. stores nationwide.

Broomfield-based **Horizon organic dairy**, a division of Dallas-based Dean Foods Co. (NYSE: DF), launched Little Blends, a natural whole-milk yogurt mixed with fruit and vegetables geared toward babies and toddlers.

Boulder-based **InfoPrint Solutions Co.** launched TransPromo Whitespace Manager and TransPromo Designer, two workflow solutions that allow users to implement relevant and timely marketing messages on invoices and statements that can be tracked.

Boulder-based **InfoPrint Solutions Co.** launched a new Print On-Demand printing suite that allows users to create variable data output, prepare and manage files, and produce monochrome and color output aimed at service bureaus and commercial in-plant digital printers.

## AWARDS

**Special Transit**, a nonprofit organization, has received a STAR Award for Senior Transportation Services from the Beverly Foundation of Albuquerque, N.M. The award recognizes exceptional service in providing transportation to older adults. Special Transit received the \$5,000 award for its efforts to provide "green" trips for riders through its gas/electric hybrid program.

Lafayette-based **Porous Power Technologies Inc.** was selected by AlwaysOn as a category winner in Energy Storage in the 2009 GoingGreen 100 Top Private Companies list. Porous Power was honored for new technology that enables more cost-efficient production of lithium-ion batteries.

**Rebecca Emerle**, senior electrical engineer at

Ball Aerospace & Technologies Corp. in Boulder, has won a Women in Aerospace Award, presented by Women in Aerospace, a nonprofit organization. Emerle was honored for outstanding contributions to the Space Telescope Imaging Spectrograph and Advanced Camera for Surveys repair programs that directly resulted in new technology and capabilities for the Hubble Space Telescope.

Louisville-based **Medivance Inc.** reported that 90 percent of the nation's top 20 hospitals are using its Arctic Sun temperature-management system, which provides a non-invasive method for rapid, controlled temperature reduction followed by slow re-warming. The percentage of users among the top hospitals is up from 72 percent last year.

## LEADS

**BANKRUPTCIES**

Applications for bankruptcy protection are filed with the U.S. Bankruptcy Court in Denver. Chapter 7 denotes filings made for liquidation. Chapter 11 indicates filings for reorganization. Chapter 13 indicates filings that enable petitioners to pay off their creditors over three to five years.

