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THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

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“Because they’re spending more time at home and there’s more intensity in the home — more people doing more things — people are noticing the parts of the home that are not functioning really well for them. Home offices are the number-one thing people are noticing.”

Scott Rodwin of Boulder-based Rodwin Architecture, **Page 12**



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BW EXECUTIVE PROFILE

Isabel Yang converts love of STEM to lead AE team

By Shelley Widhalm

news@bizwest.com

FORT COLLINS — Since she was a child, Isabel Yang of Greenwood Village was one of those girls who loved the STEM subjects before Science Technology Engineering and Math became a thing. But she also learned soft skills are just as important in her different roles from technologist to chief technology officer.

“That’s really important for technologists who eventually want to be leaders,” said Yang, senior vice president and chief technology officer for Advanced Energy Industries Inc. in Fort Collins, a role she took on in July 2018. “People don’t automatically follow you, even if you have the brightest ideas.”

Yang realized by second grade she was good in math and loved the subject.

“It just makes sense to me,” Yang said, adding that she also realized she loved physics and mechanical engineering, especially since her father was a mechanical engineer, and wanted a way to apply science to the real world.

Yang went through her schooling in the engineering field, earning a doctorate in electrical engineering in 1996 from the Massachusetts Institute of Technology, where she also received her bachelor and master of science degrees in engineering.

Initially, Yang worked for Motorola as a device engineer for two years before spending the majority of her career at IBM, where she worked in various roles for nearly 20 years. She started out as a device design lead and later became program director of strategic partnerships at the IBM Semiconductor Research Center — she worked in the center for more than seven years and was part of the microelectronics division.

During her time at IBM, Yang held other roles including her final position as vice president of research strategy for operations and partnerships in Yorktown Heights, New York. She led a team to innovate in various technologies in high-performance computing, artificial intelligence and health-care solutions. She also spent several years in IBM’s technology and intellectual property licensing department and has four patents in her name.

“There are different flavors of technology,” Yang said. “I’ve been anchored by technology and trying different things for the companies I’m working for. ... All of the roles have one common thread that really utilizes critical thinking and analysis skills.”

Yang employs those skills and knowledge at AE, which provides power solutions in the semiconductor and industrial manufacturing industries. She oversees the company’s

global technology vision and strategy, as well as its leading-edge technologies, particularly in state-of-the-art connectivity. She comes up with ways to improve business performance and optimize the company’s profitability.

“I basically leveraged all of my background and experience from IBM into this role,” Yang said, adding that she and her team are “always looking for innovation that helps build a business,” as well as “break into new markets.” “How do we protect innovation and make sure it matters to business and our customers?”

The innovative atmosphere at AE is comparable to working in a start-up environment, Yang said. She and her team combine their work in technology with business development and customer service to make sure their innovations effectively reach the marketplace. She protects those innovations through her management of the company’s intellectual property portfolio.

One innovation regards digital transformation in the company’s product lines, starting with the semiconductor industry, something the company hadn’t been doing, Yang said.

“Essentially we are transforming how we solve problems using Industrial IoT (Internet of Things),” Yang said.

IoT on the internet and in apps, where interconnected devices can be mined for data and used to create analytics, can be applied to the industrial space, Yang said. At AE, sensor data is collected, analytics applied and solutions developed through self-diagnosis and troubleshooting, she said. Potential failures can be predicted and preventive maintenance employed to help operations continue without a break in service, she said.

John M. Williams Jr. works with Yang in a number of capacities, including in Industrial IoT.

“She has very good vision and a very good strategic mind. She’s forward thinking but also has experience and the business acumen on how to get things to work, how to get systems in place to make that happen,” said Williams, vice president and general manager of Global Service, Advanced Material Processing & Photonics. “With a startup business like this, you need to have an entrepreneurial drive, which she does, and she has vast experience she can draw on.”

Yang is motivated and driven to win and has helped bring more organization to the company and a strategic approach to its intellectual property, plus she brings that needed female perspective, Williams said.

“In the fast-moving, rapidly changing world we live in with too much group think, you miss out on the next opportunity and lose to the competition. We need to have a unique per-



COURTESY ADVANCED ENERGY

Isabel Yang is senior vice president and chief technology officer for Advanced Energy Industries in Fort Collins.

spective that crosses countries, cultures, gender and race,” Williams said. “Having unique perspectives, which comes from diversity of thought, which comes from diversity of backgrounds, is important.”

Yang noted several ways to address her work in a male-dominated field — for her graduation year at MIT, 39 percent of her peers were female. And at AE, most of her peers are male.

“What is it like? That’s a loaded question. It is not easy,” Yang said. “I feel like I sort of practiced a lot before I came to AE. I survived and thrived in a male-dominated environment.”

For women to get their voice heard, they have to be more assertive and even repetitive, Yang said. Yang, who offers mentoring for “up-and-coming” female engineers, finds that many don’t need the technical help but instead seek advice on how to effectively deal with their coworkers. One of the engineers she mentored said she has good ideas she wants to share but finds everyone talks over her.

“I said sometimes you have to — it’s not not-being-nice — you have to be assertive and put yourself out there,” Yang said, adding that it also helps to not worry about others’ perceptions, to be thicker-skinned and to try to avoid self-doubt. “I try to work within the company — this relates to being female

in a male-dominated space — we need to create a culture where a diversity of ideas is accepted.”

The female voice and input is important from two perspectives, that of leadership and collaboration, Yang said.

In the area of collaboration, the female presence can alter the dynamics in the room to that of being more collaborative and open-minded, replacing “the tendency to show off and one-upmanship,” Yang said. In leadership, that presence can add a layer of empathy — leaders need to lead but also to get others to follow; they can do this by trying to understand individual motivations and realizing that not one person has all the answers, she said.

Yang likes sharing her love of technology as that empathetic leader who engages in an open communication style combined with a collaborative approach. She also likes working on leading-edge technologies that, at first, might make others feel uncomfortable or even fearful.

“What I really like about it is, when you create innovation and make it essential, you put to rest doubts and fears. You prove them wrong,” Yang said. “I like exploration, new technologies, engaging new customers and sharing the technologies and innovations with them.”

COVID makes case for adaptive organizations

A vulnerability that's been revealed from the global pandemic is the fragility of our organizations. Examples have been presented from a wide range of industries, businesses and individual citizens including health care and hospitals; restaurants; travel and tourism; government at all levels; families and communities. The skills, ability and resources necessary to withstand changes, whether abrupt or gradual, are fundamental to adapting and adopting to rapidly changing circumstances. The knowledge required for organizations to become more resilient is widely available so why don't leaders invest more to develop these skills?



THOMAS KNOLL
INNOVATION

Adaptive organizations begin with leadership. This typically comes from the CEO's office or upper management as they set the tone and define the spaces of possibilities. The tools and knowledge are readily available, and any human resources

leader worth his or her salt has access to them. What's less abundant is the will to develop an ongoing posture of adaptability.

With the marketplace now fully globalized and driven by instantaneous communication, risk can quickly emerge leading to new threats. Take the pandemic as a case study. In fewer than three months, the consequences from a nasty virus made their way around the world resulting in decisive action taken by governments, businesses, organizations and citizens. This is a rational response to a deadly bug. What comes after the response is hugely consequential to almost every person on our planet. We've witnessed lockdowns, stay-at-home orders and in some cases more dramatic action including the mandatory shutdown of some businesses.

In the future we'll experience situations that have varying degrees of threats, but the lesson is in the preparation and response. Will governments, businesses and citizens exercise a different commitment to preparing for future threats or will it be business as usual? Only time will tell. What we'll know soon enough

"In the future we'll experience situations that have varying degrees of threats, but the lesson is in the preparation and response."

is the degree to which preparations were made for the current pandemic threat and who was or wasn't ready.

Adaptive organizations employ a wide range of tools, training and techniques to prepare for future situations. Scenario planning, material stockpiling, financial reserves, contingency plans, redundancies are a few practices used to prepare for possible threats.

We'll explore scenario planning as an illustration of increasing adaptability to future possibilities. The gold-standard of scenario planning, arguably, is the U.S. military. The various branches of the military are

constantly and relentlessly planning. They train new members through structured programs that increase the number of participants in their ranks. They employ a combination of classroom style and field operations to educate. The use of exercises combines classroom and field ops to simulate live and realistic situations the forces could encounter.

Organizations have access to these same fundamental training techniques and the best of the best use them to become more resilient. The author Nassim Nicholas Talib defines this posture as "antifragility," or the opposite of fragile. Antifragile means preparing for as many scenarios as possible and maintaining a posture of readiness should a threatening situation present itself. It's important that we learn from the pandemic and that it's worthwhile to prepare for a wide range of future possibilities if we want our organizations to survive future pandemic-like threats.

Thomas Knoll is the founder and CEO of Innovators CoLab (www.innovatorsco.com). He can be reached at thomas@innovatorsco.com.

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Henning refocuses Greeley chamber during crisis

By Shelley Widhalm
news@bizwest.com

As a new chamber leader, Jaime Henning of Greeley can personally relate to how small businesses have to pivot and adjust during the pandemic. Henning took on the role of president and CEO of the Greeley Area Chamber of Commerce in September 2019, six months before COVID-19 temporarily shut down and altered the operations of businesses across the state.

“I can relate to those businesses looking at things from fresh eyes because a new CEO does that essentially,” Henning said. “Doing what they always did isn’t an option now. They have to function in a new space.”

Businesses often can become entrenched in their daily operations but in a crisis, they need to problem solve and be innovative, plus find new ways to market their offerings and reach their customers, Henning said.

“This is a time businesses need to double down on their marketing efforts and lean on organizations like the Greeley Chamber,” Henning said. “I watched them be resilient in how



COURTESY GREELEY CHAMBER OF COMMERCE

Jaime Henning, president and CEO of the Greeley Area Chamber of Commerce, has almost served her first year, and it was quite a year.

they’re thinking about redoing their business.”

The Greeley Chamber took several steps to reach out to its more than 700 members and other businesses through virtual offerings and resource

guides that help them navigate the pandemic.

“Our goal was to make sure we aligned with the mission as an organization, which was to be a conduit of resources and information to our

business community and to be a conduit for sustainability and recovery,” said Scott Warner, board chairman of the Greeley Chamber and president and CEO of ConnectingPoint Greeley. “Jaime did a great job of keeping all connected parties in the loop with what the chamber is trying to accomplish, while also being collaborative to find solutions not only for the business community but all of our connected communities. ... She did a good job of delivering relevant information to our community and taking appropriate action where it can be taken.”

One such action was the Greeley Chamber leading a public-private partnership with the cities of Greeley and Evans and Upstate Colorado in Weld County to create the Greeley Area Recovery Fund. The partners and private donors raised more than \$600,000 in gap funding in the form of grants for more than 75 Greeley and Evans businesses impacted by COVID-19.

The chamber also created a new website, greeleytogo.com, that highlights local Greeley restaurants and their carryout, curbside and delivery services, as well as a marketing cohort

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“This is a time businesses need to double down on their marketing efforts and lean on organizations like the Greeley Chamber.”

Jaime Henning, Greeley Area Chamber of Commerce

of local marketing professionals telling Greeley’s story.

Another new offering is a digital chamber coffee, Greeley Common Grounds, that connects businesses with elected officials and business leaders for a discussion on issues and happenings in the community. The one-hour segments, which launched in March, are posted every other week on the chamber’s Facebook page. It gets about 20,000 views.

The chamber’s other virtual offerings include helping organize a weekly town hall meeting with information about business resources for Northern Colorado businesses and hosting membership get-togethers that include the chamber’s Leads and ambassador groups and the Young Professionals program.

“We’re working on businesses coming back stronger than before,” Henning said. “We’re working together and collaboratively to make good things happen.”

To measure that strength, the chamber aligned with economic development regionally to conduct data surveys and engage in personal conversations with its members, asking how COVID-19 impacted businesses.

“We’re taking a data approach to see if we are meeting the needs of business,” Henning said. “There are lots of best practices and programs that we offer for our members. A lot of other chambers are doing good work, and we can share in that, especially during COVID.”

The chamber worked with the city of Greeley and the Greeley Downtown Development Authority to centralize resources and other information for businesses, bringing together the data in one place on the chamber’s website. The list provides places where businesses can get assistance and who to contact.

“I’ve heard it said a lot that Greeley has grit and a lot of businesses work hard at what they do,” Henning said. “Most business is very self-sustaining, but being able to find helpers during this time is very important.”

Henning took the leadership position at the chamber because she wants to help businesses succeed and to be part of a community “on the move,” she said.

“From a leadership perspective, I was excited to take the helm and help Greeley step forward,” Henning said.

Warner describes Henning as a caring leader who also is a bridge builder able to find solutions.

“She steps in and takes action right

away. She does it in a way that promotes collaboration,” Warner said. “She loves this community, and I think that’s what incredible. She’s a transplant to Greeley, and she’s kind of adopted it as her own, which is really cool. She’s done a very good job of identifying the needs and ideals of the community, so she can be a champion of those.”

Henning has worked inside chambers for nearly 20 years, including as senior director of the Lincoln Chamber of Commerce for 18 years in Lincoln, Nebraska, where she worked with other leaders and helped advance important issues, she said. She also was a founding member and director of Lincoln’s Young Professionals Group, which now has more than 1,800 members.

A Nebraska native, Henning earned a triple major in communication studies, corporate communications and public relations from Wayne State College in Wayne, Nebraska, in 1999. She also was one of two Certified Chamber Executives in Nebraska and has served on the boards for the Association of Chamber of Commerce Executives and the U.S. Chamber of Commerce’s Institute for Organization Management.


“I love being able to serve people, being able to help people and being able to meet new people, and all of that works really closely in my role at the chamber, so it makes it really rewarding,” Henning said. “I deeply care about our members, and I’ll work really hard for them.”



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Lise Aangeenbrug, Outdoor Industry Association executive director

Each month, BizWest asks a business leader to respond to questions regarding his or her industry and the issues that it faces. This month, Outdoor Industry Association executive director Lise Aangeenbrug talked about how the industry is grappling with the COVID-19 outbreak. This interview, conducted by phone in June, has been lightly edited for length and content.

BizWest: You're relatively new to your position as OIA's executive director. What's it like taking on an important new role in the midst of so much uncertainty?

Aangeenbrug: I took over as executive director on March 4. So within two weeks of taking the position, it became clear that the global pandemic was going to have a major impact on our industry.

When REI decided to close in mid-March, it was one of the first indicators of just how big this was going to be. REI quickly realized that it needed to close its stores and the rest of the outdoor industry followed suit for the safety of employees and customers.

This is the case for the entire retail industry: Having to shut down your business and not being able to work

directly with your customers has a devastating effect on businesses. Sales plummeted in March and April.

BizWest: The outdoor industry encompasses more than just retail and includes some other business sectors also hit especially hard by COVID-19, correct?

Aangeenbrug: That's right. When we think about the total impact, we're not just thinking about stores. We're very closely tied to the travel and tourism sector because what makes the outdoor industry work is having places that people can get to and enjoy the outdoors. All parts of the system have been impacted. We saw public lands shut down — and for appropriate reasons.

BizWest: Even if they can't get out to national parks, people still need to get outside and recreate. Have you seen any trends to suggest people are still enjoying the outdoors, but perhaps closer to home?

Aangeenbrug: I've seen more people outside in their neighborhoods and in local parks than I think I've seen before in my lifetime. We see it as kind of a silver lining of the pan-



COURTESY OUTDOOR INDUSTRY ASSOCIATION
Lise Aangeenbrug, Outdoor Industry Association executive director

demic. People are finding the fun and joy of the outdoors closer to home.

The pandemic also provides an opportunity to highlight outdoor recreation as a safer alternative to popular indoor summer activities like going to the movies.

After two months inside, it is a

basic feeling of freedom to get outside. People are craving that. People are craving interaction and a safe way to do that is six feet apart outdoors.

BizWest: We're mid-way through Colorado's summer recreation season and it seems pretty clear that this will be a season unlike any other the industry has seen. But as we move into the winter ski season, is there any chance we could get back to something that feels more like normalcy?

Aangeenbrug: I think it depends on how you define normal.

This winter — much like what's going on this summer — I think people may be less likely to get on a plane to travel than they have been in the past. The trend of people getting into their personal vehicles to visit nearby public lands could continue.

We're going to see a lot more camping because you can control your environment.

So, we're actually still hopeful about the summer season. We're hoping to bring some momentum into the fall and winter. What we cannot predict is what happens with COVID-19 and a possible resurgence in the winter.

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This rendering shows a proposed Bank of America branch in Lafayette.



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Bank of America's Longmont branch is under construction at The Village at the Peaks shopping center.

By Christopher Wood

cwood@bizwest.com

Bank of America NA (NYSE: BAC) will open at least five new branches in the Boulder Valley and Northern Colorado in the next couple of years, part of a major expansion of the banking giant into the state.

The Charlotte, North Carolina-based bank ranks as the nation's second-largest bank in terms of assets and deposits as of March 31, 2020. Deposits totaled \$1.58 trillion, compared with \$1.84 trillion for JPMorgan Chase & Co. Assets totaled \$2.6 trillion for Bank of America, compared with \$3.14 trillion for JPMorgan Chase.

Bank of America entered the Colorado market in 2015 with its first Denver branch and now operates 25 Colorado banking centers, concentrated in the Denver area. That number includes 11 branch locations, with the rest known as "advanced centers," essentially peopleless financial centers from which customers are welcomed by a digital greeter who can walk them through various transactions.

Bank of America's Colorado expansion has been concentrated in the Denver area, but the bank also has expanded outward from Denver, looking south to Colorado Springs and north as far as Fort Collins. It opened a Boulder location at 1965 28th St. in 2016, and plans to open branches in Broomfield, Fort Collins, Greeley, Lafayette and Longmont.

All told, Bank of America has identified at least 14 markets for additional branches in Colorado.

"We continue to be excited about expanding into markets where we've not had a retail presence before," said Felicia Lewis, regional executive for consumer banking & Merrill Edge for expansion markets. Lewis handles Bank of America's expansion efforts into Colorado, Indiana, Kentucky, Minnesota, Ohio and Utah, as well as Pittsburgh.

"Colorado is an extremely important market for us," Lewis said. "We continue to have commitment not only to Denver, where our core branch presence is, but we continue to expand beyond Denver. It remains a top-priority market for us."

Lewis said Bank of America identifies expansion markets based on where it already has a strong client base. Colorado fits that criterion, she said.

"In every market we go to, the reason we're going is that we believe we have a strong client presence there," she said. "We believe that clients want us to be there ... Clients are asking, 'When are you coming? When can



COURTESY BANK OF AMERICA

Felicia Lewis, regional executive for consumer banking & Merrill Edge for expansion markets. Lewis handles Bank of America's expansion efforts into Colorado, Indiana, Kentucky, Minnesota, Ohio and Utah, as well as Pittsburgh.

we get more locations?' So we've got a pretty strong client demand."

Bank of America's Longmont branch will be at The Village at the Peaks shopping center at 1246 S. Hover St. Lewis declined to provide an opening date for that facility — currently under construction — because of uncertainty around COVID-19 and other factors. She said, however, that the branch is slated to open in 2020.

Bank of America formally applied April 29 to the Office of the Comptroller of the Currency to add The Village at the Peaks location.

"Ideally, we'll have that site open later this year," she said.

Additionally, Bank of America has filed documents with the city of Broomfield for a location at West 120th Avenue and South Bradburn Boulevard, and for a Fort Collins location at 1305 W. Elizabeth St. Lewis said the Broomfield branch should open in 2021, with Fort Collins following in 2022.

Documents have also been submitted to the city of Lafayette for a branch at 861 N. Colorado Highway 287 in the Lafayette Promenade shopping center.

That branch will encompass 3,784 square feet, with two drive-through lanes, according to an initial planning submittal. Dates for the project to be reviewed by the Lafayette Planning Commission and the Lafayette City Council have not yet been determined.

"Greeley is also another area that we're extremely interested in, but that's further out," she said, adding that it might come in 2022.

“The good news is, we have, especially with coronavirus causing so many people to be working from home, we’re seeing our clients interface with us much, much more via digital.”