NORA LANGMAID DIDIER, 2211 PRATT ST APT A207, LONGMONT, 80501 CASE NO.: 2009-24140 DATE: 7/15/2009 TYPE: 7

TRUMON OTTO IV CRAFT, 429 TERRY ST APT 6, LONGMONT, 80501 CASE NO.: 2009-24144 DATE: 7/15/2009 TYPE: 7

BRYAN FOLGER BOOTHBY, 1819 ASHFORD CIR, LONGMONT, 80501 CASE NO.: 2009-24130 DATE: 7/15/2009 TYPE: 7

DAVID EUGENE BUTLER, 13630 STUART STREET, BROOMFIELD, 80023 CASE NO.: 2009-24223 DATE: 7/16/2009 TYPE: 13

MICHAEL SCOTT JAMES, 2307 WHISTLER DR, LONGMONT, 80501 CASE NO.: 2009-24199 DATE: 7/16/2009 TYPE: 7

KLEYBIS ALTAGRACIA WILLIAMS, 1642 KIMBARK ST, LONGMONT, 80501 CASE NO.: 2009-24204 DATE: 7/16/2009 TYPE: 7

MICHAEL HAHN ZOPPA, 220 SUMMIT BOULEVARD UNIT 444, BROOMFIELD, 80021 CASE NO.: 2009-24313 DATE: 7/17/2009 TYPE: 7

WAYNE CLYDE CLEMENTS, 2959 WEST 134TH PLACE, BROOMFIELD, 80020 CASE NO.: 2009-24356 DATE: 7/17/2009 TYPE: 13

RONALD A RENJILIAN, 2432 BITTERROOT CIRCLE, LAFAYETTE, 80026 CASE NO.: 2009-24322 DATE: 7/17/2009 TYPE: 7

RODOLFO MOSQUEDA MONCADA, 912 EAST 4TH AVENUE, LONGMONT, 80501 CASE NO.: 2009-24296 DATE: 7/17/2009 TYPE: 7

STEPHANIE EILEEN FARRELL, 640 GOOSEBERRY DRIVE UNIT 303, LONGMONT, 80503 CASE NO.: 2009-24336 DATE: 7/17/2009 TYPE: 7

JACK GINDI, 7130 CEDARWOOD CIRCLE, BOULDER, 80301 CASE NO.: 2009-24436 DATE: 7/20/2009 TYPE: 11

MARY TAMARA TAYLOR, MARY TAYLOR, BROOMFIELD, 80020 CASE NO.: 2009-24390 DATE: 7/20/2009 TYPE: 7

DALE R SEVERNS, PO BOX 242, BROOMFIELD, 80038 CASE NO.: 2009-24388 DATE: 7/20/2009 TYPE: 7

MONICA ELENA MORENO, 379 WADSWORTH CIR, LONGMONT, 80501 CASE NO.: 2009-24384 DATE: 7/20/2009 TYPE: 7

RONALD C DRAKE, 928 MARMOT CT, LONGMONT, 80501 CASE NO.: 2009-24451 DATE: 7/20/2009 TYPE: 7

KENNY DWIGHT REAVES, 256 MCCASLIN BOULEVARD #101, LOUISVILLE, 80027 CASE NO.: 2009-24410 DATE: 7/20/2009 TYPE: 7

MAYNARD LOUIS STRINGHAM, 2615 MAPLETON AVE, BOULDER, 80304 CASE NO.: 2009-24523 DATE: 7/21/2009 TYPE: 7

DEBORAH GAY FASTOW, PO BOX 21575, BOULDER, 80308 CASE NO.: 2009-24524 DATE: 7/21/2009 TYPE: 7

BERNADINE LYONS, 11 AMESBURY ST, BROOMFIELD, 80020 CASE NO.: 2009-24486 DATE: 7/21/2009 TYPE: 7

GLENDA LYNN, 3534 BROADLANDS LN, BROOMFIELD, 80023 CASE NO.: 2009-24527 DATE: 7/21/2009 TYPE: 7

RICHARD MICHAEL KALASKY, 1044 PETRAS STREET, ERIE, 80516 CASE NO.: 2009-24487 DATE: 7/21/2009 TYPE: 13

CARLOS HILL, 1044 PETRAS STREET, ERIE, 80516 CASE NO.: 2009-24507 DATE: 7/21/2009 TYPE: 7

MATTHEW TODD TAYLOR, 1703 PINDAR CIR, LAFAYETTE, 80026 CASE NO.: 2009-24532 DATE: 7/21/2009 TYPE: 7

ANNIE NOEL ALEXANDER, 234 PRATT, LONGMONT, 80501 CASE NO.: 2009-24516 DATE: 7/21/2009 TYPE: 7

RANDALL WAYNE FREY, 11439 DEERFIELD DRIVE, LONGMONT, 80504 CASE NO.: 2009-24556 DATE: 7/21/2009 TYPE: 7

NANCY BERGMAN, 7725 CONCORD DR, BOULDER, 80301 CASE NO.: 2009-24690 DATE: 7/22/2009 TYPE: 7

IVAN J HILLER, 10144 OWENS ST, BROOMFIELD, 80021 CASE NO.: 2009-24649 DATE: 7/22/2009 TYPE: 7

NICOLE BURKETT PALMER, 633 ELDORADO BLVD APT 1026, BROOMFIELD, 80021 CASE NO.: 2009-24662 DATE: 7/22/2009 TYPE: 7

JEFFREY LAINE GLOY, PO BOX 925, LONGMONT, 80502 CASE NO.: 2009-24667 DATE: 7/22/2009 TYPE: 7

KIM L DORR, 954 11TH AVE, LONGMONT, 80501 CASE NO.: 2009-24692 DATE: 7/22/2009 TYPE: 7

RAMON GALLEGOS, 1995 E COALTON ROAD, LOUISVILLE, 80027 CASE NO.: 2009-24645 DATE: 7/22/2009 TYPE: 7

JOSEPH BERNARD MIRRELSON, 259 W SYCAMORE LANE, LOUISVILLE, 80027 CASE NO.: 2009-24661 DATE: 7/22/2009 TYPE: 13

CHRISTOPHER J PELUSO, 807 E MOORHEAD CIR APT E, BOULDER, 80305 CASE NO.: 2009-24742 DATE: 7/23/2009 TYPE: 7

DENISE MICONILEE STONE, 8765 STREAMCREST

DR, BOULDER, 80302 CASE NO.: 2009-24747 DATE: 7/23/2009 TYPE: 7

MARC PATRICK DOLEZAL, 5135 ILLINI WAY, BOULDER, 80303 CASE NO.: 2009-24748 DATE: 7/23/2009 TYPE: 7

CHRISTOPHER WELCH, 5325 KEWANEE DR, BOULDER, 80303 CASE NO.: 2009-24753 DATE: 7/23/2009 TYPE: 7

JOHN ROBERT SCHRATZ, 185 SUNRISE LN, BOULDER, 80302 CASE NO.: 2009-24815 DATE: 7/23/2009 TYPE: 7

STEVEN B BOLDINI, 4789C WHITE ROCK CIR, BOULDER, 80301 CASE NO.: 2009-24819 DATE: 7/23/2009 TYPE: 13

MARK JAMES HORAN, 1200 SPRUCE ST, LOUISVILLE, 80027 CASE NO.: 2009-24744 DATE: 7/23/2009 TYPE: 7

KIRK ALAN STEVENS, 9903 GARLAND DR, BROOMFIELD, 80021 CASE NO.: 2009-24881 DATE: 7/24/2009 TYPE: 13

RICHARD D CANNON, 14310 KEVIN CT, BROOMFIELD, 80023 CASE NO.: 2009-24919 DATE: 7/24/2009 TYPE: 7

LONNIE DAN MILLER, 12336 UTICA STREET, BROOMFIELD, 80020 CASE NO.: 2009-24947 DATE: 7/24/2009 TYPE: 7

DAGMAR FOYT, 184 WILLOW COURT SOUTH, BROOMFIELD, 80020 CASE NO.: 2009-24953 DATE: 7/24/2009 TYPE: 13

WILLIAM J PHILLIPS, PO BOX 552, ERIE, 80516 CASE NO.: 2009-24864 DATE: 7/24/2009 TYPE: 7

KRANTI GAULI, 3 SEATTLE LN, LONGMONT, 80501 CASE NO.: 2009-24838 DATE: 7/24/2009 TYPE: 13

WILLIAM TOLE HAYES, 929 TENANCITY DR, LONGMONT, 80504 CASE NO.: 2009-24850 DATE: 7/24/2009 TYPE: 7

BRETT WILLIAM JOHNSEN, 1910 WILDROSE DR, LONGMONT, 80503 CASE NO.: 2009-24952 DATE: 7/24/2009 TYPE: 7

ROBERT CHARLES FARRIS, PO BOX 19682, BOULDER, 80308 CASE NO.: 2009-25003 DATE: 7/26/2009 TYPE: 7

KEVIN HARGRAVES, 12661 GREEN CIRCLE, BROOMFIELD, 80020 CASE NO.: 2009-25004 DATE: 7/26/2009 TYPE: 7

WILLIAM MICHAEL SMITH, 1734 SUMAC STREET, LONGMONT, 80501 CASE NO.: 2009-25002 DATE: 7/26/2009 TYPE: 7

GARY VERNON STARNES, 10520 WEST 100TH PLACE, BROOMFIELD, 80021 CASE NO.: 2009-25362 DATE: 7/29/2009 TYPE: 7

MARIBEL FRANCO, 1643 LAMPLIGHTER DR, LONGMONT, 80501 CASE NO.: 2009-25331 DATE: 7/29/2009 TYPE: 7

ROBERT EDWARD PAPALE, 1817 CAMBRIDGE DRIVE, LONGMONT, 80503 CASE NO.: 2009-25336 DATE: 7/29/2009 TYPE: 7

KEVIN PARKER, 2800 KALMIA AVENUE, BOULDER, 80301 CASE NO.: 2009-25462 DATE: 7/30/2009 TYPE: 7

JOHN WILLIAM CONROY, 942 STEARNS AVE, BOULDER, 80303 CASE NO.: 2009-25473 DATE: 7/30/2009 TYPE: 7

PENNY E LYNN, 2751 WEST 144TH COURT, BROOMFIELD, 80233 CASE NO.: 2009-25429 DATE: 7/30/2009 TYPE: 13

JOHN E SWANGER, PO BOX 452, BROOMFIELD, 80038 CASE NO.: 2009-25497 DATE: 7/30/2009 TYPE: 7

ALEX LAWRENCE SHAINMAN, 1596 DAILY DR, ERIE, 80516 CASE NO.: 2009-25383 DATE: 7/30/2009 TYPE: 7

DICK R JR LOVENBURG, 933 WARREN CT, LONGMONT, 80501 CASE NO.: 2009-25379 DATE: 7/30/2009 TYPE: 13

MERRILL E LONG, PO BOX 6086, LONGMONT, 80501 CASE NO.: 2009-25412 DATE: 7/30/2009 TYPE: 7

LARRY K YOUNG, PO BOX 6086, LONGMONT, 80501 CASE NO.: 2009-25413 DATE: 7/30/2009 TYPE: 7

CHRISTOPHER ROSS CALDWELL, 26 15TH AVE, LONGMONT, 80501 CASE NO.: 2009-25445 DATE: 7/30/2009 TYPE: 7

PETER S LEAKAS, 3608 OAKWOOD DRIVE, LONGMONT, 80503 CASE NO.: 2009-25465 DATE: 7/30/2009 TYPE: 7

MITCHELL CRAIG BASS, 1503 PRAIRIE HAWK DRIVE, LONGMONT, 80504 CASE NO.: 2009-25471 DATE: 7/30/2009 TYPE: 7

CARL ROBERT JONES, 2153 HACKBERRY CIR, LONGMONT, 80501 CASE NO.: 2009-25478 DATE: 7/30/2009 TYPE: 7

JAMES ANDREW AVELINE, 2313 EMERY PLACE, LONGMONT, 80501 CASE NO.: 2009-25482 DATE: 7/30/2009 TYPE: 7

JACK DAVID GREENE, 920 VENICE ST, LONGMONT, 80501 CASE NO.: 2009-25485 DATE: 7/30/2009 TYPE: 7

ANGELA ANNETTE MARINO, 1649 DENISON CIRCLE, LONGMONT, 80503 CASE NO.: 2009-25490 DATE: 7/30/2009 TYPE: 7

KRISTI ELAIN SMITH, 1750 GAY STREET, LONGMONT, 80501 CASE NO.: 2009-25515 DATE: 7/30/2009 TYPE: 13

ERIC CHARLES MORSE, 2200 SUNRISE DRIVE, LONGMONT, 80501 CASE NO.: 2009-25516 DATE: 7/30/2009 TYPE: 13

**HIVELIVE** from 1A

customers to improve products and services and develop brand awareness and customer loyalty.

RightNow (Nasdaq: RNOW) hopes the acquisition will bolster its on-demand customer relationship management solution, allowing it to stay ahead of its competitors in the social networking realm.

"We view it as a big opportunity," said David Vap, RightNow's products vice president. "HiveLive is right in the sweet spot in this idea of social and community."

He said HiveLive created a great product but didn't have the means or channels to distribute it and grow. RightNow provides that channel, he said.

"It is that unmatched combination of customer experience and social expertise that gives us a much expanded opportunity to provide even more value to our clients," Greg Gianforte, RightNow's chief execu-

tive officer, said in a statement.

The acquisition is expected to be complete by the end of September, and integration of HiveLive with RightNow is expected to begin in November. The integration will mean creating communities for customer support, engagement and loyalty, tailored to each business, and incorporating social media platforms to interact with customers.

"Most organizations struggle not only to participate in social conversations, but to integrate those conversations into internal business process, tap them for design ideas, and leverage them to create passionate brand advocates. By fully integrating the HiveLive platform, RightNow will be able to connect customer communities with existing CRM business processes, helping companies to deliver exceptional customer experiences," according to

a RightNow press release.

The acquisition will be reflected in RightNow's fourth-quarter earnings, and the company expects an operating expense increase of \$1 million per quarter because of increased staff.

Vap said RightNow, which currently has about 2,000 customers worldwide, expects to add 10 to 20 customers per quarter as a result of the acquisition, but he wouldn't disclose how much the company expects to gain in terms of annual revenue.

HiveLive was chosen from a list of hundreds of potential companies to acquire, Vap said. After looking at business aspects such as each company's technology, location and the acquisition price, that list was narrowed down to five before HiveLive was chosen.

Vap said RightNow was internally working on the acquisition since spring, but HiveLive wasn't involved

until a couple months ago. He said HiveLive's company culture as well as its location in Boulder helped influence the decision.

"That fit goes a long ways," he said.

HiveLive was formed in 2006 by brothers John and Geoff Kembel. The company raised \$2.2 million in late 2006 and announced an additional \$5.6 million round in early 2008.

John Kembel, HiveLive's current chief executive officer, will continue to lead the Boulder office, and the rest of the company's management won't change, either, Vap said. They will just answer to different people now.

As the company grows, Vap expects to hire more people at the Boulder office, but until then, he said, few changes will be made.

"We couldn't be happier with the product, the team, the cultural fit," Vap said.

# EXECSTYLE

## Party on, but don't break the bank

*Affordable holiday ideas can improve company morale*

BY JULES MARIE  
news@bcbr.com

Face it: Entertaining in today's economy is tricky, particularly during the holidays. Companies are under increasing pressure to do more with less. Ease your holiday woes, balance cost-cutting efforts and bolster employee morale and teamwork with these event planning tips.

Reward and recognize your staff with a day of snowshoeing in Chautauqua followed by lunch at the dining hall. Consider cocktails at the Flagstaff House, treasure hunt with Geocaching Colorado, laser tag at Boondocks, a corporate cooking class at Culinary School of the Rockies, or you could simply hire a Santa.

Susen Mescos, owner of American Events and Promotions in Lafayette, is the only woman in the world with a professional Santa Claus school. She began in 1983 and also offers event planning services for all budgets and events.

"People are cutting down on a lot of things, but Santa never goes out of style. No one guards the Santa tradition like I do. I want to make sure there are real, quality Santa's out there. I don't do it for money or glory, I do it for the children," Mescos said. Santa comes to the party authentically dressed, bearded and laden with jingling, hand-tooled leather bells with the trademark holly leaf, golden key and stardust in his beard.

### Consider theme-based parties

Mescos said parties that are theme-based are very popular. Clients can book a themed party — Western, Hawaiian, or '50s — with corresponding food, games and entertainment. "Companies still want to do something without overdoing it," she said. Charades are fun and don't require a stage or sound system. "Avoid serving strictly hors d'oeuvres — they're the most expensive bite per dollar. You're better off spending \$20 per person and getting a whole meal," she suggested.

Debbie Mallick, owner of The Party's On in Broomfield, offers event planning services for as few as two people. Mallick said that while some industries have been more affected than others, many companies are on smaller budgets. She encourages clients to celebrate but strives to balance their budget with their vision to create their party. Arcade and table games, interactive Wii sports games such as bowling, tennis and soccer are popular and she even books DJs, karaoke, videoke, artists, and carolers.

A Party's On generally charges a flat fee and offers vendor referrals or full packages. She encourages anyone hiring entertainers or caterers to get referrals from someone trustworthy. "It's like choosing a surgeon; just because someone's cheaper doesn't mean you want to use them," Mallick said. She encourages clients to consider weeknight events, fewer attendees, buffets and a focus on games that DJs can run — company trivia, jeopardy, karaoke or videoke. She

also books family-focused parties with face painters and magicians and a dance floor and music for adults.

### Smaller firms have options, too

Small companies have many options, including Moveable Feast Colorado, owned by Elizabeth and Nicholas Buckingham. The Buckingham's offer personal chef services with on-site cooking. They work with fresh, healthy, flavorful ingredients and limit their guest count to 20 people.

"Smaller companies want to say thanks, and offering a meal catered by a private chef in the president's home can mean a lot to the staff," said Elizabeth Buckingham, who also offers in-home cooking classes. "Entertaining in your own home is very genuine and fun, and it's not cost prohibitive. It's fun to have a great meal, socialize outside of the office, and not drop thousands of dollars in a restaurant." Their lack of overhead and equipment allows them to offer relatively low rates compared to full service caterers.

Entertainment options abound during the holidays, and versatile singer-songwriter Lisa Bell and Crescendo offer a holiday show or holiday music

mixed in with jazz, rock, dance tunes, Motown, or Rhythm and Blues. Bell

trained at The Conservatory of Music and Dance at the University of Missouri — Kansas City and will be releasing her third CD, which features original pop adult contemporary music with a jazzy twist. She performs as part of a duo or a full band at public or private venues with costs ranging from \$300 to \$2,000 per event. They can perform jazzy background music during cocktail hour and dance music afterwards.

"It's really fun, actually," Bell said. "In today's economy, we all have to be extremely flexible and put together bands for any occasion. That's the trick of the moment."

Bell suggests buying a block of tickets at a local venue — a great option if hosting your own party isn't in the cards. Nissi's offers a variety of holiday entertainment including Bells' show — A Very Jazzy Christmas — Nov. 29. Bell is also a member of the Yuletiders, a professional caroling group that sings at companies, businesses, malls, city events, country clubs, etc.

Treat yourself, your employees and friends to a day of fun and then enjoy a friendly visit with Santa while you sit back and enjoy an evening of music and cocktails this holiday season.



# LeBlang goes fast, affordable with 'Suki Thai'

*Restaurateur's latest venture offers healthy fare*

BY LAURIE BUDGAR  
news@bcbr.com

Folks in Boulder know what they want. No one pushes them around when it comes to deciding how large their homes should be, what kind of crops should be grown in their neigh-

## STEPPING OUT

borhood, and especially not what to eat.

That's why veteran restaurateur Steve LeBlang's latest eatery is perfect for Boulder. Taking the Chipotle "create-your-own-fast-food" concept one better, the Suki Thai Noodle House lets diners create customized Thai noodle bowls that are also healthy and authentic.

Customers walk up to the counter, and select a protein: marinated chicken or steak, spicy pork meatballs, roasted pork, calamari, shrimp or tofu. Next, they choose a broth — either the vegetarian traditional soup

► See **LeBlang, 23A**



JONATHAN CASTNER

Veteran restaurateur Steve LeBlang, owner of Suki Thai Noodle House, says that if you offer good, fresh, health food at affordable prices, you can continue to grow, even in this economy.

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**LEBLANG** from 22A

with lemongrass and galangal (similar to ginger) or mildly spicy tom yum, prepared like the traditional, but with the addition of lime juice, fish sauce and Thai chilies. It's all served with a tangle of rice noodles and fresh veggies (including baby bok choy, yellow squash and chunks of real corn on the cob, not that creepy baby corn) and "suki sauce," made from Thai chili sauce and other zingy flavors.

It might also have had something to do with Suki Thai's research & development process. "We probably cooked 500 bowls at home for people to try and tell us what they thought. The feedback was all really good, and we decided to go for it."

No need to worry about putting on the pounds at Suki Thai, though: The featured foods are fresh and healthful, LeBlang said. One of his noodle bowls

The deal is sure to be popular both with families and with students returning to the adjacent dormitories at 30th Street and Baseline Road.

"I feel that if you can offer good, fresh, healthy food at \$5.75, you can continue to grow, even in this economy." And LeBlang understands Boulder's economics perhaps like no other. He ran the Chautauqua Dining Hall from 1979 to '96, and also owned other classic Boulder eateries, such as Masa Grill, Walnut Café and Rocky Mountain Joe's.

LeBlang also has an eye on the environment. "When you cook with gas, like most restaurants do, I've been told that 80 percent of the heat goes around the sides of the pot and up the flue. We're using induction cookers; about 50 percent more heat is produced, faster than gas cooking. It's also more efficient; 90 percent of the heat goes right into the pan," he said. "When you take the pot off, [the burner] turns itself off in a minute. There's no wasted energy."

When renovating the former laundromat and video-store space, LeBlang used Kirei board, made from reclaimed sorghum straw, in the siding under the counter and bar-seating area. He also serves meals in ceramic bowls and plates instead of paper or foam. Drinks come in corn-based compostable cups; LeBlang is hoping

**SUKI THAI NOODLE HOUSE**

675 E. 30th St.  
303.444.1196

Hours: 11:30 a.m. - 9 p.m. daily

Noodle bowls: \$5.75; add-ons cost more  
Salads: \$4.75 - \$6.75  
Kids' menu: \$2.50 - \$3.25

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You won't impress any clients in this counter-service joint, but get ready to be a star with co-workers and family members once you turn them on to this great place to get flavorful, healthy and reasonably priced food.

**After hours**

No alcohol is served at Suki Thai. But we can recommend the sweet Thai tea for an afternoon refreshment.

**“We're using induction cookers; about 50 percent more heat is produced, faster than gas cooking. It's also more efficient; 90 percent of the heat goes right into the pan.”**

**Steve LeBlang**

OWNER,  
SUKI THAI NOODLE HOUSE

The noodle bowls (and the salads, which make up the other half of the menu) are emblematic of the food you'd buy from a street vendor in Thailand, LeBlang said.