Felicia Lewis,
Bank of America

Loveland is not yet on the schedule for a branch. Lewis said the bank revisits its target zones, “the communities that we’re trying to make sure we penetrate,” every six months or so.

“The fact that it’s [Loveland’s] not here right now doesn’t mean that it won’t be ... further out,” she said.

Bank of America examines a series of economic data when deciding whether to open a branch, including population and household-income growth, as well as economic growth overall. Another key criterion, she said, is transaction volume at existing locations. If a location exceeds the average transaction volume for the bank’s branches, Bank of America might consider an additional branch.

Bank of America in 2018

Bank of America branches out

Bank of America plans at least 14 additional locations in Colorado.



Project	Address	City
Shops at Ralston Creek	5830 Independence St., Unit 400	Arvada
Arapahoe Crossings	6400-6700 S. Parker Road	Aurora
Chambers Plaza	15109 E. Colfax Ave.	Aurora
Broomfield	NEC 120th Avenue and Bradburn Boulevard	Broomfield
Powers Pointe	Powers Boulevard, between Barnes Road & Constitution Avenue	Colorado Springs
Green Valley Ranch	18484 E. 49th Ave.	Denver
Federal and Evans	2120 S. Federal Blvd.	Denver
Fort Collins	1305 W. Elizabeth St.	Fort Collins
Greeley	Address unknown	Greeley
Lafayette Promenade	Southwest corner of U.S. Highway 287 & Lucerne Drive, Lafayette	Lafayette
Lakewood	Address unknown	Lakewood
Village at the Peaks	1246 S Hover St.	Longmont
Parker and Stroh	13085 Copperhead Trail	Parker
Thornton	9680 Grant St.	Thornton

Source: Bank of America, city planning departments

announced plans to open 500 locations nationwide in four years. Even with that, the bank has not been immune from the trend of large banks eliminating some locations as customers increasingly shift to Internet banking. Bank of America nationwide maintained 4,335 offices as of June 30, 2019, down from 4,474

the previous year.

“We will continue to be where our clients are, and as our clients adjust how they interface with us, then we do make decisions to trim back our physical presence in a particular community,” Lewis said. “The good news is, we have, especially with coronavirus causing so many

people to be working from home, we’re seeing our clients interface with us much, much more via digital. They’re choosing and finding ways to interface with us outside of a physical branch.”

Bank of America has a long way to go before it can match the state’s largest bank in terms of deposits: Wells Fargo. Wells Fargo ranks as the dominant bank in the state, with deposits as of June 30, 2019, of \$31.98 billion, or 22.42% market share. Bank of America held deposits of \$2.9 billion, or 2% market share.

But Lewis said that Bank of America is able to achieve higher efficiency at its locations than many banks, generating more deposits per location. Wells Fargo operates 150 branches in Colorado, according to the FDIC, giving it average deposits of \$213.2 million per location, while Bank of America so far operates 11 branches in the state, with average deposits of \$262.27 million per location.

“We still feel very good about where we stand in Colorado,” she said.

Bank of America’s branches will include a full suite of services, including its Merrill Edge brokerage services, small-business lending, consumer banking and mortgage lending.

“Our goal is to have a full complement of specialists in our financial centers,” Lewis said.

STRENGTH

IN UNCERTAIN TIMES

Citywide Banks, founded in Aurora, CO in 1963, is a member of the Heartland Financial USA, Inc. (NASDAQ: HTLF) family of community banks. Through this unique operating structure, our Colorado leadership and banking team is backed by the strength, stability, and expertise of a \$13 billion organization. For our business clients, this means local service, broad expertise across many industries, impactful technology platforms, and the financial strength to help move your company forward.

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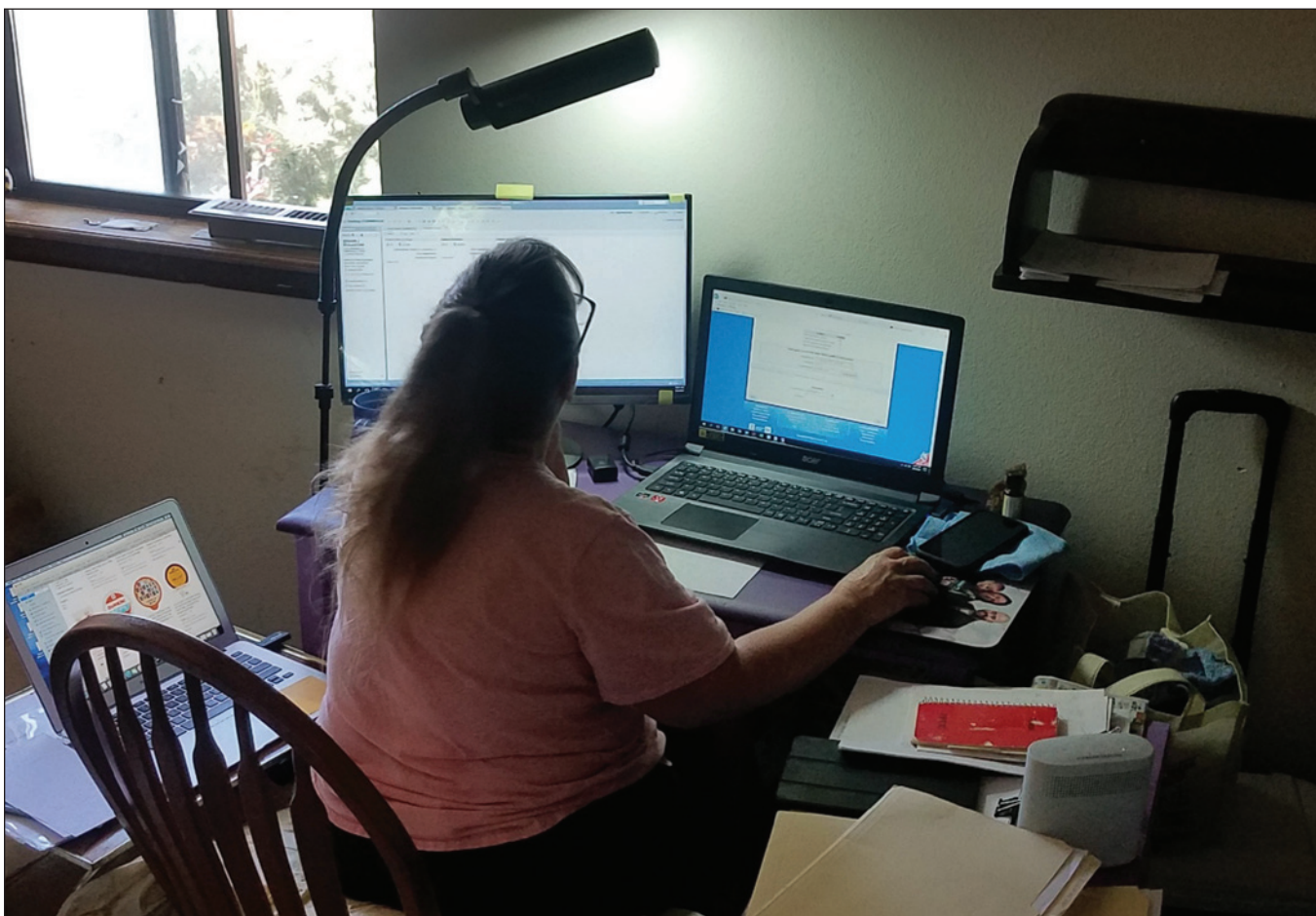
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BW EXECUTIVE LIFE


COURTESY RODWIN ARCHITECTURE

This home office was converted from a dark and unused loft. Walls were replaced with glass and it was given access to its own private deck. It's only 90 square feet but has professional lighting and acoustic privacy.

Be it fancy or humble, there's no place like home office



DALLAS HELTZELL/FOR BIZWEST

Many workers had to make do with whatever spaces were available when work shifted from the office to home.

By Dallas Heltzell
news@bizwest.com

It used to be a storage room, an attic, the spare bedroom in the basement, or even a backyard shed. In more upscale homes, it used to be a parlor or a drawing room.

Now it's an office.

Even as the COVID-19 pandemic wanes, more professionals are finding that home is where the work is. And because so many realize that telecommuting will be the new normal, they want that workspace to be a lot more functional than a laptop on the kitchen table.

Home renovation had tailed off dramatically during the height of the coronavirus pandemic, said Scott Rodwin of Boulder-based Rodwin Architecture, but his business spiked in May.

"Because they're spending more time at home and there's more intensity in the home — more people doing more things — people are noticing the parts of the home that are not functioning really well for them. Home offices are the number-one thing people are noticing.

"COVID has changed the nature of



COURTESY ALIVESTUDIOS.COM

This nook office is a space-efficient bump off of a family room. It features a custom walnut floating desk by Boulder Furniture Arts. As it's in a fairly public space, the printer and other office supplies are tucked into a closet.

what a home office is," he said. "For many people, for a long time, a home office was nice to have. Now it has become a must have."

Businesses like the idea. Since they've found that their workers can be just as productive from home, many won't feel the need to lease large, expensive office spaces. And workers like it too. Long before the pandemic, a "State of the American Workplace" report issued by Gallup in 2016 found that 43% of Americans worked remotely at least part of the time, up from 39% in 2012.

Much of that remote work was done in makeshift space. Rodwin said professionals today want something more functional and permanent.

"We realize that we don't need a large home office, but we generally do need a dedicated space," he said. "We still have papers. We still need privacy, because on our Zoon calls we can't have our kids playing Call of Duty in the background."

"So that means having a small room with a door and decent artificial lighting—a small, dedicated area so we're not overrunning the public areas and trying to turn them into something they're not, which is a private office."

In new construction, Rodwin said, "we typically try to put the home office near the front door. The purpose of that is if you're seeing people from the outside coming in, which is not all that common but it's still useful to have a study near the front of the house, in what we would consider the public area."

"It's not just about having a pretty space, decorative or ornamental any more. It's truly for function. Because

of that, the front office, or the front position of the office positioned near the front door, which was the old-fashioned formality of the drawing room, has given way to people putting the office where they need it to be."

It doesn't have to be up front, however, Rodwin said.

"How much privacy do you want? Some people say, 'I want it in the middle of the house, right off the kitchen, so that if the kids are running around I can still be present. So they don't fully detach from the activity of the house."

"Then there are other people—and this is the more common one—that want an 'away' space—maybe over the garage or a fully separated little shed in the backyard or something like that."

Mike Koenig's 12-year-old, Louisville-based Studio Shed has latched onto that latter idea and has seen a surge in business from people who want not just artists' retreats and "she sheds" but full-fledged, free-standing home offices out back.

"The reason they're asking for an away space is that they're used to having the privacy of the regular office where they can go and focus and be separated from the kids running around or just general domestic life," Rodwin said. "The majority of our clients are finding that if their office is not private, if it's centered in the middle of the house and if it doesn't have a closable door, they're not getting their work done properly. There isn't the necessary social demarcation for their family to know, 'Oh, mommy's working now.' It's really helpful if their intention is to use it as an alternative to a commercial office."

"Some people say, 'I want it (home office) in the middle of the house, right off the kitchen, so that if the kids are running around I can still be present.'"

Scott Rodwin of Boulder-based Rodwin Architecture

High-tech considerations are at the forefront, and none may be as important as cybersecurity, said Trent Hein, co-chief executive at Boulder-based Rule4.

"We try to educate users on using a secure file-sharing platform and on what data is sensitive and how it can be appropriately protected," Hein said during a June 4 BizWest webinar. "And if they print a document that might have personal information on it, or might have sensitive business information on it, what do you do with that printout? Do you leave it on the printer for your 13-year-old to grab it and say, 'Hey, Mom or Dad, what's this?' Or do we grab that quickly, do we use it, and then do we have some type of shredder or other destruction device we can use at home to get rid of that paper when we no longer need it?"

Rodwin's firm has been equipping home offices with Cat5 or Cat6 cabling that can handle high-bandwidth connections, stuffing the walls with acoustic insulation and installing lighting with a television studio

in mind.

"If you've been on a Zoom call recently where somebody had bad lighting, it's extremely unprofessional," Rodwin said. "We're noticing it more than we ever have because we're essentially making a movie of ourselves. And bad lighting"—a face tinted blue-green from the computer screen's light on in silhouette from a bright window behind it, for instance—"really compromises the effectiveness. People are installing better, more even, balanced lighting."

His customers also are asking for lots of natural light, Rodwin said, "which usually means lighting from two sides of the room whenever possible. Not always possible; you only have one wall to work with. That also typically gives us good natural ventilation where you can get a cross breeze. One of the advantages of working from home is that many commercial offices don't have operable windows. The majority of offices are sealed. When people are working from home, almost all windows in the house are operable. So it's creating a different dynamic where you have access to the outside."

Many customers also are buying their own sit-stand desks," he said. "It doesn't take up any more space than a normal desk; they're simply replacing an old-fashioned standard sitting desk with a sit-stand desk—largely because more people are used to it in their office."

And because many homes include more than one worker who needs privacy, he said, "in many homes, having two dedicated work spaces will become the norm."

How to help solve supply chain disruption, nonprofits

It happened seemingly overnight. Once jam-packed with potatoes, mushrooms and rice, our grocery store shelves suddenly found themselves barren. And for the first time in most of our lives, many of us experienced the impact of supply chain problems. While some of the dearth of products can be attributed to hoarding or individuals seeking to take advantage of widespread fear and make a quick buck by reselling in-demand goods, the spread of COVID-19 rapidly shifted the situation.



MARK CARRINGTON
NONPROFITS

As news of the global coronavirus pandemic spread, the crisis forced countless organizations — even entire industries — to rethink and transform their operations as they worked to respond to business disruption and supply chain challenges at scales we’ve never seen before. For some, however, supply chain disruption means more than inconvenience. Consider what can happen when you’re food insecure and the

supply chain breaks. When the crisis struck Colorado, that was the unfortunate reality for entirely too many individuals and families who rely on food pantries and meal programs to keep food on the table. On a mission to eliminate hunger in Boulder and Broomfield counties, Community Food Share fights hunger in the community by providing access to fresh, nutritious food through local partners and on-site and mobile pantries. But when local partners (read: restaurants) were forced to close to curb the spread of the disease, the flow of excess food provided to the nonprofit immediately came to a halt. At the same time, due to the pandemic, more people needed the organization’s assistance than ever before. In March, CFS distributed 1.1 million pounds of food, a 48% increase compared to the previous year — and a 39-year record for the food bank. But decreased supply coupled with increased demand meant the nonprofit was forced to purchase 233% extra food for the month, and the organization expects its annual purchasing costs to double what it planned for, further stretching the already limited budget.

“(But) decreased supply coupled with increased demand meant the nonprofit was forced to purchase 233% extra food for the month.”

But CFS is not alone. In fact, a recent report from the Charities Aid Foundation of America revealed 96.5% of nonprofits reported negative impacts related to the virus, including a drop in contributions; travel restrictions disrupting contact with clients, donors and recipients; issues with client relations; disruptions to staffing or operations; increased costs; and disrupted supply chains. Consider our local humane societies as other examples. Animal shelters across the country reported an uptick in people fostering animals during the pandemic, but the empty cages might actually be a sign of a supply chain disruption. Pre-pandemic, states in the South often had way more dogs than they knew what to do with. As such, shelters and humane societies developed a

network of animal transports to send dogs in vans to high-demand areas in the Northeast and Pacific Northwest. But when the pandemic hit, much of that transport network shut down along with the rest of the economy. From food shelters to animal shelters and beyond, the nonprofit community is clearly hurting and in need of help. While our company is not a restaurant with food to give, we have a long history of participating in Community Food Share’s Corporate Challenge — and felt compelled to do more in light of the difficult situation. This year, Cardinal Peak doubled its contributions from the year prior, but we still need more companies and individuals across the community to help this great cause, as well as other local charities. If your company is already working with a nonprofit organization, find out if disrupted supply chains are negatively impacting the work they do and ask how you can help. Or if you’re in a position to donate to CFS, visit <https://communityfood-share.org/donations>.
Mark Carrington is CEO of Cardinal Peak, an organization that helps bring innovations to market.



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HEALTH CARE

Your Loved Ones are Safe at Columbine Health Systems

I hear people saying, I hope we return soon to the “new normal”, or “when we return to the new normal”. There are others who say, everything will NEVER be the same. Which is it?



Yvonne Myers
Health Systems Director

For sure, we won't go back to January 2020. Doesn't that seem like so – last century? Having walked the COVID-19 journey on a 24/7 basis, I would like to share what I hope stays with us. Early on, I vowed to ensure this virus – counted.

Our infection control practices, at all levels of care, independent, assisted, and skilled nursing care is the best it has ever been. Telehealth is here to stay! What seemed a daunting transition – took place practically overnight! Our purchase of iPads and tablets for Telehealth also helped with the outreach of families to their loved ones.

For some of our families, technology has been THE way to communicate with their loved ones. We have heard from some long-distance family member's; they are not going to call again. Seeing each other on the iPad has enhanced their visits tremendously.

For at least three years, we have talked about having our admission paperwork in an electronic format. Well, with COVID-19, we transitioned to an electronic system in less than three weeks! We aren't looking back.

Governor Polis, in his briefing on June 18th, stated, “I am glad to report that the Columbine Health Systems, which has the first long term care facility to experience the outbreak, the VERY FIRST. Now has zero positive tests and zero residents with symptoms. Congratulations Columbine Health....Systems.... They have avoided unnecessary loss of life.”

Our #ColumbineHealthSystems STRONG anthem unified us as never before.

COVID-19 is not going away soon. Columbine Health Systems is safe and more than ready to care for your loved ones. Don't wait, call now!

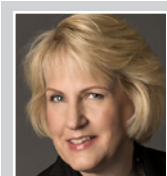


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PAYROLL & WORKFORCE SERVICES

Struggling to Cover Payroll Costs?

While much attention has been focused on the Paycheck Protection Program, there are two additional programs designed to help COVID-19 affected businesses retain employees: **Employee Retention Tax Credit (ERTC)** and **Employer Social Security Tax Deferral**.



Allyson Rodahl, CPP
Payroll Vault

The **Employee Retention Tax Credit (ERTC)**, effective 3/12/20 thru 12/31/20, is available to qualified employers who did not obtain a Paycheck Protection Program (PPP) loan, and provides a refundable tax credit to employers equal to 50% of up to \$10,000 of each employee's wages, including employer-paid health care costs. The ERTC is applied against the employer's share of social security taxes; an advance credit can be obtained by reducing payment of federal payroll taxes due to the IRS, and/or requesting an advance credit from the IRS if the available credit exceeds federal payroll taxes due. To determine if your business qualifies for the ERTC, see irs.gov/coronavirus/employee-retention-credit. Payroll Vault can prepare the complicated forms and payroll tax returns needed to claim the ERTC credit-freeing you up to concentrate on your business!

The **Employer Social Security Tax Deferral**, effective 3/27/20 thru 12/31/20, allows employers to defer payment of the employer's share of social security taxes. All employers are eligible, including those who obtained PPP loans, and are allowed to defer the employer social security tax prior to determining the amount of ERTC they are eligible for and that can be applied against federal payroll tax payments. Repayment of the deferrals are due in 50% increments on December 31, 2021 and December 31, 2022. Tracking the deferrals and repayments is vitally important to ensure your business is not penalized-Payroll Vault can do the tracking for you.

Reporting requirements for both the ERTC and employer social security tax deferral are complicated, requiring significant time and detailed documentation. Outsource your payroll to Payroll Vault for help with these programs. Call Payroll Vault at (970) 353-0170 today!

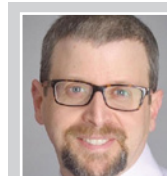


Allyson Rodahl, CPP
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HEALTH CARE

The Future Of Inpatient Hospice In Northern Colorado

Those of us who work in hospice often say that hospice is not a place, but rather an approach to care that travels to wherever our patients live. Hospice team members can visit as frequently as daily if needed, but sometimes patients experience a symptom crisis that needs more intensive management in an inpatient setting. This level of hospice care is referred to as General Inpatient, or “GIP”.