"But we cook everything right to order," said LeBlang, who features his wife's family recipes in the authentic dishes. "Thanyanat was born and raised in Thailand. ... And she's a great cook — that's why I gained 15 pounds when we got married."

— with sauce — weighs in at 575 calories and 8 grams of fat — less than half the 1,250 calories and 60 grams of fat he said are in a typical Chipotle burrito with chips. The salads, such as the Som Tum, are also light (but filling) and burst with bright, crunchy flavor. The restaurant uses organic tofu and Red Bird Farms natural chicken. And it's all for around \$5 — a healthy bargain compared with other popular \$5 fast-food lunches.

that when neighboring Sprouts Farmers Market opens in a few weeks, the two complementary businesses will be able to share composting bins.

Though most of LeBlang's entrepreneurial energy in the past five years has been directed toward real estate—he owns the shopping center that's home to Ideal Market and Radha—it appears that, for him, running a restaurant is like riding a bike—and in Boulder, you can cycle wherever you darn well please.

 [www.SacredHamburgers.com](http://www.SacredHamburgers.com)

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# Slow economy boosts car, backyard camping

*Sales of camping gear, campsites reservations up*

BY BUSINESS REPORT STAFF  
news@bcbr.com

BOULDER — Budget-minded Americans increased their car and backyard camping by 7.4 percent in 2008, according to a new study recently released by The Outdoor Foundation in Boulder and The Coleman Co. Inc.

“In today’s economy, people are returning to simpler lifestyles — the ‘less-is-more’ ethic,” said Christine Fanning, executive director of The Outdoor Foundation, a Boulder-based nonprofit organization promoting the outdoors. “Reservations for campsites and sales for camping gear are up. Camping provides fun, affordable opportunities for families to enjoy time together.”

The annual data collected by the group showed that 33.7 million Americans ages 6 and older participated in car and backyard camping in 2008 — an increase of 7.4 percent. About 16.5 million Americans participated in RV camping in 2008 — up 1.8 percent from a year ago.

Other findings from the study showed:

- 56 percent of all campers were male, 43 percent female.
- The 25- to 44-years-old age group made up more than one-third of the total number of campers at 34.5 percent, followed by the 45-years-old and above age group at 29 percent.
- Camping participants made more than 597 million outings in 2008, averaging 14 camping days per participant.



DAVID CLUCAS

Americans increased their car and backyard camping by 7.4 percent in 2008.

- The Pacific region of the United States — Oregon, Washington and California — was home to the most camping participants in 2008 at 18.9 percent, followed by the East North Central region of North and South Carolina, Virginia, Maryland, West Virginia, Georgia and Florida at 16.9 percent.
- 35 percent of campers reported household incomes of less than \$50,000, 24.9 reported incomes of more than \$100,000; and 24.7 percent reported incomes between \$50,000 and \$74,999.

- Hiking and swimming were the top activities while camping.
- The findings are based on extended analysis of data collected for the Outdoor Recreation Participation Report, produced annually by The Outdoor Foundation. The report uses the responses of more than 40,000 Americans ages six and older captured in an on-line survey covering 114 different activities.
- To download a copy of the report on camping, visit: [www.outdoorfoundation.org/research](http://www.outdoorfoundation.org/research).

*You're invited!*

## PANEL DISCUSSION & AWARDS LUNCHEON

The state of health care, including federal reform  
Panelists will include leading health-care industry leaders.

Don't miss this opportunity to honor local health-care heroes and also hear health-care executives discuss trends in Boulder Valley health care in 2010.

**WEDNESDAY, SEPT. 23**  
11 a.m. to 1:30 p.m. • Radisson Conference Center, Longmont, CO  
\$40 per ticket, \$350 for a corporate table of 10

Register online at [www.BCBR.com](http://www.BCBR.com),  
click on **EVENTS**, or call the Business Report  
at **303-440-4950**.

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FEATURING

# 2009

## HEROES

2009 Health-Care Heroes

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## BUSINESS DIGEST

### OPENINGS

**Modmarket**, a new local fast-casual restaurant at Twenty Ninth Street in Boulder, has opened its doors. The restaurant's flatbreads and salads are made fresh right in front of the customers, coupled with a unique store layout that puts customers practically in the kitchen as they place their order.

Dr. Mark Wisner, an osteopath who received his undergraduate degree from CU-Boulder in 1994, has opened **Boulder Peak Family Practice Inc.** The new business is located at 5330 Manhattan Circle, Suite C-2, in south Boulder. The business circle Wisner developed around the practice includes locally-based CPA Tom Brown, downtown Boulder law firm Stigler Wussow, Colorado Business Bank and graphic designer Carlos Espinosa.

### NAME CHANGES

**Peaberry Coffee** at 2721 Arapahoe Ave. in Boulder, changed its name to **Flatirons Coffee**.

### BRIEFS

**Roche Colorado** is seeking Boulder-area residents for its Community Advisory Panel to help advise the company on environmental and social issues. The panel meets monthly, and new members will begin serving on the panel in January 2010, after an orientation meeting on Dec. 2, and should be willing to commit to a two-year term. To request a membership application, contact the CAP facilitator, Marsha Caplan, at [join.rcap@rochecap.org](mailto:join.rcap@rochecap.org). The application deadline is Oct. 2.

Susan Graf, president of the **Boulder Chamber**, was selected by The American Chamber of Commerce Executives as one of 32 business-civic leaders to participate in its Regional Sustainable Development Fellowship program funded by the Ford Foundation. Each fellow will work on a regional action project that will address an opportunity for, or barrier to, creating sustainable, inclusive prosperity for their own region.

Boulder-based **SurveyGizmo**, a provider of online survey software, received high marks in several categories in a recent survey of 801 market research professionals. The 2009 Market Research Supplier Report Card and Mid-Year Industry Update was conducted by Market-ResearchCareers. SurveyGizmo had both the highest Overall Satisfaction score and the highest Customer Service score of any of the service-as-a-software or predominantly hosted survey tools. Additionally, SurveyGizmo achieved the overall top rating in the area of price, tied only with in-house proprietary solutions.

### CONTRACTS

**Pedal to Properties**, a Boulder-based real estate firm that uses cruiser bikes to tour neighborhoods with prospective buyers, has signed an agreement with PCMS Consulting to help it franchise the business nationwide. PCMS Consulting's sales team has begun to take reservations in the top 25 target markets identified by Pedal to Properties' management team.

Boulder-based **Lijit Networks Inc.**, a provider of search and discovery tools for online publishers, has chosen CDNetworks as its exclusive provider for global content delivery. The collaboration will increase the speed, reliability and scalability of

Lijit's services. Lijit's social graph search technology extends beyond the capabilities of typical embedded site-search systems by discovering and including content from the publisher's site, as well as their array of social content (e.g. Twitter, YouTube, Flickr, Delicious, Facebook, LinkedIn, Digg, etc).

Boulder-based software firm **CaraSolva Inc.** has retained Lafayette-based **The Creative Alliance** to provide marketing planning, corporate identity design, website development, marketing tools and public relations services.

Louisville-based **Optica Technologies** is collaborating with IBM to help maintain connectivity between the company's mainframes and older and newer technologies. Optica's exclusive Prizm FICON to ESCON Converter is a key component that provides the physical and logical connection of the older ESCON and bus/tag-based devices to the newer FICON channel infrastructures.

Boston Market has chosen Boulder-based **Culinary Software Services'** ChefTec Software for its recipe costing and menu-development software solution. Boston Market will be using ChefTec Plus in their corporate office to develop recipes for chainwide deployment.

The city of Rifle has broken ground on a 14-acre linear park designed by Lafayette-based **Design Concepts**. The park will connect the north and south ends of the city through downtown, featuring a historic timeline with open space, recreation opportunities and a safe pedestrian connections along the creek to Rifle Middle School, an existing trail system, other city parks, and downtown.

Longmont-based broadband network technology **RidgeviewTel** recently assisted KeyOn Communications Holdings Inc. in its \$150 million application for federal broadband stimulus funds under the American Recovery and Reinvestment Act of 2009. RidgeviewTel's dBOSS platform allowed KeyOn to simultaneously model a sizeable number of network sites contained in its application and make any site modifications quickly and efficiently. KeyOn Communications Holdings provides wireless broadband, satellite and voice over Internet protocol (VoIP) services in the United States, primarily targeting underserved markets with populations generally less than 50,000.

Boulder-based **Justin's**, which produces a line of natural and organic nut-butter products, has signed a deal to distribute through Nassau Candy. The New York-based company manufactures, distributes and imports gourmet specialty foods and perishables nationally and internationally.

**Boulder's Best Organics**, a gift provider of organic products from Boulder companies, has been selected to provide gift collections to speakers for the upcoming Natural Products Expo East in Boston on Sept. 23-26.

*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](mailto:news@bcbr.com) with Business Digest in the subject line. Photos submitted will not be returned.*

## HEART from 18A

began, the medical expenses realized by the chief, the department, and the insurance carrier have reached \$196,000. The cost of lost productivity to the department was estimated at \$47,420.

The organization anticipates replacement costs for recruitment and hiring of his successor to be up to \$45,000, depending on travel expenses, moving and uniform costs. The total cost to the parties concerned has been conservatively estimated at \$277,470.

The costs of replacing that one employee could have funded a risk stratification screening for every

employee and included a Life Stress Interview, heart scan, blood lipid particle test and a carotid IMT test for all 117 department employees — and returned \$210,000 to the respective responsible parties.

The peace of mind and the benefits experienced by every family, their children, and smooth operations of the organization? Priceless.

*Dr. Stephen Walker serves as a consultant to executive physicians, corporations, and health promotion organizations throughout the Front Range of Colorado. Visit his Web site at [www.drstephenwalker.com/heart.htm](http://www.drstephenwalker.com/heart.htm).*

## COMMUNITY FOOD SHARE would like to thank



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**A special thank you to our 2009 Tournament Committee Members: Chuck Bellock, Doug Kenkel, Jeff Morgan, John Moritz, Carolyn Paul, J.R. Stearns and Rick Werner for helping to organize and plan this tournament!**

**BUSINESS BROKERS**

(Ranked by total number of employees.)

RANK	PREV. RANK	Company Full Address Phone/Fax	No. full-time employees	Products/Services	Person in Charge, title Title Year Founded Web site
1	NR	<b>PROFORMA WEST</b> 1006 Depot Hill Road, Suite E Broomfield, CO 80020 303-427-0800/303-427-7707	6	Business valuation, exit planning, business marketing, negotatin and sales, after sale consulting.	David W. Lewis FCBI, Managing Partner 1987 www.proformawest.com
2	1	<b>FRONT RANGE BUSINESS BROKERS OF BOULDER</b> 5350 Manhattan Circle, Suite 103 Boulder, CO 80303 303-499-6008/	4	Businesses for sale, franchise listings, seller's guide, completed transactions, valuation, maximizing value, buyer's guide, buyer search.	Suzanne M. De Lucia President 1986 www.frontrangebusiness.com
3	3	<b>BUSINESS SOLUTIONS OF COLORADO</b> 1600 38th St., Suite 203 Boulder, CO 80301 303-440-6141/866-310-1376	2	Specializes in businesses with asking prices between \$200,000 to \$1.5 million. An area of emphasis in the "Green Industry" and complex business situations.	Merle T Northrop Managing Broker 1979 N/A
4	2	<b>LINDAHL &amp; ASSOCIATES</b> 4450 Arapahoe Ave, Suite 100 Boulder, CO 80303 303-415-2593/	2	Concentrates in businesses with transaction values in the \$1 to \$10 million dollar range.	Tom Lindahl Owner 2002 N/A
5	4	<b>MAGIN &amp; ASSOCIATES INC.</b> 716 S. Longmont Ave. Lafayette, CO 80026 303-475-0493/303-665-1334	1	Specializes in food, beverage, recreation business opportunities, with or without the real estate, site location and development.	Bob Magin Owner 1999 www.bobmagin.com

N/A: Not available.

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

SOURCE: BUSINESS REPORT SURVEY  
RESEARCHED BY Beth Edwards

**NONPROFIT NETWORK**

**GOOD DEEDS**

New Frontier Media has partnered with **Colorado Horse Rescue** to support 11 rescued horses, provide volunteer work teams and to produce a video and other PR-related materials for the nonprofit. For more information about Colorado Horse Rescue, go to [www.chr.org](http://www.chr.org).

**GRANTS**

**Girl Scouts of Colorado** is hosting an open house from 4 to 6 p.m. on Wednesday, Sept. 23 at the Dannels Homestead House at Meadow

Mountain Ranch, 757 County Road 101 in Allenspark to celebrate restoration of the 100-year-old property. This \$260,000 restoration project of Dannels Homestead was funded through a grant from the Colorado State Historical Fund. Other major donors to the project include Boulder Land Development Group, Girl Scouts of the USA, Cynthia Anderson, Diane Arnett, Michelle Bellows and Hunter Glasscock. To attend, please contact Suzi Soto at 970-493-1844 or by e-mail at [suzie.soto@gscolorado.org](mailto:suzie.soto@gscolorado.org).

Boulder is one of seven cities in the United States awarded grants to be

used for addressing sanitation, health and water issues in African urban areas. The grant from the African Urban Poverty Alleviation Program is a three-year project funded by a \$7.5 million grant from the Bill & Melinda Gates Foundation. It will benefit Kisumu, Kenya, Boulder's newest sister city, and is expected to provide up to \$115,000 to apply to projects, in addition to travel funds. Darryl Brown, a member of the **Boulder Rotary Club** and director of cardiac, respiratory, neurodiagnostics at Boulder Community Hospital, helped start the Sister City project with Kisumu.

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CALENDAR

September

**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.

**23 Global Greengrants Fund** presents Native Peoples' Environmental Struggles in the Americas, Russia and Central Africa from 3 to 5 p.m. at the Wittmyer Courtroom, Wolf Law Building on the CU Boulder campus. For more information, go to www.greengrants.org/resources.event.html.

**21-27** CU Boulder is hosting an **Arts and Culture Week** on the CU Boulder Campus. For a full listing of campus events, go to www.Colorado.edu/events.

**21-27** **The Stratford at Flatirons** is hosting the ICAA Active Aging Week at 400 Summit Blvd. in Broomfield. To register and see a schedule of events, go to www.stratfordflatirons.com.

**22 Women's Adventure Magazine** is hosting the Woolrich Playground at the Boulder Reservoir, 5565 51st St. in Boulder. Women are invited to test gear, try new sports and attend mini-skills clinics. To register, go to http://event.womensadventuremagazine.com/register.

**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 Noodles & Co.** is hosting a benefit for Center-Stage Theater Co. from 4 to 9 p.m. at Noodles & Co., 1100 W. Dillon Road, Suite 1, in Louisville. For more information, call 720-214-1971.

**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.

**24** **Avista Adventist Hospital** is hosting a seminar on hip and knee pain at 11 a.m. in the Spicer Room at Avista Adventist Hospital, 100 Health Park Drive in Louisville. To register, call 303-661-4310.

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

**25** Cooley Godward Kronish presents **Negotiating the Venture Term Sheet** from 9 to 11 a.m. at 380 Interlocken Crescent, Suite 900, in Broomfield. For more information, call 720-566-4000.

**25** **I Have a Dream Foundation** of Boulder County will host its 12th Annual Luncheon

from 11:30 a.m. to 1:30 p.m. at the Millennium Harvest Hotel, 1345 28th St. in Boulder. The luncheon will feature keynote speakers that include Dreamers who have been given a second chance at succeeding, alumni who have achieved success through the foundation, and Americorps who have dedicated a year to serving the impoverished youth of the Boulder area. For more information, contact Priscilla Gonzales at PriscillaGonzales@ihaveadreamboulder.org or call 303-444-3636.

**26** **Boulder County Parks and Open Space** is celebrating National Public Lands Day from 9 a.m. to 2:30 p.m. with a volunteer project to enhance an aspen stand in Nederland. Lunch will be provided. To volunteer, please e-mail wildworkvolunteers@bouldercounty.org or call 303-678-6216.

**30** 36 Commuting Solutions and DRCOG Ride Arrangers are hosting **Building a Corporate Green Team** from 7:30 to 9 a.m. at WhiteWave Foods Co., 12002 Airport Way in Broomfield. For more information, call Natalie Abrahamson at 303-439-8526.

**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 Boulder and surrounding areas. Step into 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. 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. 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.

**18** The Hotel Boulderado is hosting a **Women's History Afternoon Tea** from noon to 2 p.m. at the Boulderado Ballroom, 2115 13th St. in Boulder. Admission is \$24.95. For more information, call 303-440-2880.

**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.*

MUSICAL from 3A

Hill," "Martha Stewart Living," "The Kathy Griffen Show," "One Life to Live," and "Monk," as well as specialty programs such as Diane Sawyer's documentary on Appalachia, "Children of the Mountain."