Nate Lamkin
Pathways

GIP can be provided in skilled nursing facilities (SNFs) or in hospitals that contract with hospices to do so, and some hospices have their own inpatient units. For nearly 19 years, Pathways has leased a 6-bed inpatient unit known as Pathways Hospice Care Center (PHCC) from McKee Medical Center in Loveland. While we are proud of the excellent care we have provided to thousands of patients and families at PHCC and are grateful for the close collaboration with our colleagues at McKee, this 6-bed unit is simply too small to sustainably meet the community's growing need for inpatient hospice care. Last year there were many days when every bed at PHCC was full, with additional patients queued up waiting for a bed. We believe the words “hospice” and “waitlist” should never be in the same sentence.

The Colorado State Demographer predicts that the population of Northern Colorado will more than double by 2050. Over the next 20 years, in Larimer County alone, the population of those age 65 and older will grow by 140 percent. We have already seen the impact of this growth as the number of patients we care for each year has been growing consistently by 10 – 15 percent annually.

The need for Northern Colorado to have a freestanding inpatient care center is clear. The time to build it is now.

Pathways is in the advanced planning stages to build a homelike Inpatient Care Center (ICC) on our 3-acre campus a few miles west of I-25 on Highway 392, centrally located within Larimer and Weld Counties. The Pathways ICC will provide the highest level of care in a tranquil, beautiful space intentionally built for this purpose. We are grateful for our continued partnership with McKee Medical Center and will continue to operate PHCC throughout the design and construction of the new building.

Every one of the 12 rooms (with room to expand in the future) will be large enough to accommodate groups of visitors and allow loved ones to comfortably stay overnight. There will be access to outdoor garden spaces where even bedbound patients will be able to enjoy the outdoors from the comfort of their own bed. We will have a spacious lobby; a welcoming chapel; spaces for quiet reflection; a large communal kitchen and dining area; and much more.

For more information on this exciting project and how you can help, please visit:
pathways-care.org/CapitalCampaign



Nate Lamkin, President
Pathways
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Fort Collins, CO 80525
www.pathways-care.org

CONGRATULATIONS NOMINEES

Kristi Alford-Haarberg; E2 Optics LLC
K. Michelle AmRhein; Coan, Payton & Payne, LLC
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Mike Bergerson; Orthopaedic & Spine Center of the Rockies
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Sandi Brown; Colorado Early Colleges
Sara Burnett; Sample Supports
Susan Butter; Child Advocacy Center, and Bullhide 4x4
Tricia Canonico; #feedthenocofrontline
Jamie Cawthron; Aspen Grove Vet
Andneliese Clark; Bounce Animal Rescue
Lisa Clay; Advanced Tank & Construction Co.
Amy Cook; Coe Construction
Selina Cook; ECI Site Construction
Betsy Craig; MenuTrinfo
Tracie Crities; CorKat Data Solutions
Vivianna Davis; Brillity Digital
Emily Dawson Petersen; InnovAge
Jessie Donaldson; Brand Spanking Used Thrift Store
Brenda Dones; Weld County & Poudre Learning Center Foundation
Nicole Eckman; Enlightenment Nutrition
Dawn Eger; Eger CPA
Brandee Eide; Child Safe
Kelly Evans; Neighbor to Neighbor
Jane Everhart; Brinkman, Brinkman Construction
Celeste Ewert; Envision
Kristen Fahrner, MD; Front Range ENT, PC
Kellie Falbo; Sustainable Living Association
Tara Fotsch; Town of Windsor
Sarah Fox; Nutrien Ag Solutions
Julianne Fritz; Banner Health
Stephanie Gausch; Weld Food Bank
Allis Gilbert; McKee Wellness Foundation
Ginger Graham; Ginger and Baker
Andrea Grant; LoCo Think Tank / Larimer SBDC
Glenda Haines; Eves and Haines Wealth Management
Dr. Sue Haney; Womens Clinic of Northern Colorado
Paulette Hansen; The Neenan Company
Barb Harges; Orthopaedic & Spine Center of the Rockies
Mims Harris; United Way of Larimer County
Kaycee Headrick; Boys & Girls Club of Larimer County
Beth Heckel; Think Humanity, Inc
Kristi Hess; Bohemian Companies
Andrea Heyman; Front Range Community College
Allison Hines; United Way of Larimer County
Carolyn Hornback; McCauley Constructors
Ann Hutchison; Fort Collins Area Chamber of Commerce

Ellia Gifford Hawking; Larimer County Economic and Workforce Development
Elizabeth Irvin; Birth Center of Boulder
Susan Ison; City of Loveland, Cultural Services
Diane Jackson; UCHealth
Mara Johnson; Fort Collins Habitat for Humanity
Christine Johnston; UCHealth
Meggan Jorgensen; Rocky Mountain Physical Therapy
Vallene Kailburn; Old Town Media, Inc.
Margo Karsten; Banner Health
Melissa Kellogg Lueck; Avanti Creative Group Inc.
SeonAh Kendall; City of Fort Collins
Rebekka Kinney; Town of Wellington
Cathy Kipp; Amendment 73
Anne Lance; Teaching Tree Early Childhood Learning Center
Donna Lankford; UCHealth Medical Group
Farra Lanzer; Madwire
Nikki Larchar; simplyHR & Define the Line
Deni LaRue; KRFC 88.9 FM Radio Fort Collins
Barbara Lawlor; The Mountain-Ear
Lora Lawrence; Employment Services of Weld County
Ashlee Lease; Blue Federal Credit Union/United Way
Holly LeMasurier; Homeward 2020
Marcia Lily; The Life of the Party
Kerrie Luginbill; Old Town Media, Inc.
Cindy Mackin; City of Loveland
Jane Martin; Bret's Electric, LLC
Julie Mavis; Colorado Kids Belong
Jennifer McCabe Lentz MD; Direct Family Care of Northern Colorado
Joyce McConnell; Colorado State University
Holli McElwee; Gallegos Sanitation, Inc.
Kim Medina; Fort Collins Area Chamber
Virginia Meyers; Foundation Health
Amanda Miller; United Way of Larimer County - WomenGive
Myriah Milton; Key2 Accountant
Brook Miner; Miner Team
Melissa Moran; CBRE
Christy Moriarty; Epic Egg Restaurants
Teresa Mueller; Mueller Pye & Associates
Amber Munoz-Duran; Hampton Inn and Suites
Kelly Mortellite; Ability Home Health Care
Dr. Jaclyn Munson; Fort Collins Family Eye Care
Megan Northway; CASA
Judith Nowlin; Babyscripts
Lyndsey Oates; University of Northern Colorado
Amanda O'Hayre; Wells Fargo
Kim O'Neil; Encompass Technologies
Tracy Oldemeyer; United Way of Larimer County
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Jackie Peila-Schuster; Colorado State University
Kathryn Perkins; Banner Health
Dr. Natalie Phillips; Connect4Excellence
Lisa Poppaw; Crossroads Safehouse, Inc.

Michelle Provaznik; The Gardens of
Dr. Sarita Reddy; Greeley Center for
Kelley Reiersgord; Arete Surgical Center
Julie Rich; The Good Samaritan Society
Adna Romero; ANB Bank - Loveland
Miki Roth; The Group Real Estate
Joyce Saffel; Columbine Health Systems
Jana Sanchez; LaunchNo.CO
Christina Schneider; Senior Helpers
Jenny Schultz; Great Western Bank
Sarah Scobey; Poudre River Public Library
Heather Sheridan; Evergreen Industries
Krista D. Shuman; Hall and Hall Auction
Katie Shilts; UCHealth Medical Group
Erica Siemers; UCHealth Foundation
Sara Sisenwein; BillGO
Stephanie Slayton; Aspire 3D
Katie Slota; Native Hill Farms
Patti Smith; Living Her Legacy
Wendy Sparks; Banner Health
Jennifer Spencer; Small Business Development
Nicole Staudinger; FirstBank
Kristie Steinbock; Red Dragon Acupuncture
Susan Steward; Fort Collins Rescue Mission
Sabrina Stoker; CASA of Larimer County
Victoria Strong; Front Range Center for
Martha Sullins; Colorado State University
Marla Sutherland; Homeward Alliance
Kim Swaney; Happiness Through Housing
Amy Tallent; Tallent Company
Grace Taylor; UCHealth
Pam Taylor Jackson; Colorado State University
Tina Todd; SimplyHR
Anna Twinney; Reach out to horses
Morgan Vanek; United Way of Larimer County
Melissa Venable; The American Red Cross
Sue Wagner; Bank of Colorado
Mimi Wahlfeldt; The Good Samaritan Society
Susan Walker; City of Greeley/Walker Consulting
Barbara Wasung; Weld Food Bank
Nicole Watkins; Aliquam Financial Services
Shirley Watson; C-3 Real Estate
Paula Watson-Lakamp; Poudre River
Sue Welsh; Rubadue Wire
Cobey Wess; SVN/ Denver Commercial
Nancy Whiteman; Wana Brands & Services
Tiffany Whitsitt; Fort Collins Junior High
Lin Wilder; Health District of Northern
Katie Wilkinson; CollegeAmerica
Isabel Yang; Advanced Energy Industries
Maggie York; Linden Marketing

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CHRISTOPHER WOOD / BIZWEST

Wolf Law Building at University of Colorado Boulder.

2020 law class faces dual career threat

By Dan Mika
dmika@bizwest.com

BOULDER — Therese Fox and her classmates have spent the past several weeks buried in books for hours per day, following in the footsteps of other law school graduates who spend the late spring and summer each year preparing for the bar exam.



THERESE FOX

But as of this story's printing, the law class of 2020 is preparing for the most important test of their careers while not knowing whether or not Colorado will be forced to delay the exams set for the end of July due to the ongoing threat of coronavirus.

Perhaps worse, they are studying for the bar with far less confidence that their investment of three intense

years of training and massive debt loads will pay off with a job.

Bar's closed?

Several states in the U.S. have already delayed their bar exams, the test that law graduates must take in order to practice law within their jurisdiction, because the tests gather hundreds or thousands of people in rooms over the course of multiple days to make sure they don't cheat.

Eighteen states have completely rescheduled their summer bar exams to the fall of this year, including states with major legal industry hubs such as California, Illinois, Massachusetts and New York.

Colorado is among several states that plans to hold its summer exams as scheduled on July 28 and 29. However, the Colorado Supreme Court has said it will reschedule the exams for Sept. 30 and Oct. 1 if the pandemic risk is too great.

Fox continues to study as if she will sit for the exams at the end of

this month, and she's already about halfway through bar preparations. She said it's not exactly clear how she'd change her study habits if the exam was delayed since stopping studying altogether would hurt her chances of passing, but continuing to study at a full-time pace wouldn't be realistic.

That added stress from retooling a study plan would be compounded by the fact that these students still need to pay basic living costs. Finding part-time work amid the pandemic-stricken economy will be particularly hard, especially as 13.5% of the American labor force is out of work as of May and employers generally are avoiding hiring temporary staff to save on training costs.

"All those short-term jobs aren't really options for us anymore," she said.

Graduating into a soft economy

Should the bar exams be delayed, the graduates aren't completely with-

out work in their legal field. An emergency rule in Colorado and other states allows law grads to perform limited amounts of work for a firm while under the supervision of a licensed attorney.

However, the legal industry isn't exempt from the broad economic downturns caused by COVID-19, and that poses a threat to the career paths of aspiring attorneys.

Todd Rogers, an assistant dean for career development at Colorado Law, said it's too early to quantify exactly how much the entry-level job market has changed due to the virus. However, early figures aren't promising. In the past five years, usually between half to two-thirds of the graduating class have job or clerkship offers at this point in the year, Rogers said.

This year, that figure is between 50% to maybe 54%.

"We're still behind where we'd be for a 'normal year,' but maybe not as behind as we'd feared back at the end of March and early April," he said.

Rogers said the early summer tends to be pretty slow in hiring activity, as students are preparing for the bar and law firms leave them alone to study. The most active time for hiring will be in August and September, when Rogers believes that the full effects of the COVID recession will become apparent.

Fox still has a job offer from a major multi-state firm, but she and other graduates won't start until next January instead of this October as previously planned. She's one of the lucky ones, saying that one of her classmates had a job offer rescinded.

"I can't imagine dealing with that," she said.

Echoes of the Great Recession

History has a pretty modern precedent for what happens when a group of heavily-indebted law students graduates into a calamitous economic situation.

David Kerr is among those who graduated with a juris doctor degree in 2008 and later got a master of laws degree from the University of Denver a year later. He applied to every law firm with an intellectual property practice in the western U.S., he said, and all but one of them wouldn't even take his resume.

"I literally had two options coming out of law school; one was a small IP firm in Fort Collins that was willing to talk to me, and I had an application for

working the night shift at Home Depot loading pallets," he said.

Kerr is now a patent attorney at Berg Hill Greenleaf Ruscitti LLP in Boulder, where he also heads the firm's law clerk hiring committee. Prior to the pandemic, Berg Hill was busier than ever before, and the firm hired four students as summer clerks because of the workload it had. The firm will honor its offer and hire two former law clerks as associate attorneys assuming they pass the bar.

He said the legal industry tends to become fairly risk averse during economic downturns, meaning cuts to salaries, overhead expenses and new hires are likely throughout the profession.

The longer aspiring lawyers have to wait to land their first jobs due to a recession, the harder it becomes for them to find any type of work in law because law schools continue to expand the employee pool with newly-minted graduates.

One study from 2018 estimates just 44% of law graduates between 2009 and 2017 described themselves as having a "good job" waiting for them after passing the bar, and just more than a quarter said it took them more than a year to find a suitable position in the legal industry.

The average debt load coming out of law school around that time was into the six figures as it is today. Kerr said many of the law students of his generation have had to defer repay-

"I think for the first couple of years, I think there's a lot of people probably regretting having gone to law school and made that kind of an investment and to not have any kind of a job opportunity on the back end of that."

David Kerr,
patent attorney at Berg Hill Greenleaf
Ruscitti LLP

ments or stretched out their payment schedules to the length of a mortgage just to make due.

Many of his classmates never got their first jobs at all, pivoting into business or banking. Some went and started firms of their own.

"I think for the first couple of years, I think there's a lot of people probably regretting having gone to law school and made that kind of an investment and to not have any kind of a job opportunity on the back end of that," he said.

But Kerr isn't certain that the fates of the classes of 2008 through 2011 are

what await the class of 2020, mostly because the Great Recession was caused by long-term structural problems in the financial sector rather than a pandemic, which could be quelled with a vaccine or breakthrough treatment.

"Such a different situation"

Fox, 32, didn't follow the usual trajectory of a lawyer. She graduated from college in 2010 and spent seven years in consulting, a job she grew to hate. After undergoing a major surgery at 28, she decided life was too short to stay in a field she didn't enjoy and moved to Boulder, a place she often visited as a child with her family, to get her law degree.

Fox's hope is to get into corporate law, specifically within the fields of securities regulations and mergers and acquisitions. Whether her career path and the paths of law graduates across the country remain according to plan remain to be seen.

Until then, Fox has her health, her safety and a chance at a well-paying job in the future. That's more than the dire health and economic situation that millions of Americans are facing.

"In a way, it brings some of the worrying out of it, if that makes sense at all, because there's truly nothing I can do to make the situation other than be a responsible individual, wearing a mask, don't go out, all that stuff," she said. "But on the whole, I guess it could be worse?"

Life@Work: The questions we ask ourselves

Editor's note: Ask your Life@Work questions here. This column is designed to answer readers questions about challenging issues they face in their work lives. Submit questions to Jessica@workthatmatters.com

A friend of mine asks, "Am I expecting too much?" and "Can't it be easier?"

Of course, he doesn't expect me to give an answer. Yet most of us can identify with

wanting more ease when things have been hard. So let's take a closer look at the intersection of personal and professional development where this question arises. We may wonder if we can have fulfillment at work and be paid well? Or if we can maintain our careers and still have time for the family life of our dreams?

These aspirations are worth exploring, but asking the question "Am I expecting too much?" doesn't

reveal much useful data, even if you did know the answer. So, first we can focus on asking ourselves better questions.

Upgrade the questions you ask yourself

Reframing the questions you ask yourself focuses the mind in ways that are useful. Our mind just can't help but spend time on the questions we ask it. In fact, our conscious awareness actively works on the question while the brilliance of our unconscious mind explores alternatives in the background. If you ask an unanswerable question, such as "Am I expecting too much?" you may find yourself spinning your wheels and thinking unproductively instead of gaining traction with new ideas and answers.

The example questions encourage productive ideas from your conscious and unconscious mind.

- What is really important right now?
- What does a good outcome look like?
- What do I intend to do?
- In what ways are my actions inconsistent with my vision?
- What can I change?

- How can I be of service?
- How do I know I'm on track?

It is an act of personal leadership to ask yourself good quality questions.

Draw on strengths

When you need to dig deep, drawing on your strengths can support what you are working on. Finding new ways to utilize your strengths solves many types of issues.

Since you already have significant strengths, but may not always be using them, let's look at how you can most easily identify them and call on them in the moment. It's like inventing "What do I already have to work with?"

Noticing your strengths is easiest when you are actually using them and can see them in action. For instance, think of a time when you were on a call, and you just nailed a response or provided some valuable insight. Notice what strengths you were using. Perhaps your careful preparation really paid off, or was it your attention to detail? Maybe you were flexing a particular marketing or communication muscle?

Make note of what strengths you see in yourself. The goal is to get you to know and use your strengths, and

build them more over time.

This strength-identifying thought experiment can be done any time, as long as you have a spot to capture information about your superpowers. With a notepad at your desk or an app on your device you can capture a strength of yours when you notice you are using it or could apply it. You can refer back to these strengths when you are problem solving or wanting to bring forth your best.

Consciously using your strengths is a smart strategy at any time, and a relevant thought experiment to imagine how you could apply them in new and innovative ways, especially in these unexpected times. This is a bootstrap move to uplift you to strategic thinking any time you're in the thick of it.

So while we still don't know if my friend was expecting too much, it doesn't matter. By leveraging your strengths, you can enjoy your work more as well as the results you create.

*Jessica Hartung is author of *The Conscious Professional: Transform Your Life at Work, and founder of Integrated Work, a Boulder leadership development company. More at consciousprofessional.com.**



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OSHA Weighs In On Clean & Healthy Workplaces

If you've ever filled out the OSHA log for your company, there is a heading for workplace illness. For most of us this has never been used in our companies' history. Considering the COVID pandemic what does this mean and what does OSHA say about COVID?



Pete Gazlay
Total Facility Care

The pandemic is Novel and so has been some of OSHA's guidance and rule making around it. There is no specific OSHA standard covering COVID-19. However, some OSHA requirements may apply to preventing occupational exposure to COVID-19. Among the most relevant are:

- The General Duty Clause, Section 5(a)(1) of the Occupational Safety and Health (OSH) Act of 1970, 29 USC 654(a)(1), **which requires employers to furnish to each worker "employment and a place of employment, which are free from recognized hazards that are causing or are likely to cause death or serious physical harm."**

This means that as employers we must identify the hazards unique to our building and take reasonable steps to prevent our team members from becoming ill at work. Since COVID is at the community transmission stage it may be hard to prove the infected worker became ill at work, but knowing the hazard will inform the reasonable steps you can take to operate your business and protect your team and customers.

Studies vary on how long the SARS-CoV-2 virus can live outside an infected person. A study by UCLA and Princeton shows it can remain airborne for up to three hours, 72 hours on a hard surface, 24 hours or less on a textile or paper surface. However, in the case of the Diamond Princess Cruise ship the CDC reported the virus on the cruise ship in the passenger rooms of those who had been infected and of those who had not been infected 17 days after the passengers left the cabins. This means viral load matters.

What's your protocol for a sick employee?

If you have a sick person in your building what steps will you take to protect your team?

If your business is open to the public, retail, banking, restaurants you're mandated to have your frontline workers wearing masks and most companies are putting up additional barriers and spacing protocols to protect them. These are all reasonable steps.

If your business is mostly B2B or manufacturing and you rarely have visitors then different steps should be taken including spacing in kitchens and breakrooms, barriers between workers in production spaces, masks, reduced occupancy in conference rooms or training centers and increased cleaning and disinfection.

We can reinforce to our team that they have a large ownership stake in keeping themselves healthy. They can stay home when sick and away from others who are. They can wear a mask, keep their distance and before touching their faces, eating or smoking wash their hands. Above all else these three will do the most to keep your team healthy.

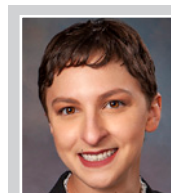


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LAW

Construction Business with Unpaid Invoices? Perfect your Lien

The economic recession during COVID-19 has left many people struggling to pay their bills. How can you make sure your construction company gets paid for the labor and materials you already provided?



Danielle Palardy
Otis & Bedingfield, LLC

The most powerful tool in a contractor's toolbox is the mechanic's lien. A mechanic's lien protects any person or company who provides labor and materials to improve real property. If a strict statutory procedure is followed, a lien attaches to the property that the contractor improved and gives the unpaid contractor the right to foreclose on the lien property to recover unpaid invoices. When a contractor files a lien, they are also protecting their interests in the event the customer files for bankruptcy by securing the priority of the debt. A mechanic's lien can also give the contractor more leverage to demand payment without involving the courts.

Did you know that a lien must be recorded within four months of the completion of the work? Before you record your lien, you must give the other party ten days' notice of your intent to record lien. Your lien will have to be recorded with the county clerk and recorder of the county where the property to be lien is located. Create an action plan for dealing with unpaid invoices that fits your company's needs.

There are specific requirements that apply to different types of property and different types of services. Under certain circumstances, the property owner may be able to disclaim liability for the lien. Do your research to find the appropriate lien statute for your specific circumstances and follow the requirements for enforcement to ensure you are able to exercise your right to lien.

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TECHNOLOGY

Why Your Small-to-Medium Sized Business Should Consider Cyber Liability Insurance

As we enter into a new era of digital necessity, the need for cybersecurity has increased for consumers and business owners alike. Today, most of us rely on the convenience and added safety of online services, and consumers expect you and your business to protect them when doing business together.

The impact an attack could have on your business creates immediate risk, and not just from a financial perspective. Consider the importance of trust and how a cyberattack puts your customers at risk - not only that, you're also running the risk of losing their trust and losing your credibility. Think about your personal investments as a business owner - it's incredibly hard to build a business, and you must protect what you've created!

While the risks of an attack run the gamut, one thing is certain: cyber liability insurance can help you to cover costs and quickly recover in the event of a cyberattack or data breach.

Still not sure if your business needs cyber insurance? Here's why you should consider:

- A survey of risk managers (by consultancy Allianz) categorized cyber attacks as the top-ranked business risk.
 - When it comes to small-to-medium-sized businesses (SMBs) 72% believe a successful cyberattack would be harmful to their business, with 22% believing their business would not survive an attack (according to a recent AppRiver survey).
 - Most general liability coverages do not protect a business from these threats.
 - The average cost per lost record is rising - increased from \$148 (2018) to \$150 (2019) (Ponemon Institute and IBM reports).
 - In recent years, several companies have been forced to close or declare bankruptcy as a result of a major data breach, with the average cost of a breach ranging from \$3.86 million to \$3.93 million, (Ponemon Institute and IBM reports).
 - While plenty of trustworthy companies do experience breaches, a cyberattack could also put a business's reputation at risk.
 - An increasingly data-driven economy will continue pushing boundaries on how systems connect, interact and share information—and with that, risk will undoubtedly grow.
- Consider the following in order to protect your business:
- Stay up-to-date on laws, regulations and front-end protection procedures by following and/or subscribing to industry newsletters and trade journals for regulations/laws/etc.
 - Take inventory of your company's confidential information. This includes what type of information (SSN, Protected Health Information, Employee Personal Data, Intellectual Property), its storage locations and backup strategy(s) to ensure that you have a clear understanding of your risk and your recovery options.
 - Estimate the cost of a cyberattack. Keep brand equity in mind, as nearly 40% of companies experience a severe curtailing of their reputation after an attack.
 - Prepare a network of trusted partners. Is there a security team that can help you mitigate damage?
 - Do you have adequate contingency plans in case of a cyberattack?
 - Make cybersecurity communication a top internal priority. Company communication and employee training is a must, noting internal threats are some of the most significant. Verizon's 2020 Data Breach Investigations Reports nearly 30% of all data breaches can be attributed to accidental insider threats.

The good news: cyber risk is insurable. With cyber liability preparedness, your business will be positioned to avoid financial and reputation risks from a cyber breach. While cyber liability is a relatively new insurance product and policies are updated annually, engage your IT vendor to make sure you're properly covered if you have or are considering liability insurance.

At Connecting Point we specialize in understanding the risks and unique needs of businesses to ensure adequate protection. Feel free to reach out to us for more information and support at 970-356-7224.

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People, companies rise to societal challenges

The year 2020 has been a tumultuous year, and we're only halfway through! Whatever plans we had have been greatly modified or completely thrown out.

There are echoes of the health challenges of HIV/AIDS and smallpox. Echoes of the financial crises of 1929 and 2008. Echoes of social unrest of 1968 and Apartheid.

You might throw up your hands in despair that humanity isn't advancing at all. That we're destined to follow a path outside anyone's control.

But here's my point: None of us can fix everything, but everyone can fix something.

Yes, there are huge, huge issues. But you and I can make a difference in our own spheres of influence. And it matters.

I have seen a tremendous outpouring of support and compassion for workers in education, health care, social care and food service. I've seen governments actively working on the deep issues of social injustice that have plagued our nation for 400 years.

I have seen companies that have rethought their purpose and priorities, realizing that there are more important things than just amassing profit. There's no question that money is crucial, of course, but it's rarely the exclusive purpose for running a business.

The outpouring of support for non-profits has been stunning. Many have had to totally redesign how they raise funds and interact with the community, and the response has been incredible. It turns out that people DO care about taking care of each other and improving quality of life for all.

That shows us how each of us can make a difference that matters.

I totally understand that you're struggling to make ends meet. Despite that, you can still treat your employees and customers with honesty, humility, and compassion.

The need for your products and services may have been severely damaged this year. Despite that, you still have knowledge and skills that can be valuable to your market and others in the community.

You're seeing a misalignment between what your organization has



**SMALL-BUSINESS
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CARL DIERSCHOW

“Here's my point: None of us can fix everything, but everyone can fix something.”

been doing, and what will be needed in the future. It feels like it's impossible to make the right decision. Despite that, you can include and support your team through the process of change.

When I look around, there are many inspiring examples of people making a positive difference. I see social justice warriors moving beyond the protests to help city leaders design new approaches to policing and fair housing.

I see people and companies contributing PPE and food to our front line health-care workers.

I see restaurants redesigning their business models to serve the needy, ultimately saving jobs and filling a critical gap.

I see customers going out of their way to support the retention of jobs in companies they care deeply for.

I see new for-profit and nonprofit partnerships, with a view to building the kind of community we all want to live in.

I see managers not only redesigning jobs for telework, but also attending to the needs of parents unable to have their kids at school or daycare.

I see neighborhoods helping out local musicians by hiring them for cul-de-sac concerts.

I see schools creating special virtual events and mementos for graduating seniors.

I see government entities moving extraordinarily fast to help businesses reopen.

I see people reaching out to reconnect with family, friends and former colleagues in the spirit of “we're all in this together.”

When I see this kind of generosity and grace, I'm given hope that we can work our way out of the most challenging year in our lifetimes. One piece at a time.

Because every one of us can make a difference in our own way. Every little bit matters.

Carl Dierschow is a Small Fish Business Coach based in Fort Collins, specializing in companies committed to improving society and the world. His website is www.smallfish.us.

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BRIEF CASE

BRIEFS

NoCo Hemp Expo sets date for next show

The NoCo Hemp Expo, which had to cancel its seventh, in-person show this year because of the COVID-19 pandemic, has scheduled its next expo for March 25-27, 2021. The organization conducted a virtual show in June instead of the annual March 2020 in-person show. The fall virtual conference will be Nov. 11-13 with details to be available soon.

Polis appoints members to permanent oil & gas panel

DENVER — Gov. Jared Polis has appointed a five-member, permanent Colorado Oil and Gas Commission as required by Senate Bill 181, the state law passed in 2019 that placed health and safety above production concerns in the regulation of the state's oil and gas industry. The original nine-member commission was composed of volunteers and was temporary. Its job was to write the initial rules and regulations that the industry would be required to follow. The five-member commission is a professional, paid board that will continue the work of regulating the industry. The new commission will be effective July 8.

Otterbox launches AirPods case line

FORT COLLINS — Otter Products LLC, maker of Otterbox cell phone cases and accessories, announced the launch of a new line of protective AirPods headphone cases that can be clipped to keychains. "AirPods are an essential part of the mobile experience," OtterBox CEO Jim Parke said in a statement. "OtterBox brings trusted protection with convenient portability to these coveted audio-enhancers." The new Lumen Series and Ispra Series lines of AirPods cases are available online at Otterbox and Apple's websites.

EARNINGS

Boulder VC firm Delta-v raises just under \$14M

BOULDER – Delta-v Capital, a private-equity firm with offices in Boulder and Dallas, raised slightly less than \$14 million over the past few months in a new round that appears to be going toward a software firm in North Carolina. In a disclosure to the U.S. Securities and Exchange Commission, the Boulder firm said it took in \$13.85 million from two investors in a round that began in late April. The fund's name, Delta-v TW LLC, suggests that the funds are earmarked for TeamWorks Inc., a North Carolina-based software developer for athletic team scheduling and collaboration. That company raised \$25 million in a Series C round last April, which was led by Delta-v.

Arca direct offering raises \$6.1M

WESTMINSTER — Arca biopharma Inc. (Nasdaq: ABIO), a Westminster pharmaceutical firm with a drug candidate that's showed promise in treating blood clotting seen in some COVID-19 patients, raised \$6.1 million in a direct stock offering, a significantly lower sum than the firm's previously stated goal of \$9.4 million. Arca announced it would sell to institutional investors 348,000 shares of common stock at \$9 per share and pre-funded warrants to purchase 694,222 shares of common stock at \$8.999. Ultimately, only 348,000 shares of common stock and 325,500 pre-funded warrants were sold.

Sphero spinoff raises \$3M equity round

BOULDER — Less than two weeks after Sphero Inc. announced that it would spin off its public-safety division as Company Six, the company once known as Sphero Public Safety Robotics Inc. has filed documents for a \$3 million equity raise. Operating as CO6 Inc., Company Six reported that it has raised \$3 million out of a \$3.5 million private offering, according to documents filed with the U.S. Securities and Exchange Commission. The equity round was raised from five investors, with the first sale occurring May 15. The funding round was led by San Francisco-based

Spider Capital, with participation from Sphero investors Foundry Group and Techstars, along with new investor GAN Ventures.

EXPANSIONS Green Dragon takes over Boulder Botanics dispensary

BOULDER — Green Dragon Cannabis Co., a 15-shop Denver-area chain of marijuana dispensaries, has expanded into the Boulder market with the recent acquisition of the Boulder Botanics store at 1750 30th St. The deal, terms of which were not disclosed, was completed at the same time Green Dragon was acquiring another new pot shop in Denver's Cherry Creek neighborhood. "Both Boulder and Cherry Creek are vibrant, growing cultural centers that we have had our eye on for years, and we're thrilled to finally be a part of these communities," Green Dragon co-CEO Alex Levine said in a prepared statement. Green Dragon expansion plans call for the opening of one or two dispensaries each year.

Schwazze acquires 14 Star Buds locations

DENVER — Schwazze, formerly operating as Medicine Man Technologies Inc. (OTCQX: SHWZ), has signed definitive agreements to acquire 14 Star Buds locations in Colorado. Star Buds operates retail cannabis stores. The acquisition includes retail locations in Commerce City, Longmont, Louisville, Niwot, Pueblo, Pueblo West and Westminster, along with a cultivation facility in Denver. The facilities are being acquired from 13 different ownership groups and collectively recorded \$50 million in revenue in 2019, Schwazze reported. The acquisitions are expected to close this year. Terms of the deals were not disclosed.

Utah co-working company expands to Boulder

BOULDER — Kiln Boulder LLC, a flex-office and coworking company with its headquarters in Lehi, Utah, is opening its first office in Boulder. The company has leased 22,000 square feet of space at 2101 Pearl St. and will specialize in providing space for start-up and entrepreneurial businesses, according to information from the company. The space is open to begin leasing. Kiln has additional locations in Salt Lake City and Lehi with about 250 companies and 1,000 professionals leasing space, the company said.

Boulder's A-Lodge expanding to Lyons

LYONS — Boulder's A-Lodge, or Adventure Lodge, an outdoor recreation-centric hotel off Boulder Canyon Drive, is opening a second location this summer in Lyons. The new six-room A-Lodge will be at 338 Main St., the former location of Aspen Leaf Motel. A-Lodge owners Asa Firestone and Kris Klauber purchased that property last year. Boulder County property records show the motel changed hands in October for \$736,000. Short-term rentals for at least a few of the rooms will likely be available within about a week, Firestone told BizWest. The Lyons property could eventually include a beer garden and a boutique operated as a partnership with artist Jeremy Collins' Meridian Line apparel brand.

MERGERS & ACQUISITIONS

ArcherDX picks acquisition over initial public offering

BOULDER and SAN FRANCISCO — Just weeks after it filed for a \$100 million initial public offering, Boulder genomics testing company ArcherDX Inc. is being acquired by Invitae Inc. (NYSE: NVTX). Invitae will pay \$325 million in cash and 30 million shares of its stock to ArcherDX's investors upon the transaction's closure, and may issue an additional 27 million shares upon reaching certain milestones. The companies value the deal at up to \$1.4 billion. The San Francisco-based Invitae develops genetic tests to determine which treatments may be best-suited toward combating certain types of cancer, a similar endeavor to ArcherDX. In a statement Mon-

day morning, it said it plans to integrate ArcherDX's technology into its single platform.

Charlotte's Web closes on Abacus acquisition

BOULDER — Charlotte's Web Holdings Inc. (OTC:CWBHF), a local CBD product manufacturer, announced June 11 that it closed on a deal to acquire Canadian hemp topicals maker Abacus Health Products Inc. (CSE:ABCS). The deal, first reported in March, is worth more than \$68 million. "The addition of Abacus Health cements a market leading position in both topical and ingestible products in the CBD category, representing approximately 33% market share of the U.S. CBD food/drug/mass retail channel," Charlotte's Web CEO Deanie Elsner said in a prepared statement. "We thank the founders and team members of both Charlotte's Web and Abacus for their vision and hard work to build our respective vital brands. We are now one dynamic team and mission-driven company." Abacus CEO Perry Antelman will now serve as Charlotte's Web vice president and president of the firm's topicals division.

Maxar to acquire 3D analytics firm

WESTMINSTER — Maxar Technologies Inc. (NYSE/TSX: MAXR) will purchase full control of 3D analytics firm Vricon Inc. for about \$140 million. In a statement June 24, the Westminster-based satellite maker said it would exercise its purchase option for the entirety of the Virginia-based producer of elevation maps for defense and intelligence agencies. Maxar plans to finance the deal by buying back \$150 million in long-term debt at 9.75% interest due in 2023 and issuing the same amount in debt notes due in 2027 at 7.54% interest. The company doesn't expect the transaction to affect its efforts to reduce its long term debt load of \$2.94 billion as of the end of 2019.



COURTESY CROCS

Features of the new Crocs headquarters, which employees will begin moving into on a rolling basis that respects COVID-19 capacity limits, include living walls with native plants, skylights, a full-service cafe and wayfinding technology to help workers find their way around the space.

AMG wraps up merger with N.C. wealth-management firm

DENVER — AMG National Trust, a Denver-headquartered wealth-management firm with a banking arm in Boulder, closed on a deal in June to absorb fellow wealth-management operator Boys, Arnold & Co. The merger adds new offices in Asheville, North Carolina, and Hilton Head Island, South Carolina, to AMG's existing operations in Colorado, Wyoming, Chicago, New Jersey and Virginia. The combined firm has 144 associates. As part of the merger and to be able to provide banking services, BA applied for a new banking charter this year using AMG's addresses in Greenwood Village and Boulder. The June 1 merger was initially set to close this spring, but the COVID-19 outbreak slowed the process for both the firms and the regulators tasked with signing off on the deal.

NextGen's purchase price for Otto Health revealed: \$22M

BOULDER — NextGen Healthcare Inc. (Nasdaq: NXBN) has revealed the price it paid in December to acquire Otto Health LLC, a Boulder-based telehealth company. NextGen's 10K filing with the U.S. Securities and

Exchange Commission revealed a preliminary purchase price for Otto of \$21.96 million. Otto was founded in 2011 and provides a telehealth platform that integrates with electronic-health-record systems, allowing providers to conduct video visits with patients as part of their normal workflows. NextGen said it funded the Otto acquisition through cash flow and borrowing against its revolving line of credit. Otto has been rebranded as NextGen Virtual Visits and operates as a division of NextGen.

OPENINGS

Vail Resorts to begin summer reopening

BROOMFIELD — Following a three-month COVID-19 closure, Vail Resorts Inc. (NYSE: MTN) properties were set to reopen for limited summer operations starting late June. Keystone and Crested Butte were to reopen June 26, then Vail and Beaver Creek on July 1, and finally Breckenridge on July 4. Vail will implement new health protocols at the reopened resorts, including more cleaning and sanitizing, resort-wide mandatory face masks for employees and for guests in certain areas, physical distancing, and capacity limits.

State allows restricted reopenings starting now

DENVER — Gov. Jared Polis relaxed some rules against in-person gatherings, which will allow limited reopenings of every type of business. Under the "Protect Our Neighbors" rules, a local or regional public health authority can allow all activities to resume at a maximum of 50% capacity, or up to 100 people inside and 500 people outside at their discretion, as long as people can remain six feet apart. Mass gatherings of more than 500 would remain prohibited. In particular, bars that don't serve food could reopen at 25% capacity, while overnight summer camps could allow up to 10 children indoors and 25 children outdoors.

Crocs opens new Broomfield headquarters

BROOMFIELD — Crocs Inc. (NASDAQ: CROX), the Niwot-born footwear brand, announced June 24 the opening of its new headquarters in Broomfield. The nearly 90,000-square-foot office space is home to about 375 employees, according to a Crocs news release. The two-building Atria project was built by Etkin Johnson Real Estate Partners. Crocs has leased the space for an initial term of 10 years, with two five-year renewal options. Crocs said the firm looks forward to ingratiating itself into the Broomfield community and has joined the Broomfield Chamber of Commerce.

New fitness studio opens in Centerra

LOVELAND — Barre Forte, a fitness company with eight locations along the Front Range and ski destinations of Colorado, has expanded into Northern Colorado with a new facility in The Marketplace at Centerra in Loveland. The company had hoped to open sooner but was delayed by the COVID-19 shutdowns that caused virtually all fitness companies to temporarily close. Centerra worked with the company to provide an open-air environment within a Centerra park so that instructors could offer members outdoor and online class options until their doors could officially open.

Triggers to stereotypes: How to manage your message

I shifted nervously in the Foster City, California, lobby of VISA USA headquarters. My interview took place in an upper manager's office — she was rude and condescending. Stereotypes and caricatures of female managers danced in my head. I felt confused and minimized by this woman who seemed intent upon proving her superiority. When I sat silent for a long minute she asked, "Do you even want to work with us on this program?"

Honorable or hateful — triggers lead to stereotypes. You trigger a prospect with the language in your ads and the visuals of your product. As they consider buying what you offer, old tapes sit cued and ready to play in their heads — good or bad times; safe or fearful feelings; enriching or degrading interactions — the "start" button waits silently to be pressed. The tape is ready but will not play until "triggered."

In France and Germany, there are large populations of imported workers from Arab nations and Turkey. In the 1950s and 1960s they were "imported" to do the work French and Germans wouldn't be caught doing. As the immigrant communities bulged and jobs dwindled frictions arose. And so did the triggers that clicked stereotypes into gear. When assimilation fails each side's tape player buttons become more worn like the coiled mechanism on a gun trigger making it easier and easier to fire.