In addition, Glotzer's music can be heard in movies such as "A Guy Thing" and "Friends With Money," and can be found in production music libraries such as those licensed by Boosey and Hawkes and BMG.

"The key is to approach it like any business," Glotzer said. "You have to get out there and market yourself and get them to use you. Out of 100 phone calls, I might get three production companies to use me. But if you persevere, your moment will come."

In addition to his fees, Glotzer is usually paid residual fees — also known as licensing fees or royalties — each time a piece of his music is broadcast. Over the years, these quarterly checks, Glotzer said, have added up.

"The income from licensing is more than two thirds of my entire income now — it's what I call mailbox money," he said.

Stylistically speaking, Glotzer's compositions range from light rock, blues, folk and acoustic sounds to Latin and jazz. However, there have been occasional stretches, such as the time when Glotzer was asked to write several tracks of "industrial music," an avant-garde electronic style. Recently, he even had to compose tracks of "surf music" with French-flaired instrumentation.

"I won't do Hip Hop, because it's not my thing and I couldn't do it justice — and if someone asked me to write a string quartet, I'd farm it out to my son," said Glotzer, whose oldest

son is the founder of Seattle's "Toybox Trio." "But for the most part, the stuff I've created for productions is the stuff I really perform," he added.

And as Glotzer admits, the best part of it all is, once his musical tracks are out there to be used, they're played time and again — with a paycheck coming his way each time.

"I still hear tracks of songs I wrote 10 years ago," Glotzer said. "And recently, I've had a number of project meetings where they wanted me to compose music, and as an example of the musical direction they were looking for, they unknowingly played samples of my own songs to me."

"I guess it's an indication that I've been doing this awhile," he added with a laugh.

Glotzer even gets fan mail for his television compositions — such as the letters he receives praising the music breaks on the Weather Channel, many of which are written by him.

For most projects, Glotzer uses local musicians and does the recording — and even, sometimes, the engineering — in his studio in Boulder. For bigger-budget projects for network television shows, Glotzer farms the engineering work out to local production studios. But no matter what type of music he records, he is proud of his commitment toward using Colorado-based musicians for his projects.

Today, Glotzer continues to perform not only as a solo guitarist/singer, but also sings and plays guitar, dobro, mandolin and bass with a trio, a Santana Tribute Band, an Eagles Tribute Band and a private party band as well. He markets his compositions, as well as his performance schedule, both through his Web sites

(www.steveglotzer.com and www.sixstringrecords.com) and through his My Space page, www.myspace.com/steveglotzer.

"My career is still a work in progress," he said. "But the beauty of it is, the music I create has really found a niche."

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**Top-Selling Boulder County Single-Builder Subdivisions**

Year-to-date July 2009

Subdivision	Builder	City	Average Price	Recorded Closings
1. Landmark Lofts	Chanin Development	Boulder	\$350,800	34
2. Canyon Creek 6	Richmond American Homes	Erie	\$316,600	13
3. Creekside 2 Townhomes	Engle Homes	Erie	\$202,400	10
7. The Walnut	MCV Walnut Investments	Boulder	\$911,400	9
4. North End Single Family	Markel Homes	Louisville	\$522,300	8
9. The Peloton	Cityview Peloton	Boulder	\$390,300	7
5. Northfield Commons Condos	Markel / Coast to Coast	Boulder	\$154,200	7
10. Creekside 2 Single Family	Engle Homes	Erie	\$313,400	7
6. Winders North	Cornerstone	Boulder	\$849,900	7
8. Fox Meadow 1,3,4	Engle Homes	Longmont	\$296,300	6

Source: Home Builders Research

**Foreclosures in Boulder County**

(Aug. 1-31, 2009)

City	Foreclosures Filed	Deeds Issued
Allenspark	1	0
Broomfield	27	2
Boulder	28	6
Eldorado Springs	0	0
Erie	2	2
Golden	2	3
Jamestown	0	0
Lafayette	23	7
Longmont	65	21
Louisville	3	1
Lyons	1	2
Nederland	2	0
Niwot	3	0
Superior	2	0
Ward	0	0
<b>TOTAL</b>	<b>159</b>	<b>44</b>
Year-to-date 2009	1,153	369

Source: Boulder County Public Trustee

**Top 10 Boulder County Builders**

Year-To-Date July 2009

Builder	Home Sales	County Market Share
1. Markel Homes	35	17.3%
2. Chanin Development	34	16.8%
3. Engle Homes	23	11.4%
4. Richmond American Homes	13	6.4%
5. Markel / Coast to Coast	10	5%
6. MCV Walnut Investments	9	4.5%
7. Cityview Peloton	7	3.5%
8. Cornerstone	7	3.5%
9. Coburn Development	6	3%
10. Habitat for Humanity	5	2.5%
11. Boulder Creek Homes	5	2.5%
Remaining homebuilders	48	23.6%
<b>Total</b>	<b>202</b>	<b>100%</b>

Source: Home Builders Research

**Highest-Priced Home Sales in Boulder County**

July 2009

Sale Price	Buyer, Address
\$5,317,800	Jared S. Polis, 1655 Walnut St., Unit 404, Boulder.
\$1,799,000	Frea Family Trust, 9276 Niwot Hills Drive, Longmont.
\$1,638,000	Kimberly H. and Taylor E. Schollmaier, Boulder.
\$1,387,500	Stephen E. and Christina Ihnot, 1622 Poplar Ave., Boulder.
\$1,324,500	Roy A. III and Eddie Hunter, 2378 Plumb Place, Erie.
\$1,093,600	Eagle Ventures LLC, 1301 Canyon Blvd., Apt. 208, Boulder.
\$1,065,000	David and Roxane D. Dupuis, 10484 Sunlight Drive, Lafayette.
\$1,055,000	Terrie T. Allon, 2371 Spotswood Place, Boulder.
\$1,050,000	Erik Makineni, 1721 Norwood Ave., Boulder.
\$1,040,000	Verushka Burriss Trust, 8772 Skyland Drive, Longmont.

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

# County buys Fresh Produce building

BOULDER — Boulder County purchased a 76,000-square-foot building in East Boulder, with plans to relocate the sheriff's office.

The county spent \$8.05 million on the building at 5600 Flatiron Parkway, which is currently occupied by Boulder-based Fresh Produce Sportswear Inc. The retail clothing company, whose owners Thom and Mary Ellen Vernon sold the building, is downsizing to another building they own at 2885 Wilderness Place.

"When the economy softened as much as it did, we were looking to save anyway we could," Mary Ellen Vernon said. That included selling the building in Boulder and shifting Fresh Produce's warehouse operations to California. The changes are leading the company to lay off about half of its local employees — 45 people who worked primarily in the warehouse side of the business. The remaining 40 employees will shift to the new office at 2885 Wilderness Place in October, she said.

The Boulder County Sheriff's Office will take about 55,000 square feet in the new building at 5600 Flatiron Parkway. The county will keep the remaining 21,000 square feet for

possible office expansions.

Boulder County Sheriff Joe Pelle said his office was running out of room in the Justice Center at 1777 Sixth St. An additional district judge is also expected to arrive in Boulder County by 2011, and the county will need room to build a new courtroom at the Justice Center.

Pelle said his office would move to the new building in phases. The first phase, hopefully in March 2010, will include the relocation of the sheriff's administration, records and civil departments. The second phase, planned for mid-2011, would include operations and fleet maintenance.

Pelle said the location in East Boulder is better than the existing location on the west side of town because the new building is closer to the Boulder County Jail at 3200 Airport Road. The county had considered building a new office at the jail, but determined it could save money buying an exist-

ing building instead, he said.

Audrey Berne and Gary Aboussie with The Colorado Group helped broker the real estate deal.

**UP FOR SALE:** The owner of The Peloton, 390 condominium units in central Boulder, is putting up for sale two properties it also owns next door.

California-based Bancroft Capital is listing 1685-1715 38th St. for about \$13 million. The properties encompass about 10 acres of land, with 155,000 square feet of manufacturing, warehouse and office space.

Bancroft purchased the former Exabyte campus site in October 2007 for \$9.5 million. The company had plans to rezone the property and build 216 condominiums and 26 townhouses in a project called the Redstones.

Officials with Bancroft could not be reached for comment.

Boulder-based Dean Callan & Co. is listing the property for Bancroft.

**OFFERS RECEIVED:** Whole Foods Market Inc. said it has received offers from an undisclosed buyer or buyers to purchase two former Wild Oats Markets stores in Boulder.

The grocery stores at 2584 Baseline Road and 1651 Broadway are part of 31 total stores across the nation that Austin, Texas-based Whole Foods agreed to sell as part of a settlement with the Federal Trade Commission after its acquisition of Wild Oats in August 2007.