A discerning leader knows that his or her product or protest must minimize negative triggers. Fair or not, if followers, buyers or the public get fearful images, you've lost. Much of it is subconscious but it's there.

Steve Jobs' Macintosh pride didn't end with the eye-catching mouse and graphical user interface of 1984. The success of the first Macintosh powered Apple during Job's departure. Upon his return the iMac led the charge in 1998 with triggers of color, texture and shape to offer a stunning and profitable surprise in excess of expected computer functionality. Steve Jobs knew how triggers can attract. Other triggers aren't so kind.

Juicy watermelon and fried chicken at a picnic; a slaughtered goat in a Paris housing project; a full-arm tattoo dangling from a smoke-belching F-150 truck, spark incomplete images too often filled out by stored memory. The face-covering burka on an American city street; the Confederate flag

at a campsite; the presence of David Duke or Al Sharpton at a funeral invoke hard-wired stereotypes just like the Apple logo, the Nike swoosh or Amazon Prime's 'curved thing.'

We manage our brand message with the triggers we allow. Images matter in business and public policy. Too many shout about message purity and yet ignore visual "noise." Others fight a bloody battle over product features and lose the marketing war when customers just don't like it. It's foolish to fill a message with triggers that clash with the desired end result. A clinging attachment to outdated history, tradition or grievance often works to derail lofty intentions. Someone needs to pay closer attention to triggers.

5 Positive Triggers for Leadership and Mastery

- 1. Be well-rounded** — Balanced people have a calming effect on others by being grounded and stable.
- 2. Listen to others** — Demonstrate full engagement with eye contact, silence and occasional prompts when other people speak.
- 3. Show your humanity** — Faults and mistakes are normal. Even contradicting yourself shows that you try new things, read and learn.
- 4. Ask "honorable" questions** — Dig in to other side's interests and desires with respectful questions.
- 5. Spotlight love (esp. guys)** — Lower your armor and show that you love something (anything). Others will respond.

In that manager's office many years ago, my brain locked onto unfair conclusions women have had to fight for decades. I am 100% sure that VISA manager deliberately tried to make me feel less of myself. Her message, not her gender, was the issue. She did things that made me feel bad. She said things that nearly made me think I deserved less remuneration for my skills. It had nothing to do with other female managers — but the triggers whispered a different story.

I designed and delivered their managing change course. Along the way I got a jaw-dropping tour of the control room with bright screens tracking every VISA credit card transaction throughout the world. I never saw her again during my delivery or after. Someone else gave me the tour.

Rick Griggs is a former Intel Corp. training manager and inventor of the rolestorming creativity tool. He runs the 10-month Leadership Mastery Academy. rick.griggs83@gmail.com or 970-690-7327.



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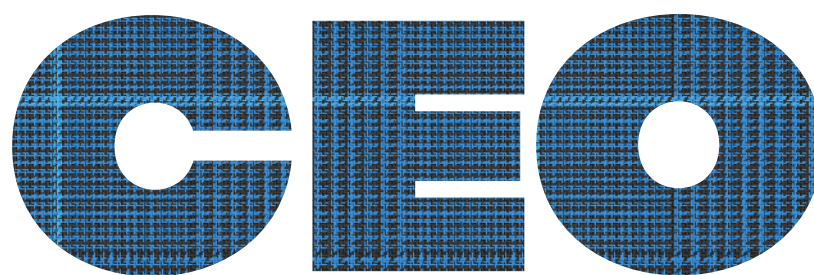
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ROUNDTABLE **BW**

Northern Colorado manufacturers take a mixed bag during initial shutdowns

Participants in the Manufacturing roundtable were, **Steve**

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International; **Jim Clay**, Advance Tank; **Jay Dokter**, Vergent

Products; **Andrew Hendrickson**, SurgiReal; **Roger Knoph**,

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Race and real estate: Past, present, and future

Home ownership has been part of the American Dream since the founding of our republic. It confers economic benefits, a sense of safety and security, and can be a source of pride. Sadly, for as long as this part of the American Dream has existed, it has not been equally available to everyone. As you will see, as much progress as has been made in 200+ years, our work is far from done to ensure that the dream — and reality — of owning a home is truly and equally open to all Americans.



**BOULDER VALLEY
REAL ESTATE**
JAY KALINSKI

Property protection officially began in the United States with the passage of the Fifth Amendment in 1789, but virtually anyone who was not a white man did not receive this right. After the Civil War, the 14th Amendment declared *all people* born in the U.S. were citizens and the Civil Rights Act of 1866 stated that *all citizens* had the same rights to real property as white men. This should have been the end of the story, but a series of court decisions, immigration laws and racially discriminatory zoning

laws ensured that property rights continued to be denied to minorities and women.

Woefully and to its shame, in the late 1800s and into the 1900s, the National Association of Real Estate Boards (the precursor to the National Association of Realtors) encouraged racial discrimination and segregation. In fact, its Code of Ethics even mandated that its members work to racially segregate communities.

In 1917, the Supreme Court declared racial zoning ordinances to be unconstitutional, so private restrictive covenants were then used to prohibit the sale of homes to minorities. The Federal Housing Administration, created in 1934, used “redlining” in this period to identify African American areas as high risk by shading them in red and steering whites away from such areas, and real estate agents used discriminatory practices like steering and block-busting (see the resource links below for more information).

In 1948, the Supreme Court struck down racially restrictive private covenants, though they lingered in practice, even if unenforceable. In a small bright spot, Colorado was the first state in the nation to pass a fair housing law in 1959, helping pave the way for nationwide fair housing

legislation.

As many know, the Civil Rights Act was passed in 1964, but less well known is that legislators could not agree on fair housing legislation and NAR actively opposed passage of the Fair Housing Act. It was not until 1968, in the wake of the Kerner Commission Report (studying the causes of race riots) and the assassination of Martin Luther King Jr., that the Fair Housing Act was passed to prohibit discrimination based on race, color, religion or national origin.

By 1975, NAR had finally turned the corner, adopting an agreement with the Department of Housing and Urban Development to promote fair housing, educate its members about their obligations under the Fair Housing Act, and recommend fair housing procedures for its members to follow.

Today, the Realtor Code of Ethics requires Realtors to provide equal services regardless of race, color, religion, sex, handicap, familial status and national origin in accordance with the Fair Housing Act, as amended. The code even goes beyond the act by covering sexual orientation and gender identity.

Despite the progress that has been slowly and painfully won, much work remains to be done to

ensure truly equal opportunity in home ownership and property rights. In terms of numbers, the homeownership rate for white households in 2017 was 72.3%, but only 46.2% for Hispanic households and 41.6% for African American households (this is about the same rate of home ownership for African Americans as when the Fair Housing Act was passed in 1968).

The truth is, there are many things that need to change to realize this dream. Locally, it is time to revisit zoning and occupancy laws (see, e.g., www.bedroomsareforpeople.com), and more broadly, groups like the Fair Housing Alliance have put together concrete steps toward a solution (<https://nationalfairhousing.org/wp-content/uploads/2019/12/Fair-Housing-Solutions-Overcoming-Real-Estate-Sales-Discrimination-2.pdf>).

It is incumbent on all of us — especially elected officials, real estate professionals and the mortgage industry — to continue to do better to make fair housing not just the law of the land, but also the reality.

Jay Kalinski is the 2020 chair of the Boulder Area Realtor Association and owner of Re/Max of Boulder and Re/Max Elevate.

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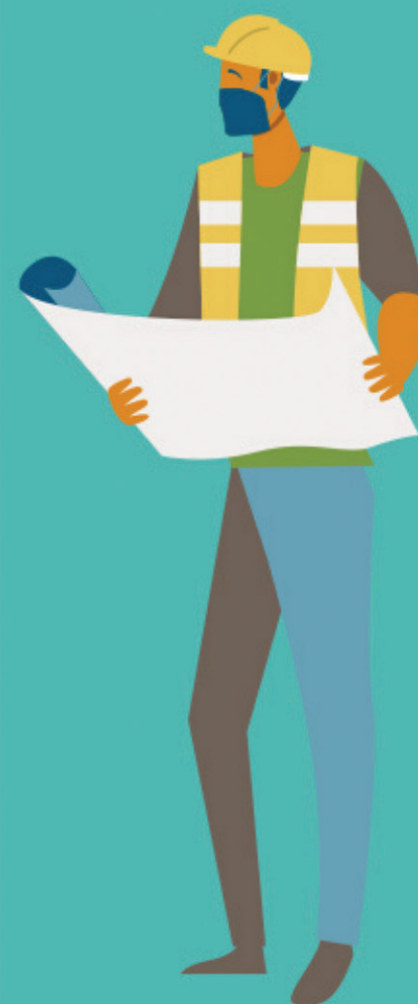
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Developer proposes apartment complex in south Fort Collins

By Dan Mika
dmika@bizwest.com

FORT COLLINS — A Fort Collins development group is looking to build 264 units of multi-family apartments south of the heavily-trafficked intersection of Harmony Road and South College Avenue.

Dubbed the Maverick Apartments, Jensen LaPlante Development LLC is proposing the 220,000-square-foot project on a parcel of vacant land just south of the Spradley Barr Ford dealership on South College Avenue and just east of the city's southern transit hub. According to a concept review application filed with city planners, the plan is to build a direct walkway to the transit center. That design is partially in line with the city's South College Corridor Plan, which includes a three- to six-story "mixed-use transit-oriented" development along the highway, but doesn't include a commercial element.



COURTESY CITY OF FORT COLLINS

Renderings of the Maverick Apartments project proposal in south Fort Collins.

The dealership has owned the property since 2017, according to Larimer County public records.

According to a concept review application filed with city planners, the apartments would be split between 24 studios and 120 one- and two-bedroom units each. All of the residential buildings would reach three stories.

Jensen LaPlante has built several similar-sized multi-family projects

along the Northern Front Range, including the 368-unit Wyatt Apartments and 314-unit Trails at Timberline in Fort Collins, the 303-unit Lake Vista Apartments in south Loveland and the 300-unit Arbour Square Apartments in Westminster.

The company did not respond to a request for comment. City officials were due to give their initial review to the project in late June.

AGC Biologics buys Boulder AstraZeneca plant

By Lucas High
lhigh@bizwest.com

BOULDER — After sitting idle for nearly a year, a new tenant is set to take over the shuttered AstraZeneca PLC plant in Boulder.

AstraZeneca inked a deal in late 2019 to sell the pharmaceutical plant to Japanese contract drug maker AGC Biologics. That deal was completed in late May and the parties recorded a joint tenancy warranty deed with Boulder County in June worth nearly \$40 million.

The facility is expected to begin full-scale operations and manufacturing by April 2021, according to an AGC news release.

"The addition of this facility supports AGC Biologics' company-wide expansion initiative, which demonstrates our dedication to support our customers' demand for mammalian projects, now and into the future," AGC Biologics CEO Patricio Massera said in a prepared statement. "This facility will enable us to continue to advance the development, manufacturing and commercial functions within our dynamic global company."

In February, the Colorado Economic Development Commission approved a series of tax incentives to help an unnamed company take over the vacant AstraZeneca plant in Boul-



CHRISTOPHER WOOD/BIZWEST

The AstraZeneca plant in Boulder has a new occupant in AGC Biologics.

der. At the time, BizWest speculated that the unnamed firm was likely AGC Biologics. AstraZeneca confirmed those suspicions a month later in its annual report.

The state approved \$6,404,990 in performance-based job growth incentive tax credits over an eight-year period and \$75,000 in performance-based strategic fund cash incentives over a five-year period. In return, AGC pledged to create 280 new jobs that pay an average annual wage of \$96,253.

Overall, the firm has indicated its

local investment would total about \$100 million.

The 2019 closure of AstraZeneca's plants in Boulder and in Longmont at 4000 Nelson Road resulted in the loss of more than 200 jobs.

AstraZeneca took over the Boulder County facilities from pharmaceutical maker Amgen in 2015 and 2016. The Longmont facility was bought last year by Swiss biologics firm AveXis, a Novartis company. AveXis will make Zolgensma, a one-time therapy for young children with spinal muscular atrophy, at that plant.

PROPERTYLINE

Loveland to negotiate with another potential buyer of county building

LOVELAND — City of Loveland economic developers will begin negotiations with another bidder on the former county building at 205 E. Sixth St. in downtown Loveland.

The Loveland City Council directed city staff to begin those negotiations. Kelly Jones, economic-development director, said that "we're hoping for a quick return to the public" but was unable to identify the potential buyer of the building or any terms.

The city thought that it had a buyer twice previously, but potential buyers withdrew for a variety of reasons.

The building, which the city owns, was previously occupied by Larimer County and before that the Loveland Public Library. The city hopes that an employer locates there, which would add jobs downtown and potential customers for downtown businesses.

GeneThera to occupy first building in Broomfield's Northwest 36 development

BROOMFIELD — Biosecurity company GeneThera Inc. (OTCMKTS: GTHR) will be the first company to build and move into the Northwest 36 business park development near Broomfield's Arista district.

In its annual report filed in June, the Westminster company said it made an initial agreement in early April to purchase a 16,000-square-foot building in the business park to serve as its headquarters and main research facility. It expects to complete construction by fall 2021.

The building under contract is valued at \$5.6 million, or \$350 per square foot.

Northwest 36 is an 11-acre plot located just south of the Arista mixed-use development along U.S. Highway 36. It has the capacity to build up to 150,000 square feet of space within nine buildings, with some buildings containing units as small as 1,600 square feet.

Developer proposes 1,240 homes next to proposed Montava site

FORT COLLINS — An unknown developer is proposing a 1,240-home neighborhood on Fort Collins' northeast side, nestled in the southwest corner of the planned Montava housing development.

Dubbed the Mountain Vista development, the project would span 300 acres on vacant farmland south of Mountain Vista Drive, east of Turnberry Road and west of Giddings Road. It calls for 999 detached homes and 241 multi-family units, along with 21 acres for various commercial projects, according to project documents submitted to city officials.

The owner of the properties is K and M Co., which is registered to a P.O. box in Fort Collins, but lists Steve Schroyer as its representative. He has previously represented OtterBox founder Kurt Richardson's investment vehicle Blue Ocean Enterprises Inc. on redevelopment projects such as the rebuilt Windsor Mill.

Mountain Vista is directly south of the first area of construction planned for the 4,000-home Montava development. In questions to city staff, K and M suggested that it was interested in establishing a metro taxing district for the development and inquired about being able to use city water supplies instead of Boxelder Sanitation District.

Lenders banking on optimism — for now

By Dallas Heltzell
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A virtually unprecedented shutdown of the nation's economy because of the COVID-19 pandemic should have been a nervous time for lenders, given that so many borrowers went months with little to no revenue coming in.

But from the largest to the smallest dealers in mortgages and commercial loans in the Boulder Valley and Northern Colorado, most financial institutions say they're riding out the pandemic well — at least for now.

One of the largest is Boulder-based Elevations Credit Union, which is the top mortgage lender in Boulder County and near the top in Larimer and Broomfield counties. One of the smallest is Bank of Estes Park, whose total loan portfolio includes only about 300 borrowers. But officials from both institutions say they're confident they'll survive.

If the coronavirus has proved one thing, it's that the future is unpredictable.

"If any of this stuff that's happened would have been mentioned in the past, you'd have been laughed out of the room," said Scott Applegate, chief credit officer for Bank of Estes Park. "No one could have predicted this — at least no rational person. We're all kind of in the fog of war, doing the best we can do for each other."

Both Applegate and Elevations chief financial officer Michael Calcote said preparation for whatever crisis might occur has paid dividends.

"We've taken financial stability seriously," Calcote said. "We've taken

capital stress tests. We feel confident we're not going to have to spend a lot of time putting out fires. We're blessed to come into this very strong."

In terms of commercial loans, he said, "nearly all of our borrowers are paying consistently. There's only a handful we've worked with to let them pay interest only."

On the mortgage front, he added, "we have about \$65 million in loans where borrowers have asked for forbearance — and interestingly, even a lot of those borrowers are continuing to make payments out of an abundance of caution."

"On the consumer end, we have about \$43 million in forbearance. We work with them on a case-by-case basis depending on what the situation is. So we have about \$108 million in some form of forbearance — that's about 6% of our total loan portfolio."

Bank of Estes Park also acted early, Applegate said.

"We acted early and quickly because we're small enough to do it," he said. "We started preparing in late February or early March, right when we realized this was here and coming. We went to the board and asked for special powers and got them."

"A lot of banks waited for customers to call them. We didn't wait."

That's not that big a job when your bank has borrowers you can count on 30 people's hands. And it also — with that green light from the board — meant his bank was able to work out some creative or even unorthodox ways to help borrowers that didn't involve forbearance.

"Anybody who wanted a deferment, we were able to work out some

"We have about \$65 million in loans where borrowers have asked for forbearance — and interestingly, even a lot of those borrowers are continuing to make payments out of an abundance of caution."

Michael Calcote,
Elevations Credit Union

combination of deferred payments or interest-only payments for up to six months," Applegate said. "We worked with people who felt they knew what they needed. We did modifications instead of forbearance because forbearance has longer-term effects — it means you're in default."

"At the end of the month we had zero past dues," he said. "About 25% of our portfolio did do modification; that's 45% by dollar. We do have a lot of people doing interest only for three months, but that's considered 'performing' and allowable under the CARES Act."

Loans usually are considered non-performing if the borrower is 90 days past due. So if banks are extending grace periods, they might not know for six to nine months what shape they're in — or if they're in danger of nearing a problem with what bankers call the "Texas ratio," the dollar value of non-performing loans over the bank's cash

reserves. If that ratio is 1 or above, the bank is in financial trouble.

"We aren't feeling that Texas ratio pressure. We don't have past dues that are occurring — yet," Applegate said. "We will see those effects, but they won't be until after summer. There's an old banking expression: 'A rolling loan gathers no loss.' You don't know the status of your portfolio if you don't make people pay on it. But our whole industry — and all consumers — are going to be in that situation."

"There will be a reassessment in August or September to see where everybody's at."

Calcote said he believed banks would face a bigger challenge from low interest rates set by the Federal Reserve. "That's more detrimental to bank earnings than credit concerns," he said.

Even so, Calcote sees a glass that's half full.

"This type of environment can also provide opportunities," he said. "Some parties may not be able to survive — but that might lighten up the competitive environment to some degree."

"I wouldn't say we're not worried," Applegate admitted, "but we're prepared. Our theory is that to the extent we're willing to work with people, it becomes less of a challenge for both of us."

"We're in the same state of no one really knows what's going to happen, and that's from the highest level of government on down," he said. "If things continue to improve, the vast majority of banks will be OK. It's hard to predict six months or even 60 days from now."

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ISTOCK PHOTO

Trilogy Networks Inc. is leading the Rural Cloud Initiative, a coalition of rural telecom operators and technology providers that will bring cloud computing closer to farming operations.

Company plans to push cloud computing to ag sector

By Ali C.M. Watkins
awatkins@bizwest.com

BOULDER — The future of farming is filled with smart technology. That’s why a Boulder-headquartered edge-computing company wants to establish a nationwide distributed cloud network covering 1.5 million square miles of rural America.

Trilogy Networks Inc. is leading the Rural Cloud Initiative, a coalition of rural telecom operators and technology providers that will bring cloud computing closer to farming operations. Trilogy plans to acquire bandwidth and colocation space in rural network operators data centers. The goal is to minimize latency, something critical for smart agriculture devices.

Edge computing is moving data storage and infrastructure closer to where physical devices are and improving response times, a practice that’s common in metro regions but less common in rural areas.

So far, 10 “edge innovation partners” have announced participation. With them, 200,000 square miles of the ultimate 1.5 million is covered, said Nancy Shemwell, Trilogy chief operating officer. The partners will work with internet carriers to build cloud infrastructure closer to their network edge.

“We’re going to take the complexity

out of a complex solution and make it easy to be repeated and economical to crisscross the United States,” Shemwell said.

In a 2019 study, the U.S. Department of Agriculture predicted that broadband e-connectivity and next-generation precision agriculture technology on farms and ranches throughout the U.S. could result in at least \$47 billion in national economic benefits every year. Precision agriculture includes GPS soil testing, electronic tagging of livestock and drone irrigation.

“There’s a tremendous amount of opportunity not only from a technology perspective but to be able to really create this farm of the future that people have been talking about for so long,” said David Span, chief marketing officer of New York-based AlefEdge Inc., one of the 5G edge players in the Rural Cloud Initiative. AlefEdge’s software allows 5G-style applications to work over contemporary 4G and WiFi networks.

Shemwell said that every partner has its own role to play. As projects with carriers are identified, a team will be assembled from Trilogy or the edge innovation partners depending on their company’s specialties.

That technology requires quick connection speed. Shemwell said that the average communication time for

homes or businesses to the remote data cloud introduces between 100 to 200 milliseconds of delay. Trilogy’s goal is to minimize latency to below 10 milliseconds.

The initiative already landed Trilogy 16 commercial agreements with carriers including NNTC Wireless LLC in Nucla and several others in the Rocky Mountain region.

There’s potential for the 12-person company to expand its workforce at its Boulder and Dallas operations, but Shemwell doesn’t know when that will be.

Though there’s a focus on the agriculture industry with the growing market of modern farming, Shemwell said rural edge computing could provide other benefits, such as technology-centric solutions to monitoring gas and oil operations.

“For precision agriculture to achieve the maximum potential, it’s imperative the edge be brought directly to the farm operation,” Trilogy’s CEO George Woodward said in a prepared statement. He was appointed in March to the Federal Communications Task Force for Reviewing the Connectivity and Technology Needs of Precision Agriculture in America.

Trilogy plans to announce more information on the initiative at the end of the month, including timelines and steps toward its goal.

THE TICKER

Nearly 10K more file for unemployment

DENVER — An additional 9,882 people filed for unemployment benefits in the week ending June 19, the Colorado Department of Labor and Employment said, bringing that weekly number below 10,000 for the first time in months.

An additional 234 self-employed and gig workers applied for federal Pandemic Unemployment Assistance in the period compared with the week prior, bringing the week’s number to 10,385. A total of 122,343 claimants have requested those federal benefits for workers traditionally not eligible for state-level unemployment over the past 14 weeks.

In a call with reporters Thursday, CDLE senior economist Ryan Gedney said the first-time claimant trends are hard to predict, and he’s looking at the data on a week-by-week basis, but said the drop in new claimants is partially due to the slowdown of mass layoffs since the early weeks of the pandemic.

The figure for continuing claims was at 258,400 Coloradans in the week ending June 13, continuing a see-saw pattern where that rate has generally ranged between the 243,000 to 265,000 range every other week.

Recession may be short, but deep

DENVER — Economic activity in Colorado is seeing improvements, but so far, the improvements are slight, according to the latest Colorado Economic and Fiscal Outlook, released Friday.

The governor’s Office of State Planning and Budgeting report summarized the state of the economy as this:

“While this recession is likely to be the shortest on record, it is also likely to be the deepest.”

Return to pre-COVID levels may be slow and contingent upon health concerns, the report said.

“This global pandemic has had a terrible impact on the economy and our way of life,” Gov. Jared Polis said about the report. “Coloradans are resilient, innovative, and talented and we will get through this challenging time together. While we are taking cautious steps to rebuild our economy, we cannot let up in our shared efforts to slow the spread of COVID-19. If Coloradans don’t wear masks in public or practice good social distancing and physical hygiene, then we will see case counts rise as they have in other states and the economy will further suffer,” he said.

The report said that personal income and personal savings increased in April, largely due to the federal government stimulus and increased unemployment benefits. Earned income declined, however. And the savings rate increase suggests that people are not spending.

Increased savings likely means that consumers have delayed spending and when and if they spend later, it will accelerate recovery, the report said.

Colorado lost more than 300,000 jobs in March and April due to the pandemic, and the unemployment rate rose to 11.3 percent. Yet the professional-services sector — scientific, technical, professional jobs — buffered the impacts somewhat and performed better than the same sector in other states, the report said.

Forty-six percent of small businesses reported revenue declines in June, but that was down from 68% in late April.

The report forecasted that the state’s general fund revenue will take a hit this fiscal year and next, but will likely see an increase in fiscal 2021-22.

Reinvention requires taking risks, produces rewards

As the pandemic continues to play out, I have met with many clients who are looking to make a BIG change in their careers and in their lives.

It makes sense. Taking a big risk is a little bit easier when we have nothing to lose. If you are unemployed and see your industry in a free fall, you might be forced to consider new options. But the desire to make a career change is not just the result of external factors.



CAREERS
CARRIE PINSKY

A gnawing hunger for change and reinvention can also be driven by internal forces. The current state of the world is giving people time to pause and re-think what matters most to them at this stage of their lives and careers.

As a result of the pandemic, some people have enjoyed more freedom and flexibility in how they work. They don't want things to go back to "normal." A client told me last week, "I enjoy taking a run during my lunch hour, cooking meals and eating in, and spending more time with my kids."

Another common theme I hear from clients is that they want to be more of themselves at work and in their lives. They want to be genuinely appreciated for who they are and the value they provide. And, they want more time to explore their hobbies and interests outside of work.

There is risk in changing careers. However, you may be taking just as big a risk in not making a change. Ignoring the internal call for change can negatively impact our mental and physical wellbeing. Risk is everywhere. However, so is sweet reward.

Conduct a risk assessment to determine if you are ready to make a career change. Evaluate the sacrifices required as well as the potential benefits to be gained. Next, determine the resources and support you need to launch a new career and lifestyle.

Over 10 years ago, I made a major career and lifestyle change. I transitioned from HR and health-care recruiting to work for myself. I started out writing resumés, freelance copywriting and HR consulting for local businesses. Eventually, I went back to school to get a counseling degree to support my desire to work with clients in deeper ways.

I recognize the courage it takes to step into one's truth. I am quite familiar with the struggle of reinvention. The struggle is real.

I know what it feels like to give up a steady paycheck and medical benefits. I know what it feels like to walk into a college classroom and be the oldest student in the room. I know

what it feels like to build something from the ground up in a town where there are many talented people providing similar services.

When we take a risk, we set ourselves up for potential failure. However, we also open ourselves up to rewards beyond our expectations.

It was during my own transition that I started writing for BizWest, which was then the Northern Colorado Business Report. Over the past decade I have written hundreds of workplace and career-related blogs and articles. Now it is time to pass the baton.

This is my last column. Why? Because, I am envisioning a new chapter. I could not sign off without expressing genuine gratitude to Jeff Nuttall and Chris Wood. This column helped me find my voice and forge a new beginning. I hope that together we inspired readers to live and work happier.

Thank you, gentlemen, for taking a risk on me. The rewards of this experience far exceeded my wildest dreams.

Carrie Pinsky, LPC is a career counselor and job search coach in private practice at Pink Sky Career Counseling. Reach her at carrie@pink-sky.net or 970-225-0772.

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BW COMMENTARY

Business, individuals must remain vigilant, sensible as economy reopens

Remain vigilant. Maintain social distancing. Avoid large crowds. Wash your hands. Wear a mask.

Advice from global pandemic experts extend beyond those maxims to prevent the spread of COVID-19, of course, but they encapsulate the spirit of what's required for Colorado to avoid a resurgence in COVID-19 infections.

It's not a distant danger. States such as Arizona, Florida, Texas and many others have seen surges in coronavirus infections in recent weeks. Colorado reported a slight uptick in cases recently — the first increase since late April — highlighting the danger as the state eases COVID restrictions.

Since March, Colorado has seen 31,100 confirmed coronavirus cases, with 1,457 COVID-19 deaths.

As the July 4 holiday approaches, Gov. Jared Polis has advised against large gatherings, encouraging Coloradans to spend the holiday only with family members.

It's incumbent on individuals to exercise caution, remembering at all times that they could be asymptomatic carriers of the virus, and that anyone they encounter could also be a carrier. Individuals should wear masks when in public, especially when in confined areas such as stores.

Businesses, too, must resist the urge to open up too much. Requirements vary around the state, with some counties and cities promulgating looser restrictions than others.

Retailers should require that masks be worn by all customers and should strictly enforce social-distancing requirements.

It's unfortunate that the wearing of masks has become so politicized, when that very wearing of masks can help get the economy reopened that much faster.

COVID-19 has devastated the U.S. and global economies, and Colorado, including the Boulder Valley and Northern Colorado, have not been immune. Restaurants that have thrived for decades have closed permanently. Small businesses have had to lay off or furlough workers. Contracted business has been lost.

But the fastest way to boost the economy, and to support small businesses, is to conquer COVID-19. Businesses can help accomplish that goal by implementing best practices as the economy opens up, taking care of their employees and customers alike.

We want a vibrant local, state, national and global economy. We yearn for the day when citizens can safely gather in large groups, visit their favorite brewpub, go on buying sprees at their favorite retail outlet, and enjoy life to the fullest.

Confidence is what will get the economy back on proper footing, and confidence will increase only when consumers are comfortable visiting businesses.

Stay firm.

Seek help for mental-health issues

One positive side effect of the COVID-19 pandemic has been an easing of the stigma of mental-health issues.

From mandatory stay-at-home orders to a hesitant opening up of the economy, employees and managers are grappling with an overwhelming burden, as work blends with home life and stresses mount.

Workers forced to work at home face the added stress of personal responsibilities, such as ensuring that their children are well cared for. Zoom meetings can be interrupted by kids, pets or a myriad of other distractions. Communication with coworkers can be lacking. Kids' schoolwork can take up much of the day, forcing some employees to do their own work at night. Separation of work and life can be lost.

Managers, too, can be overcome by the stress of overseeing a remote workforce. How much should a manager expect from a remote worker, especially one with other obligations? What are best practices for a manager? What should they be doing to check in on their employees and their well-being?

Add to that economic stresses, as millions of people have joined the ranks of the unemployed. Even a household where one breadwinner might still be employed could be burdened due to a layoff or furlough of the other spouse or partner. How will they pay their bills? Why were they the one to be laid off? What does the future hold?

But layoffs and furloughs also create stress for the manager who made the decision or has to relay that decision to the affected employees. What is the best way to relay that information in an understanding, empathetic manner?

I recently moderated a webinar, "Workplace Interrupted," part of a webinar series produced by BizWest and Delta Dental of Colorado.

Panelists included representatives from Delta Dental, Foundations Counseling LLC, Otter Products, Mental Health Colorado

and Integrated Work. Each panelist offered insightful, thoughtful ideas for those experiencing mental-health issues.

Companies of all sizes have employees who might be dealing with mental-health issues. Calamities such as COVID-19 — along with the recession and social-justice issues — help bring those problems to the surface. It's incumbent on business leaders and managers to pay attention to their own mental health but also create a framework and structure to provide resources to their employees.

Helen Drexler, CEO of Delta Dental, prepared some key takeaways from the webinar. Here's one on leadership:

"Leaders are facing an amplified version of leading in a crisis. The kinds of thinking for strategic leadership requires deep thought, and this is harder to come by in a crisis, but it's essential."

What are some signs that an employee might be experiencing stress?

"Common signs of stress for employees working from home: Changes in behavior and things that are not common for an employee historically. He or she may not be able to compartmentalize work from life or have a difficult time disconnecting from one to another."

One attendee posed a question about expectations for employees. If a manager knows that an employee is grappling with issues about children, school, and other factors, should the manager adjust expectations for that employee?

As the economy begins to open up, integrating work-at-home situations with a return to the workplace carries its own stresses. How should that shift be managed to provide comfort to employees who might be fearful to return to work? What is the best way to begin that shift while still protecting workers' health?

Promoting mental health should be a focus of every employer, manager and worker. Readers who would like to receive some of the takeaways from our Workplace Interrupted webinar can email me at cwood@bizwest.com.

Christopher Wood can be reached at 303-630-1942, 970-232-3133 or cwood@bizwest.com.



**PUBLISHER'S
NOTEBOOK**
CHRISTOPHER WOOD

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Public health: Keep the focus on real solutions

It's always interesting to observe the lengths members of our community will go to in their battle against any form of infill redevelopment. It seemed almost inevitable, therefore, that some in the anti-development movement would choose to appropriate public concern about the COVID-19 pandemic. Sure enough, a few weeks ago we were treated to this alarming statement in a recent opinion piece: "The verdict is in — 'density' is the primary cause of the transmission of the coronavirus and a significant contributor to the death of people infected."



**BOULDER'S
BUSINESS CENTER**
JOHN TAYER

These arguments fly in the face of facts, while conveniently ignoring history and the many public health assets associated with more urban environments. Most concerning: They divert attention from the more relevant and complex mix of government action and human behaviors that ultimately will help us effectively combat the scourge of COVID-19.

Density versus other factors

Crowding more people together can increase virus transmission, but that's not just a function of urbanism. Incidents of spikes in virus exposure have happened in a variety

of settings, including funerals, beach gatherings and even this year's Mardi Gras. Such incidents are largely failures of governance and political leadership, often combined with lax individual behaviors. As Fareed Zakaria pointed out in his recent Washington Post column, "Why has New York City fared so badly? . . . It will be for the same reason that countries and cities have failed throughout history — bad government."

Zakaria notes that many densely populated areas around the globe have avoided becoming hotspots. "If you look abroad, massive cities have handled the virus stunningly well. Hong Kong, Singapore and Taipei are all dense cities with packed mass transit systems — millions traveling on subways — and yet their COVID-19 deaths have been amazingly low (four in Hong Kong, 25 in Singapore and seven in all of Taiwan)." As further evidence, more recently we've seen smaller metros and rural areas, in states such as Alabama, Nevada and Oklahoma, experiencing virus spikes. We will continue to see the dynamics of COVID-19 evolve, but in those places, density was not an apparent determinate of disease progression.

The truth is that scientists are still determining all the factors that lead to large COVID-19 outbreaks. They're studying conditions ranging from population age and fitness levels to culture and social behaviors. In Texas, for example, analysis has iden-

tified a number of factors contributing to the virus spread: the presence of meatpacking plants or prisons (particular points of crowding), reluctance of many in the general population to wear masks, super-spreader events, and/or a high share of people with chronic conditions. State leaders also were slow to impose COVID restrictions and quick to lift them.

Compact communities offer solutions

Cities have seen threats posed by pandemics in the past, but they've survived and continued to thrive. That's because urban areas have adapted and gotten smarter and stronger with new developments in sanitation, for example, and because they remained the centers of innovation and civic advancement. Long ago, cities began to invest in infrastructure improvements, such as clean water and waste management, to successfully combat disease, along with appropriate public health regulations. This resilience points to the fact that compact communities actually offer some advantages in dealing with health threats. With larger populations come greater and more advanced health-care resources, along with other support organizations and better access to them, compared to more dispersed population regions.

Let's also remember that denser living yields other benefits, such as reduced commute times and greater

financial opportunity, which contribute to a healthier quality of life. And lest the anti-development interests choose to ignore it, rising global temperatures are one of our greatest threats to human health. More compact, 15-minute neighborhoods where people live near their work can play a critical role in thwarting climate change, even here at home. As the Southwest Energy Project's "Growing Greener" report concluded, "Increasing compact development is a critical step for Boulder to take to tackle climate change and protect the environment."

To suggest that development density is the source of our current health challenges ignores both facts and history. It also undermines one of the most effective deterrents to climate change — one of the other great threats to human health. There are other responsible disagreements we can have as a community regarding the character of Boulder's built environment, but tying criticism of dense development to our fight against COVID-19 is a distraction we can't afford. Let's work together to confront this COVID-19 challenge with scientific and fact-based solutions, driving appropriate government responses and personal behaviors.

John Tayer is president and CEO of the Boulder Chamber of Commerce. He can be reached at 303-442-1044, ext 110 or john.tayer@boulderchamber.com.



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Letter from the CEO



Michael A. Bergerson,
Chief Executive Officer of OCR

A milestone anniversary provides an opportunity to commemorate special moments in an organization's past, while also celebrating the present and looking forward to the future.

At Orthopaedic & Spine Center of the Rockies (OCR), we're celebrating more than 50 years serving our community. We're celebrating the creative vision and effort of our leadership and the hard work of dedicated physicians and staff who

have supported our growth over the past five decades. We're especially grateful for the opportunity to celebrate all of the wonderful patients who have invited us into their stories. This milestone has been a journey that we've all taken together.

Our mission to provide the highest quality of specialized orthopaedic care has remained the same throughout our 50-year history, but we've grown in scope and size to meet the orthopaedic needs of our patient base, referring providers and health system partners.

OCR began serving Colorado, Nebraska and Wyoming patients in 1969 when four of the first orthopaedic specialists in the region formed a partnership called Fort Collins Orthopedic Associates. Since that time, we've grown to include more than 30 specialists in the medicine of motion across three medical campuses as well as two surgery and recovery centers.

We're honored to be at the forefront of the field of orthopaedics and we're committed to providing state-of-the-art tools and techniques to the thousands of patients we serve each year.

This publication looks to honor our history while saying thank you to those who have joined us along the way. 🙏

Our Mission, Vision and Values

Mission

Orthopaedic & Spine Center of the Rockies (OCR) is completely dedicated and focused on providing the highest quality specialized orthopedic and spine care to our patients in the safest, most efficient, and most clinically appropriate settings each and every day.

We believe the foundation of excellent medical care will always be the patient and physician relationship. Every patient has unique needs for which we will provide individualized specialized care and treatment through the highest collaboration between the patient, physicians, our team members, our services, our facilities, and our corporate partnerships.

Vision

Orthopaedic & Spine Center of the Rockies (OCR) holds a shared vision with our patients for a full recovery through the utilization of the most advanced rehabilitation, non-surgical, and surgical treatments available.

To meet this shared vision, OCR will remain the independent premier provider of orthopaedic and spine services in the region.

Core Values

- Focus
- Excellence & Quality
- Compassion & Empathy
- Accessibility
- Accountability & Dependability
- Innovation & Creativity
- Teamwork & Respect

OCR's History: Filled with Growth and Innovation

With 50 years in its past, Orthopaedic & Spine Center of the Rockies (OCR) continues to move forward, increasing opportunities for patients and incorporating advances in technology.

OCR's roots stem from the 1960s when four physicians independently came to Fort Collins. Drs. Charles Collopy, Robert Johnson, Benedict Magsamen, and Douglas Murray were among the first orthopaedic specialists in the region. They helped pioneer the development of orthopaedic patient care in Northern Colorado. Johnson joined Murray in 1967, and Magsamen joined Collopy in 1969. That same year, reality introduced a new possibility.

"Each of us was going to have to build a new office," Johnson remembers. "Doug Murray and I were in a 1,000 square foot office and Chuck and Ben in an even smaller one. Doug took off for nine months when I came to town. He went to Hawaii to teach anatomy at the university and then went to Vietnam for two months. When he was gone, the office was okay for me but when he came back, we were overcrowded. Then Ben suggested the four of us build just one office and make it really nice."

They also saw an additional advantage. "While we were competing, each partnership had to have a guy on call. Instead of being on call every other night, we could be on call every fourth night."



Dr. Charles Collopy



Dr. Benedict Magsamen



Dr. Robert Johnson



Dr. Douglas Murray

Original office:

Fort Collins Orthopedic Associates
E. Elizabeth, Fort Collins.