Washington, D.C.-based The Food Partners LLC, acting as the third-party seller, has until March 6, 2010 to finalize the sale of the two Boulder stores.

**WORK BEGINS:** A local developer has closed on a \$1.6 million construction loan from Flatirons Bank to remodel an existing apartment building near downtown Boulder.

Renovation work on The Flats at 1201 Balsam, featuring 16 condominium units, will begin immediately, said Scott Holton of Boulder-based The Holton Group. The new one- and two-bedroom residences at the northeast corner of Balsam Avenue and Broadway will range in price from \$214,000 to \$409,000.

Each unit will feature high-end finishes, including Bosch appliances, CaesarStone countertops, mosaic tile backsplashes, and natural hardwood

► See **Real Estate, 29A**



**REAL ESTATE**  
David Clucas

**REAL ESTATE** from 28A

floors, Holton said. The project is also an applicant for LEED certification.

Both the interior and exterior of the existing mid-1950s apartment building will undergo complete remodeling, Holton said. 1201 Balsam LLC, headed up by Holton, purchased the 17,500-square-foot building in April 2008 for \$2.5 million.

Dan Drury of Field West Construction is the general contractor, and Pete Weber of Coburn Development Inc. led the design and architecture work on the project. Condominium sales are being handled by Roxie Duggan Candace Loving of Goodacre & Co. Real Estate.



**BROOMFIELD**

**NEW MALL PARTNER:** The Macerich Co. (NYSE: MAC) has sold a majority of its ownership stake in the FlatIron Crossing mall in Broomfield.

Menlo Park, Calif. based GI Partners will gain 75 percent ownership of the 1.4 million square-foot mall, anchored by Nordstrom, Macy's, Dick's Sporting Goods and Dillard's, in exchange for \$116 million in cash.

The Macerich Partnership LP will continue to manage the property, with GI Partners as its partner. The mall was built in 2000 and acquired by Macerich in 2002.

Broomfield records show a slippage in sales-tax collections, therefore sales, at the mall from an all-time high of nearly \$14 million in 2006 to \$12 million in 2008. Through July 2009, the city reported \$5.45 million in sales-tax collections.

The transaction was completed through GI Partners Fund III LP, which secured \$2 billion of capital commitments from leading institutional private equity and real estate investors.

Also in September, Macerich announced that retailer Ultimate Electronics would lease 30,000 square feet at the former Lord & Taylor location, joining XXI Forever and The Container Store, which opened earlier this year.

**LOUISVILLE**

**BANKRUPTCY SALE:** A local investor has purchased 12 remaining condominium units for sale at Centennial Pavilion Lofts in Louisville to pull the project out of bankruptcy.

Louisville Lofts LLC, headed up by Kirk Peck of Boulder, who loaned money to the project, purchased the dozen residential units for \$2.2 million, according to Boulder County public records.

NWC#2 McCaslin-Century LLC, headed by Boulder developer Scott Pedersen, was the developer for the project, which voluntarily filed for Chapter 11 bankruptcy on June 5. As result of the above deal, the bankruptcy case was dismissed on Aug. 26, according to court records.

Neither Peck nor Pedersen could be reached for comment.

Centennial Pavilion Lofts features 66 condominium units at 1057 W. Century Drive in Louisville.



COURTESY THE HOLTON GROUP

Exterior and interior renderings of The Flats at 1201 Balsam, an existing mid-1950s apartment building near downtown Boulder being remodeled by The Holton Group.

Construction was completed in mid-2006, and 54 of the one- and two-bedroom units sold between \$200,000 and a little more than \$300,000 each.

**ERIE**

**LAND DEAL FOR SCHOOL:** The town of Erie and Saint Vrain Valley School District have agreed to the transfer of about 10 acres of land for a new elementary school.

The town-owned land, which sits north of Erie Parkway and west of Meller Street on the Boulder County side of Erie, is slated for the proposed new Canyon Creek Elementary School.

The town will transfer the land to Saint Vrain Valley free of charge, on the conditions that the school district pay \$99,900 for recreational improvements, \$5,440 per acre for a regional detention pond, and approve a purchase agreement of potable and irrigation water at the existing Blackrock Elementary School and the proposed Canyon Creek Elementary School site. The school district would also need to pay for street and other public infrastructure improvements relating to the construction of the new school.

Terms also state that the district must complete the school construction within 42 months, or ownership would revert back to the Town of Erie.

Contact writer David Clucas at 303-440-4950 or e-mail [dclucas@bcb.com](mailto:dclucas@bcb.com)

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# EDITORIAL

## It's time to revamp Boulder's protocols for real estate deals

The city of Boulder needs to revamp its protocols for purchasing real estate.

The city council last month approved a \$5.45 million purchase of land at 6400 Arapahoe Ave. — almost a 40 percent premium for the sellers, who paid only \$3.9 million for the property in March 2008.

It should be noted that the higher sale price occurred during a period in which commercial real estate values have declined in Boulder and surrounding markets, as one local real estate expert pointed out.

City officials were anxious to acquire the land for use as a new recycling center, but that eagerness should not have been enough to cause the city to — arguably — pay too much money for the property.

Boulder officials were so eager to do the deal that they decided not to obtain an outside appraisal of the property, something that could have avoided a lot of questions, if not the deal itself.

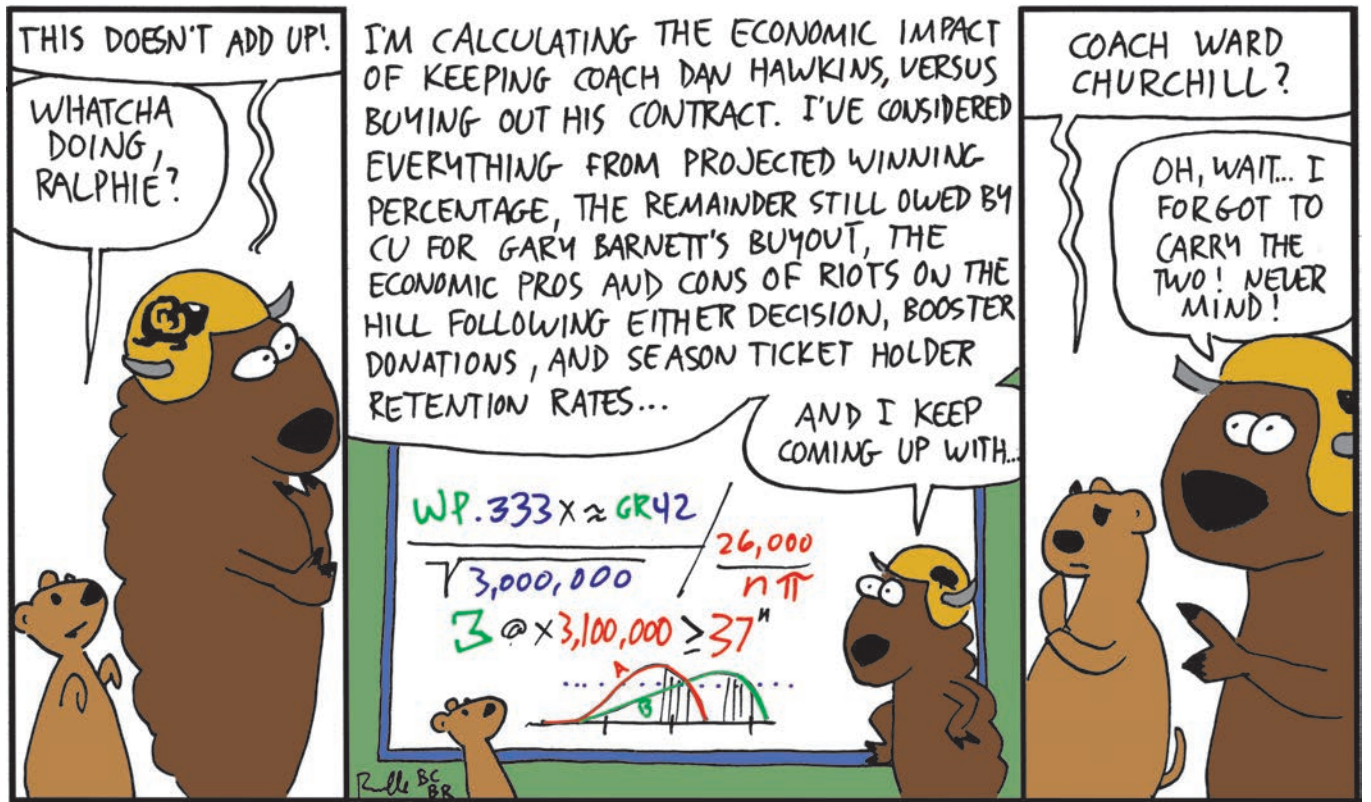
Mayor Matthew Applebaum said he would support a call for the city manager to review and improve on the city's protocols for real estate transactions.