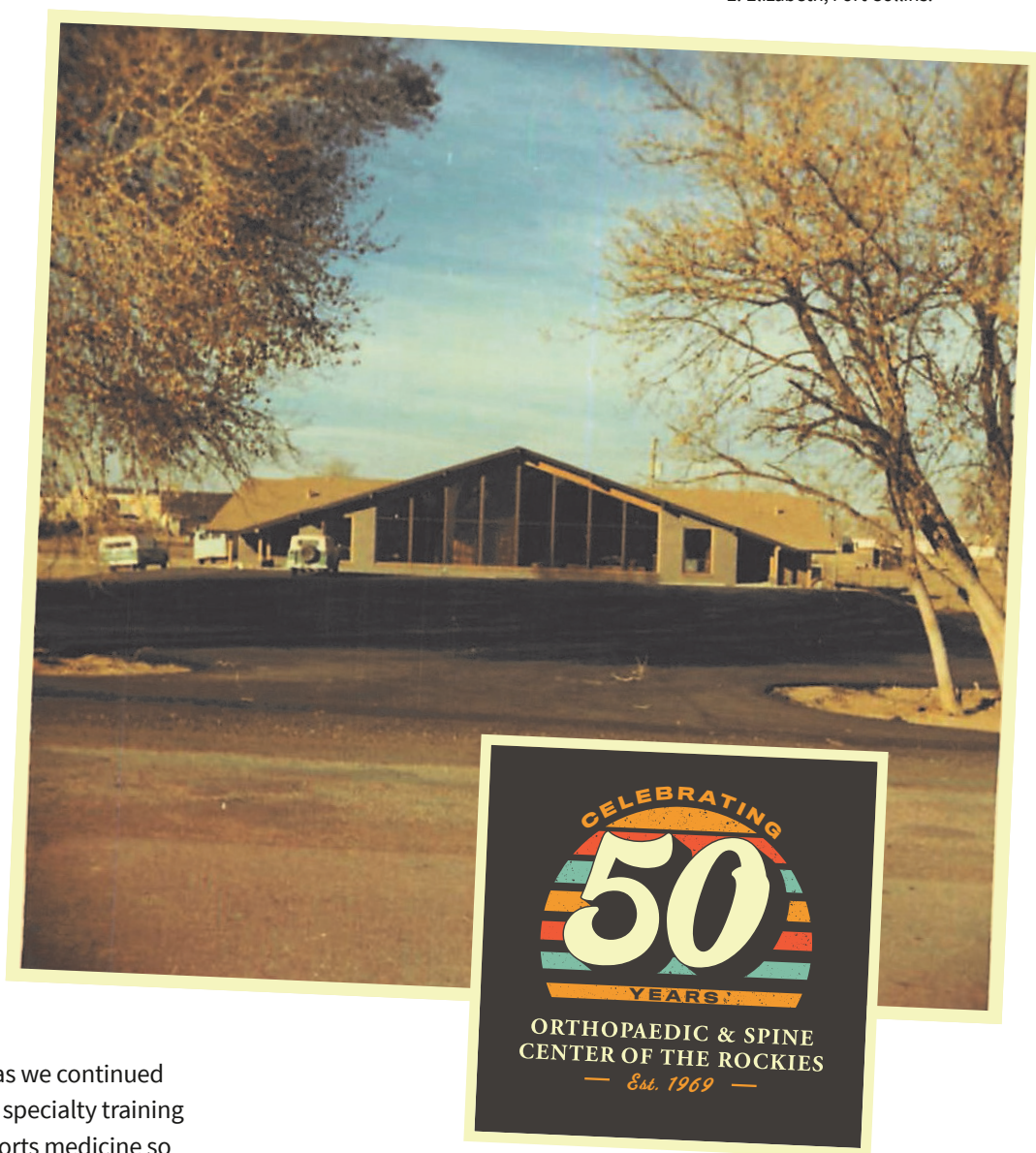
So, in 1969, the four doctors formed Fort Collins Orthopedic Associates. It was a logical move, forming a new foundation and creating a pathway to the future, Johnson says.

“We had the foresight to build an office for six but that didn’t last very long. We filled all the spots rapidly because the town was growing so quickly,” he says.

At that point, all the physicians in the practice were general orthopedists and didn’t specialize, but times were changing. “Magsamen traveled to England to study hip replacements and came back and started doing them here. And, as we continued to hire new physicians, they all had specialty training such as spine or hand surgery or sports medicine so we gradually adopted a more specialized approach.”

More changes began to occur, and for the better, Johnson says. “I was on the Poudre Valley Hospital (PVH) board. The hospital was packed with people sleeping in the halls, so we petitioned the State Board of Health to add an addition. The State turned it down and we were furious.”


But several advancements in the field helped bring some relief. One of those was the change from knee operations that required a four- or five-day hospital stay to arthroscopy which allowed the patient to go home immediately after the surgery.



Johnson and his partners continued to create more specialty services for patients, contributing to the expansion and enhancement of medical care for the region. In the 1970s, the physicians pioneered and supported advances that included open-operative and internal-fixative devices for trauma and fracture surgery, clean-air operating rooms with laminar-flow equipment for joint replacement operations at PVH, and arthroscopic surgery, using a surgical scope and small incisions to operate on damaged joints such as the knee and shoulder. These advances improved the quality of surgery and enhanced the patients’ recoveries.

[continued on page 6](#)

The Fort Collins Orthopedic Associates officially became the Orthopaedic Center of the Rockies in 1990, when the practice moved to its current location on East Prospect Road in Fort Collins. The building included a therapy department with pools and a surgery center, which was expanded in 1999 adding a third operating room and a ten-bed recovery center. OCR opened its Loveland office in 1985 and expanded to a larger building on Ginnala Drive in 1997. In December of 2009, the Loveland office moved into its larger building on East 15th Street. The increase in space offered patients more physician and therapy appointments with the specialists in orthopaedics, podiatry, sports medicine, and physical-occupational therapy. The new facility also included digital X-ray services. That same year, the group's partners changed the name to Orthopaedic & Spine Center of the Rockies, emphasizing the services and care for people with spine, back, and neck conditions.

OCR opened its Greeley office in May of 2016 to serve the growing number of individuals living in the Weld County area, saving them from making the trip to Fort Collins or Loveland. Currently, a total of 32 physicians rotate among the three campuses and provide services in every subspecialty from head to toe except for orthopaedic oncology. 

— Celebrating —



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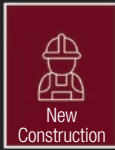
Loveland Campus

OCR Loveland Surgery Center & Recovery Center
3470 E 15th St, Loveland, CO





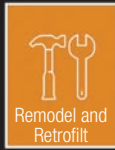
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OCR Opens Second Surgery & Recovery Center in Northern Colorado


OCR's Loveland Surgery & Recovery Center brings more than 60 new jobs to Northern Colorado. The \$22 million ambulatory surgery and recovery center tripled the existing Loveland footprint with a two-story, 63,884 square foot expansion which opened in April 2019.

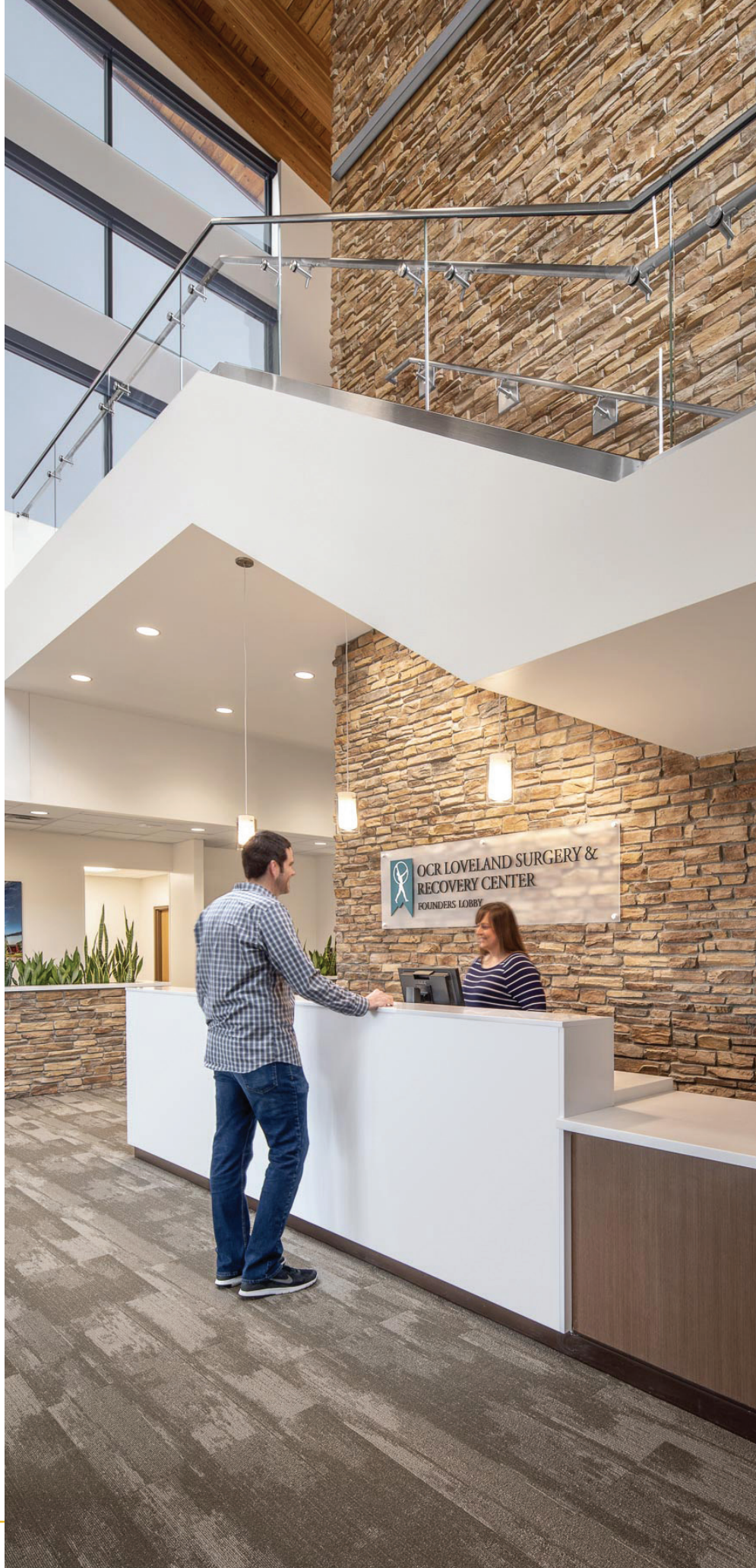
"This is our second surgery and recovery center in Northern Colorado. Patients receive high-quality care, lower costs and an overall higher level of patient satisfaction," says Dr. Rocci Trumper, President of Orthopaedic & Spine Center of the Rockies' Board of Directors. "Just as with our Fort Collins Surgery & Recovery Center, the new Loveland facility is equipped for same day surgeries as well as major operations such as hip, knee, and shoulder replacements and larger spine cases that require overnight stays in the attached Recovery Center."

The surgery center has six operating rooms, a reception area, administrative offices and pre- and post-operative rooms on the main floor. The second floor is home to the Recovery Center with 10 rooms for those patients needing to stay overnight after surgery.

"The demand for the OCR Loveland Surgery and Recovery Center came from the population growth in Northern Colorado, Wyoming, and Western Nebraska, aging of the general US population, economic growth, and continuing push for high-quality, low-cost surgical and recovery settings," says Michael Bergerson, CEO. "We are excited to meet the needs of patients as well as bring new employment opportunities to Northern Colorado."

GH Phipps Construction Company, a Glenwood Springs-headquartered general contracting firm with offices in Fort Collins, was the general contractor for the Loveland Orthopaedic & Spine Center of the Rockies' Surgery and Recovery Center.

The addition broke ground in October 2017. Infusion Architects designed the building and Studio Blue Design was responsible for interior design work. 



A big thumbs up
to OCR for keeping
everyone on the
move for 50 years!



As you commemorate 50 Golden Years,
the Physicians, Certified Nurse Anesthetists,
and Administration of NCAP extend our
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Bob Coonts Artwork Featured in New OCR Loveland Surgery Center



Renowned artist, Bob Coonts created the panoramic visual for the new surgery center.

The exterior of the OCR Loveland Surgery Center is stunning. Stepping inside the building, however, takes the visitor into a realm of imagination and artistic creativity in a Front Range painting created by Fort Collins artist and graphic designer, Bob Coonts.


The painting covers a wall space 186 feet long and 12 feet tall and is striking in color and expanse, drawing the observer into a view that can be interpreted in various ways. "It's from my point of view and my imagination of how I see the Front Range from the state line of Colorado and Wyoming to Raton Pass."

It may not be specifically accurate as far as Mountain Peaks and locations, he says, "but the viewers will see through their own mind's eye."

It's Colorful Colorado in every sense with seasonal aspects included. "All of those colors are there and then I thought later maybe I should have made it seasonal -- but seasonal is already in there. I think it's rich."

OCR's Director of Marketing and Practice Development, Carli Taylor-Drake initially approached Coonts and asked him to come up with an idea. His presentation involved the idea of using the Front Range in its various views and he was consequently asked to design a mural.

Coonts is well known for his style which combines a sense of movement and detail. The result is work that borders on the abstract while reflecting a true image. An art critic once suggested his art could be described as Abstract Surrealism.

Coonts earned his Bachelor of Arts with a concentration in Graphic Design and Painting in 1963 from Colorado State University (CSU) where he later served as affiliate faculty for 32 years. In 1994, following 31 successful years in graphic design and illustration, Coonts launched his fine arts career. He continues to paint, sculpt and dream in his home studio north of Fort Collins. 



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A Positive Organizational Culture for Staff Supports Loyalty



OCR not only created a wealth of health care options for its patients over the years, it also inspired a culture of loyalty among its staff. That loyalty is witnessed through the continuing involvement of its retirees.

Each month, a group of OCR retirees gather to enjoy the friendships they formed their years of service and to hear periodic updates on current changes at OCR. The retirees come from every aspect of the organization, including doctors, nurses, and even administrative personnel joining in.

Dorothy Vaughan, who was at OCR for 31 years and retired in January of 2006, remembers her early days. “I was the 25th or 26th person in the office so OCR was still pretty small. At that time, everyone knew everyone’s spouse and children. It was a family, and everybody tried to help each other. We were a close-knit group.”

Belva McClary began as a nurse with Dr. Charles Collopy. “Then Dr. Murray and Dr. Johnson and Dr. Magsamen joined. They called me to a meeting and asked if I would run the office. I said ‘yes,’ as long as I could also continue as a nurse with Dr. Collopy.”


As additional doctors were added, and additional staff needed, McClary stepped back from her nursing duties and became the full-time office manager. McClary remembers those days fondly. “We were a family, and everybody enjoyed one another.” After 27 years, she retired in 1995 and, when the chance came to reconnect, she joined the retiree group.

Mary Kay Isaacson had 42 years of OCR involvement before she retired. “When I started, I was in the x-ray department. By the time I left, I was Director of Imaging which included an x-ray department in Fort Collins and one in Loveland as well as MRI in Fort Collins.”

The facilities grew along with an increase in the number of employees “We started with five doctors and 20 employees but when I left in May of 2013, we had over 200 employees.”

When she retired, Isaacson took over responsibility for the retiree group. “It’s been fun and it’s nice to see the doctors come. Dr. Murray was there almost every Wednesday and Dr. Sobel attends a lot, as do Dr. Grant, Dr. Kaiser and Dr. Johnson. Dr. Magsamen used to come regularly and, of course, we have retired staff members from different areas who attend. The value for me is keeping in touch with former work friends. We try to keep up with what’s occurring so it’s nice to have someone come and update us.”

At OCR for 41 years, Mickey Puttmann, was the Director of Clinical Operations. There were many positives, but several things stand out in her mind. “OCR provides wonderful benefits and the way the doctors appreciate their staff is unbelievable. I really valued the work ethic and the goals of OCR.”

Even with all the growth, OCR’s culture has remained strong. “When you get larger, it’s not so much a family but you still have that bond that is very, very close.” 

OCR *Specialties*

FROM HEAD TO TOE

Trauma requiring surgery and rehabilitation do not just happen to athletes but to people of all ages and backgrounds. OCR has over 30 sub-specialized physicians and are the only surgeons in the region who deliver specialized care focused on a particular injury or condition. The physicians have also worked with elite athletes and extreme enthusiasts to get them back in motion doing what they love. These OCR Champions sustained injuries and found help at the Orthopaedic & Spine Center of the Rockies.

The physicians' areas of specialization are Concussions, Shoulder, Spine, Hand & Upper Extremity, Hip & Knee, Foot & Ankle, Sports Medicine, Pediatric Orthopaedics, Trauma & Fractures, and Joint Replacements.



CONCUSSION

Abigail Mcauliffe

Abby, an aerial acrobat, fell during a training session and suffered a severe concussion. She began her recovery at **OCR's Regional Concussion Center**, where she received a comprehensive diagnosis and unique treatment plan including cognitive and physical therapy. Concussions are a treatable injury and OCR provides the patients and their support team with the tools they need to recover full. In just a few short months, Abby was back to flying high and stronger than ever.

Concussion

Based on these concerns, OCR has a concussion specialist on staff who has spent years diagnosing, treating and preventing sports-related concussions. Dr. Alissa Wicklund takes care of athletes and others who have sustained a head injury in a motor vehicle accident, playing sports or work accident.



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SHOULDER

Tom Padgett

For 35 years, Tom has poured his heart into the industrial art of masonry. During a particularly physical job, he tore his rotator cuff, and Tom was worried that his passion of masonry was at an unexpected end. Through his workers comp program, the **OCR Shoulder Specialists** crafted a completely custom treatment plan that included surgery and 6 months of post-surgical physical therapy. Tom now enjoys doing masonry work as a creative outlet, and he golfs as often as he can.

Shoulder Disorders

OCR physicians evaluate and treat a wide variety of shoulder conditions such as tendonitis and tendon tears, rotator cuff injuries, trauma and arthritis that lead to the need for shoulder replacement surgery.

[continued on page 16](#)



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SPINE

Dana Drake

Dana has always pushed the limits of what is possible with his extreme adventurous life. As a high-flying Wing Walker, having his body in good working order can make the difference between life or death. When he began having trouble with his back, he sought help from **OCR's Spine Specialists** who diagnosed him with having a compressed disk condition. He was relieved to learn that surgery wasn't required with this type of condition. Through rehabilitation and physical therapy, he was given the all clear to soar the sky once again with confidence.

Neck, Back & Spine

At OCR, a comprehensive and personalized spine care program can be designed to help patients understand their back or neck conditions, helping them return to an active, productive lifestyle. Our specialists in this area focus specifically on spine care and have training, board certification and years of experience in spine care and all facets of lumbar, thoracic, and cervical surgery.

[continued on page 18](#)



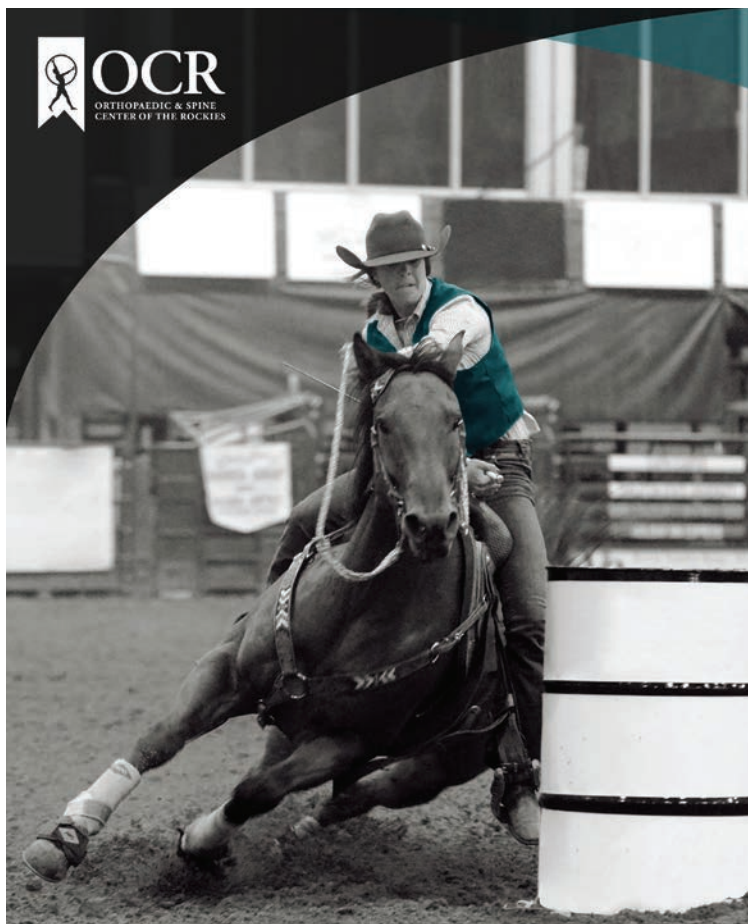
HAND

Mike Caldwell

As an avid outdoorsman and bodybuilder from Estes Park, Mike has lived his life pushing his body to the extreme. While guiding a fly-fishing trip, he severed his tendon in his tricep. The **OCR Hand & Upper Extremity Specialists** were able to repair Mike's tendon through an extensive surgery, but one in which after six weeks of recovery and rehab, he was able to go back to climbing 14ers, fishing, skiing and living his best life.