We heartily endorse that idea. In particular, we would encourage the city manager and the city council to:

- Require outside appraisals for all real estate purchases. Banks require it for any real estate loan, and so should the city on behalf of the taxpayer. Had an outside appraisal been done in this case, there would be less doubt about the deal. A formal appraisal could also provide a bargaining tool for the city if it thinks it is being overcharged.

- Educate city staff that their job is to secure the best price for taxpayers in any transaction. It's questionable for city officials to contact a seller's representative to support a sales price.

- Consider hiring a professional outside real estate broker to represent the city in any transaction. Brokers know the market far better than city staff and are better-positioned to negotiate a fair price. Hiring a professional broker is what the sellers did, and to their credit, they got a good deal. We do not insinuate that the seller or its broker did anything wrong. But it's clear that the city did not do everything right.



## Where's seminal work on recession?

A year has passed since the collapse of Lehman Brothers. Bear Stearns was absorbed by JPMorgan Chase a year and a half ago. In the past 12 months, rescues of financial giants such as AIG, Fannie Mae, Freddie Mac, General Motors, Chrysler, Citigroup and others kept the financial crisis in the headlines.

The world was on the brink of economic collapse. Today, economists, bankers, financiers, investors and average citizens breathe a sigh of relief that we've experienced only what's being called "The Great Recession," not another Great Depression.

But where is the perspective? I've searched various bookstores and Web sites seeking a seminal work on the economic maelstrom from which we hopefully now are emerging. In this day and age, major works seem to pop up on bookshelves or on Amazon.com seemingly instantaneously after an event.

But I've yet to see a book that captures the magnitude of the economic collapse, that explains how we were brought to the brink, and how we were pulled from it.

Certain aspects of the financial crisis have been covered, in works available at the Boulder Bookstore, Borders, Barnes & Noble, Amazon.com, etc.:

- "Bear Trap: The Fall of Bear Stearns and the Panic of 2008" relates the collapse of this Wall Street icon.
- "A Colossal Failure of Common

*So far, published books on downturn fall short of historical perspective*

Sense: The Inside Story of the Collapse of Lehman Brothers" provides a similar look at the bankruptcy that set off a true economic meltdown.

- Another Lehman book, "The Great Mistake: The Fall of Lehman Brothers and the Weekend that Changed the World," by Vicky Ward, is similarly limited in its focus.



**PUBLISHER'S NOTEBOOK**  
Christopher Wood

"The Return of Depression Economics and the Crisis of 2008," by Nobel Prize winner Paul Krugman, provides a good read but surprisingly little depth.

- "Contagion: The Financial Epidemic That is Sweeping the Global Economy ... and How to Protect Yourself from It," by John R. Talbott, was published Dec. 31, 2008. I haven't read this one yet but am skeptical about the author's ability to provide a comprehensive look at the financial crisis with only a couple of months for research.
- "Meltdown: A Free-Market Look at Why the Stock Market Collapsed,

the Economy Tanked, and Government Bailouts Will Make Things Worse," by Thomas E. Woods Jr. and Ron Paul, provides a contrarian perspective, but, again, not enough information.

What am I looking for? I'll know it when I see it. I've been encouraged by a series of articles by the Associated Press that provide some much-needed perspective. But where is the book that provides the detail, the perspective, the inside information, the intrigue? What book sets the current "Great Recession" in its historical context, that objectively outlines mistakes made by a broad spectrum of regulators, private financiers and politicians?

What work relates how the housing bubble — first evidenced in Weld County — was formed and analyzes what that market will look like in the years ahead?

This story requires something on the par of David McCullough's "John Adams" or Ron Chernow's "Alexander Hamilton." Something akin to Winston Churchill's "The Second World War" six-volume set (which I'm reading now) would be nice. Then again, McCullough, Chernow and Churchill didn't write those books in a couple of months, or a year.

I'll keep watching.

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**LAND** from 1A

and by \$53 per year for businesses to pay for the property.

Leading up to the purchase, residents and some city council members questioned a seemingly high sales price. The seller, Colorado Tennis Facilities LLC, had acquired the property in March 2008 for \$3.9 million from BMC West Corp. Since then, the economy and real estate market had worsened significantly. Why then would the city agree to pay a 40 percent premium?

Under pressure to answer that question from city council was Doug Newcomb with Boulder's real estate division. E-mail records obtained by the Business Report show that on July 1, Newcomb sought help to support the sales price from the seller's real estate agent, Jason Kruse with The Colorado Group.

"Good morning Jason, at last night's neighborhood public meeting, some of the neighbor's questioned the 'high' sales price. Two of our city council members were present. By 11 AM this morning I am to beef up the portion of the council agenda item memo that talks about that price. I am supporting the price. What I'd like to have from you for my memo part is your factual information supporting the sales price. You will remain anonymous. I'm the staff member blessing the price."

When asked about the e-mail, Newcomb said he was trying to obtain as much information as possible for city council. It was difficult from his end, he said, because Boulder County officials had originally negotiated the

contract, later assigning it to the city. The county backed out of the deal because it had concerns whether it could achieve its zero-waste goals on the property, primarily recycling construction materials.

Boulder County Administrative Services Director Keith Ickes conducted that original negotiation. Records show his first offer at \$3.3 million on April 24, followed by a second offer of \$4.9 million, and the final offer of \$5.45 million on May 22. Ickes said each counter-offer from the sellers was significantly higher.

Both Ickes and Newcomb maintain that the \$5.45 million price tag was a reasonable deal, compared recent land deals involving the city and county in 2006 and 2007. But that was before the economic meltdown, local Realtors point out.

Ickes also argues that the sellers obtained the property in March 2008 in a distressed situation — therefore achieving a low purchase price of \$3.9 million from BMC West Corp. in March 2008.

But Becky Gamble, president of Dean Callan & Co. Inc., who represented BMC West in that deal, denied that claim.

"BMC was motivated to sell the property, but it was not a distressed sale," she said. Gamble said an appraisal of the property back then put the value at around \$4 million.

As a real estate broker, Gamble said the value of property is "always in the eye of the beholder," — the price

depends on the buyer's future vision for the property, she said. But as a taxpayer, she feels that the city overpaid.

"Especially today, because most everything related to commercial real estate has declined in value," she said. "That suggests that deeper due diligence didn't occur."

The worsening economy had made it "financially challenging" to build the tennis center on the 6400 Arapahoe Ave. property, co-owner Kendell Chitambar told the Business Report in early July. In addition, public records show that the owner's 5 percent, \$2.73 million loan on the property matured on Aug. 1.

Additional e-mails between city and county staff show further attempts by staff to get an understanding of the property's value, but because of a rush to get the deal done, the actions were never taken.

On July 14, City of Boulder Environmental Coordinator Elizabeth Vasatka e-mailed Ickes asking about a property appraisal. Ickes replies that he talked to two appraisers, who indicated that it would take 30 days to complete a formal appraisal.

"That seems well beyond our time frame," Ickes wrote.

City and county officials say they are not required to conduct appraisals for the properties they purchase, although they do in rare occasions. For the most part, the governments rely on their own expertise.

By late July, with a deadline for the deal nearing, there were additional

questions about the property, including environmental and traffic concerns. On July 21, Boulder City Council approved paying Colorado Tennis Facilities \$4,000 a week to extend the purchase deadline until Aug. 24. While it now had time to conduct an appraisal, the city chose not to do so.

Appelbaum admits the deal could have played out better for the city.

"As council members, we were aware what it sold the previous time, and we were concerned about the price — we depend on city staff to do the best analysis they can," he said. "It probably wasn't handled the best way it could have been. Not because of anyone's blunders, but because of the circumstances surrounding the deal."

Appelbaum pointed to the city not being the original negotiator as one factor. He also noted that it is difficult for public entities to negotiate a good deal.

"Because everything is out in the public — the sellers were aware we wanted this property, and they were aware of our other options, which would have cost us about the same or more," Appelbaum said. "That basically always puts us at a disadvantage."

While the purchase is a done deal, Appelbaum said he'd be open to asking City Manager Jane Brautigam for a review.

"What council can do is to learn from this," Appelbaum said. "We can take a look to see how this process can be improved."

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