Hand & Upper Extremity

OCR provides comprehensive, highly specialized hand and upper extremity care. The physicians have years of experience on the diagnosis, treatment, and prevention of injuries and disorders of the hand, wrist, arm, elbow, and shoulder.



KNEE

Maddy Dickens

Maddy is a Champion Barrel Racer and has been competing in rodeos since she was a small child. At the age of 15, Maddy suffered a serious setback when she tore the ACL and Meniscus in her knee. The **OCR Knee Specialists** were able to successfully reconstruct Maddy's knee, fostering the return to her passion of barrel racing. Maddy went on to be named the Reserve National Champion – Collegiate Level in 2018.

Knee Disorders

OCR doctors diagnose and treat the full spectrum of knee disorders including the need for joint replacement surgery. Knee conditions treated also include ACL tears, meniscus injuries, and osteoarthritis. On an annual basis OCR surgeons perform thousands of knee scope and knee replacements every year.

continued on page 18



OCR
ORTHOPAEDIC & SPINE
CENTER OF THE ROCKIES



FOOT & ANKLE

Craig DeMartino

Craig has been scaling mountains for over 30 years, but an accident in 2002 made him wonder if he would ever climb again. Craig's injuries were incredibly extensive, but through the help and guidance of the **OCR's Foot & Ankle Specialists**, he decided to amputate his right leg in the hopes of getting back on the mountain. After his work with OCR, Craig went on to become the first amputee to ever summit El Capitan and climbing remains a part of his daily life.

Foot & Ankle

OCR doctors offer diagnosis, treatment, and prevention for foot and ankle injuries and disorders, including arthritis, fractures, plantar fasciitis, tendonitis, achilles tendon injuries, sprains and more.

Podiatry

OCR's podiatrists handle many foot-ankle concerns daily including those related to diabetes and chronic, non-healing wounds with both surgical and conservative treatments.



HIP

Doug Hawn

To say that Doug is an active adult would be an understatement. Twenty years ago, he started to endure debilitating pain from hip degeneration, almost to the point where he could no longer walk. Through multiple joint replacement surgeries, Doug is back to piloting planes, skiing, climbing, and kayaking. He credits **OCR's Joint Replacement Specialists** with "giving him his life back," and Doug is more active now than he ever thought possible at his age.

Hip Disorders

Hip Scope or Joint replacements can alleviate pain in the hip caused by damage to cartilage by osteoarthritis, rheumatoid arthritis, or trauma. Hip scope surgery is also offered and is a minimally invasive operation done using a tiny specialized surgical scope and camera. Special instruments are inserted through small incisions around the hip joint. Combined, OCR's surgeons perform thousands of hip replacement surgeries each year, relieving patients' pain and helping them regain freedom and move like they used to.



TRAUMA & FRACTURES

Alan Arnette

Alan has completed over 36 major alpine expeditions across the globe. In February 2017, a 100-MPH wind gust sent him flying into a rock field near Estes Park, Colorado, breaking his tibia and fibula in three spots. Alan didn't only want to walk again, he wanted to climb again. He credits **OCR's Trauma Specialists** and their approach to treatment, along with their authentic commitment to his full recovery.

Trauma & Fractures

Broken and fractured limbs can occur frequently with the hundreds of bones, joints, ligaments, tendons and muscles in the musculoskeletal network that provides our body with support, stability and movement. Our physicians care for patients with fractures and are on-call at Medical Center of the Rockies (MCR), Poudre Valley Hospital (PVH), UCHHealth Greeley Hospital and Harmony Emergency Centers for trauma patients.



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SPORTS MEDICINE

Sonny Lubick

For the last 50 years, OCR has been a proud partner of Colorado State University's athletic program as their official Sports Medicine Provider, creating customized treatment and therapy plans for all athletes. Sonny, retired CSU Head Football Coach, credits the **OCR Sports Medicine Team** for helping students recover from injuries sustained through their respective collegiate-level sports. Lubick states, "no other Orthopaedic group can match the care and dedication that OCR has given our athletes."

Sports Medicine Services

OCR specialists offer comprehensive, highly specialized sports medicine care focusing on the diagnosis, treatment, and prevention for the full spectrum of knee, shoulder, and other sports recreation-related conditions including a dedicated Rodeo program that has been treating rodeo injuries since 1992.



PEDIATRIC ORTHOPAEDICS

Ava Shupe

You would never know by looking at her today, but Ava was born with Bilateral Club Feet. When she was only 1 week old, she began her customized treatment plan with the **OCR's Pediatric Orthopaedic Specialists**. After a series of Ponseti casting, a small surgery, brace treatment and physical therapy, Ava is now an active 6-year old who loves to bike, swim, and play with her friends in the park. At OCR we take great pride in caring for children of all ages who are tomorrow's future.

Pediatric Orthopaedics

OCR has a specialized focus on infants, children and teens who may suffer from orthopaedic conditions and injuries. OCR specialists understand their needs based on their growth and development and addresses the special concerns of younger patients and their parents.




WORK PLACE INJURIES

We provide orthopaedic services for injured workers based on the diagnosis and referral from the primary physician, who is in charge of the overall medical care provided to the employees. Our case managers help monitor employees' recoveries, expedite their care, and serve as a vital communication link between our physicians and nurses, the primary physicians, employers, and work comp insurance companies.

The Orthopaedic and Spine Center of the Rockies understands how important it is to quickly treat workplace injuries and get employees back to work, and how to support employers through the worker's compensation claims process. Should an unfortunate accident happen, we would like to be your partner in getting your employee healthy and back to work from an orthopaedic injury!



PHYSIATRY

Physiatry, also known as physical medicine and rehabilitation, is a branch of medicine that aims to enhance and restore functional ability and quality of life for those individuals with physical impairments, disabilities, or chronic pain. Dr. Ray van de Hoven, MD specializes in testing for optimal function to people with injuries in the muscles, bones, tissues, and nervous system. 



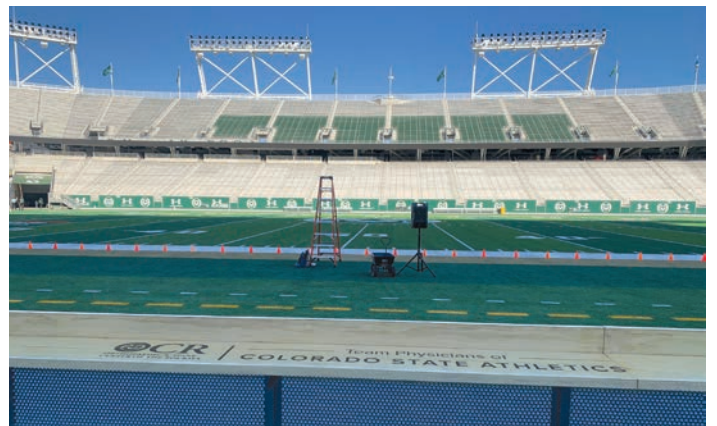
OCR and CSU Relationship Grows with Field Club Sponsorship

A 50+ year long relationship between Colorado State University (CSU) and the Orthopaedic & Spine Center of the Rockies (OCR) grew to another level with the opening of the on-campus stadium. OCR's name is featured prominently on the field club, located at the 50-yard line. The Field Club offers an exclusive opportunity to experience CSU football up close and personal, a fan-friendly space unique to college stadiums. From warm-ups to touchdowns, the space immerses Ram fans in game-day action on and off the field. Aside from proximity to the team bench and tunnel, amenities include a premium bar with food and beverage for purchase, numerous flat-screen TVs, and a vibrant, 4,300 square foot hospitality space.

OCR has been treating CSU athletes since 1969, and OCR doctors Dr. Rocci Trumper, Dr. Sean Grey, Dr. Tom Sachtleben, Dr. Tom Anderson, Dr. Niki Vischer, Dr. Brian Lancaster, and Alissa Wicklund, PhD serve as team physicians for CSU's 16 varsity sports programs.


The expanded partnership establishes OCR as the exclusive official Sports Medicine Team Physicians for Rams Athletics.

The new stadium, on the southwest side of CSU's main campus, features a total capacity of 41,200. The \$220 million facility opened in 2017.



“Our support for the new stadium is a milestone in decades old relationship with CSU. We’re pleased to participate in this effort and in our continuing involvement in the sports programs,” says Dr. Trumper.

“Over the years, we’ve expanded our services to meet the needs of the student-athletes, coaches, and the residents of Fort Collins and the region and that effort continues,” says Dr. Grey.

Mike Bergerson, OCR’s CEO adds, “We’re glad we could make a significant commitment to CSU Athletics, the new stadium and the field club. It’s a first-class venue.” 






Introducing the OCR Box Office

In January of 2019, Spectra, the provider of venue management, hospitality and partnerships at the Budweiser Events Center (BEC), announced a new partnership with Orthopaedic & Spine Center of the Rockies (OCR).

Known as the Budweiser Events Center Box Office since the building opened in 2003, the box office now bears the name OCR Box Office at the Budweiser Events Center. With the naming rights partnership, OCR implemented facelift changes to include new signage and OCR specific branding pieces.

Along with becoming the official naming rights partner of the box office, OCR has also committed to a new partnership on the Budweiser Events Center main concourse. On the south end

of the concourse, next to the Raindance Tap, OCR created the OCR Champions Club, boasting new seating and table options. The club features ten large scale art pieces featuring real OCR patients and their journeys.

“As we celebrate our 50th year, we wanted to do something special,” says Carli Taylor-Drake, OCR’s Director of Marketing and Practice Development. “This space allows us to share some of the stories of our OCR Champions with the patrons of the BEC. We hope these stories of overcoming adversity will inspire everyone who reads them. We are very excited to continue to expand our relationship with the BEC and, at the same time, provide new experiences for everyone who steps through its doors.” 





Sports Medicine Runs the Gamut at OCR

In a region that is so athletically inclined, the need for professional medical help is essential. Fortunately, for Northern Colorado and neighboring areas, it's readily available through the specialists at Orthopaedic & Spine Center of the Rockies (OCR).

OCR provides comprehensive, highly specialized sports medicine care for residents of Northern Colorado, Wyoming and western Nebraska. This includes both surgical and non-surgical options.

In the non-surgical areas, the physicians provide team and game coverage for the Colorado Eagles hockey team, area high schools, and dozens of rodeo competitions.

"We currently provide athlete coverage at local high schools," says Chad Smidt, Director of Sports Medicine. "We provide it at four in Fort Collins, three in Loveland, and one each in Berthoud, Windsor, Severance, Platte Valley, and Resurrection Christian Church."

The coverage is extensive, he says. "We have an athletic trainer at the school every day and for home events and also home and away football games."

The trainers spend 30 hours a week at each school while also providing some coverage to club sports in the community. "We have full-time athletic trainers with the Colorado Eagles and with Colorado State University (CSU) sports club programs. That amounts to 15+ athletic trainers overall." OCR sports medicine physicians have been the Official Orthopaedic Group for the Colorado Eagles since 2003.

For the surgical aspect, OCR surgeons have knowledge and expertise that comes from years of experience focused on the diagnosis, treatment, and prevention of the full spectrum of knee, shoulder, and other sports and recreational related conditions. These specialists take care of patients with knee, shoulder, and other sports injuries every day in clinic.

The focus on sports medicine began with Dr. Jack Harvey, now retired, in 1978. "When I first came to Fort Collins, I was on my own and operated the Fort Collins Sports Medicine Clinic. I did that for seven years and was then contacted by OCR doctors who said, 'like what you're doing and want you to join us'. OCR was already covering CSU and I had the USA wrestling teams."





The push was on to increase outreach to high schools and colleges, Harvey says. “At the same time, the Broncos were holding summer camp in Greeley and they needed a doctor up here, so we worked with them for about seven years. We also covered the Olympics and a lot of wrestling events in other countries. Working with USA wrestling in events such as the World Championship Olympics and Pan Am games, we went to Cuba, Argentina, Mongolia, France Russia, and Bulgaria taking care of our team.”

While Harvey gets credit for inspiring the growth, he adds, “I couldn’t have done it without the support and help of my OCR partners.”

In August of 2018, OCR increased its provisions for young athletes through its Youth Sports Medicine Outreach Program. This program provides a team of experienced sports medicine physicians and resources for sports injury prevention, diagnosis and rehabilitation to youth sports programs in the area.

This includes on-site medical coverage, exclusive free Morning Injury Clinics, Sports Medicine Team and a pre-season Baseline (ImPACT™) Concussion Testing. The Morning Injury Clinics are from 7:30 to 9:30 a.m. Mondays and Thursdays, excluding holidays, at the Loveland, Greeley and Fort Collins locations. Athletes have access to certified athletic trainers at no charge and with no appointment necessary. Pre-season Baseline (ImPACT™) Concussion Testing is available for High School athletes.

“Dr. Rocci Trumper and Dr. Sean Grey are the leaders of our program as far as giving clinical direction,” Smidt says. “I work closely with them. We currently have around 200 events that physicians cover annually.”

That busy schedule is added to with the ongoing relationship with CSU. “Our relationship with CSU has always been strong and it continues to deepen as our clinic grows,” Trumper says. “OCR has been the Official Sports Medicine Team of CSU since 1969. We love being part of the day-to-day care of CSU athletes and sharing the OCR Field Club with Ram fans on game day. With all of this considered, it is truly the deepening relationship with the students and faculty that has us excited.”



OCR Gives Back to the Community



As local caregivers, community vitality remains an important part of Orthopaedic & Spine Center of the Rockies (OCR). Since its founding in 1969, the physicians and staff at OCR have been passionate about caring for the communities they call home and beyond in an effort to make each a better place to live for patients. From engaging in local events, activities and initiatives to supporting area programs, organizations, and more, the primary areas of philanthropic involvement for OCR encompass:

- Nonprofit Partnerships (health agencies and initiatives)
- Community Impact Efforts (fundraisers, disaster relief and response)
- Youth Health (programs and activities)
- Educational Initiatives
- Athletic Organizations
- Holiday Driven Causes (Kissmas Wishes, the Ram Strength Turkey Trot, and more)


At OCR, 'Volunteers Are Love in Motion,' meaning that each of these focus areas is non-incentive based and provided purely by the goodwill of its team. Furthermore, many OCR doctors have launched passion projects to motivate charitable initiatives for organizations, resulting in tens of thousands of dollars in monetary support over the years. Additionally, each year OCR team members apply casts to sponsored teddy bears for nonprofit auctions and children's giveaways at Colorado Eagles hockey games.

OCR has also launched multiple internal initiatives to promote a positive impact from within its walls. For example, through its Jeans Dollars activity, employees each contribute \$3 to an in-house fund when they wear denim on casual dress day each Friday. Employees are asked for ideas about how to donate the Jeans Dollars and, at different points during the year, donations are made to not-for-profit agencies. To further pay-it-forward, OCR physicians match the employee Jeans Dollars.

Supporting hunger relief, the Annual OCR Food Drive led by employees and family members collects non-perishable food donations for the Food Bank for Larimer County every November and December. But there's more: In a current "Returned Survey Giving Project," OCR donates \$1 for each survey returned by a patient after their appointment. The proceeds go to the Weld Food Bank, the Wyoming Food Bank of the Rockies, and the Scottsbluff-Gering Community Soup Kitchen.

Just passing its 14th year, The Total Joint Walk has more momentum than ever before. The list of participants for this annual celebration of patients who have had joint replacement surgery has grown so large that OCR can only invite patients from the past three years: that number alone is more than 10,000 strong.

As true specialists in motion, OCR keeps industry education moving forward by hosting their annual Symposium conference, offering presentations from OCR physicians and providing information for physicians, mid-level providers, therapists, registered nurses, athletic trainers, chiropractors, and registered therapists. In return, Colorado Medical Education gives continuing education credits for the conference.

For more than 50 years, OCR has been humbled and motivated by the inspiring 'OCR Champions' that have come through its doors. These impactful success stories of strength, support, and prevail, motivate OCR to champion communities and those who call them home with specialty care for generations to come. 

VOLUNTEERS ARE *love in motion*



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DID YOU *Know?*



OCR is the medical team for Colorado State University (CSU) Athletics, the Colorado Eagles Hockey Team (AHL), and numerous area high school sport programs, club sports, and regional rodeo programs.

475

Currently, OCR has over 475 employees.



OCR is a physician-owned vertically integrated medical group established in 1969.

32

OCR has 32 Physicians as of January 2020.



Patients from Larimer and Weld County make up 60% of the client base. Patients also come from Colorado, Wyoming, Nebraska and Kansas with some of them driving over eight hours.



To serve its patients, OCR has:

- Three Medical Campuses - Fort Collins, Loveland, and Greeley.
- Two physician-owned surgery and recovery centers with total joint and spine programs.
- Two MRI centers - Fort Collins and Loveland
- Two therapy clinics - Fort Collins and Loveland

ORTHOPAEDIC SURGEONS



Mark McFerran, MD
Trauma & Fracture Surgery
Joint Replacement Surgery
General Orthopaedics



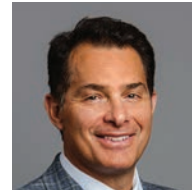
Rocci Trumper, MD
Knee Disorders
Sports Medicine



Dale Martin, MD
Sports Medicine
Knee & Shoulder Disorders



Kirk Kindsfater, MD
Joint Replacement
Surgery



Sean Grey, MD
Shoulder Disorders
Sports Medicine



Robert Benz, MD
Spine Disorders
Spine Surgery



David Beard, MD
Sports Medicine
Joint Replacement Surgery
General Orthopaedics



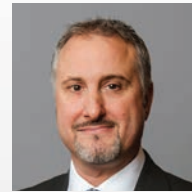
Satoru Chamberlain, MD
Hand & Upper
Extremity Surgery



Robert Baer, MD
Trauma & Fracture Surgery



William Biggs, MD
Adult & Pediatric Spine
Disorders & Surgery



Wesley Jackson, MD
Athletic & Reconstructive
Surgery of the Foot & Ankle



Michael Rusnak, MD
Trauma & Fracture Surgery
Knee Disorders



Dana Clark, MD
Joint Replacement Surgery



Steven Seiler, MD
Hand & Upper
Extremity Surgery



Ryan Hartman, MD
Pediatric Orthopaedics
Sports Medicine
Knee & Shoulder Disorders



Bret Peterson, MD
Hand & Upper
Extremity Surgery



Joshua Snyder, MD
Hip Arthroscopy
Sports Medicine Surgery



Riley Hale, MD
Joint Replacement Surgery
Trauma & Fracture Surgery

ORTHOPAEDIC SURGEONS, CONTINUED



Dr. Andrew Stith, MD
Athletic & Reconstructive
Surgery of the Foot & Ankle



Dr. Stockburger, MD
Hand & Upper
Extremity Surgery



Alissa Wicklund, PhD
Sports Concussion
Neuropsychology



Ray van den Hoven, MD
Electrodiagnostic Medicine



Nathan Hunt, DPM
Podiatric Medicine &
Surgery Diabetic Foot
& Wound Care



George Le, DPM
Podiatric Medicine &
Surgery Diabetic Foot
& Wound Care

CONCUSSIONS

PHYSIATRY

PODIATRY

SPORTS MEDICINE



Stephen Yemm, MD
Sports Medicine
Non-Surgical Orthopaedics



Thomas Sachtleben, MD
Sports Medicine
Non-Surgical Orthopaedics



Vincent "Skip" Ross, MD
Sports Medicine
Non-Surgical Orthopaedics



Thomas Anderson, DO
Sports Medicine
Non-Surgical Orthopaedics



Kurt Dallow, MD
Sports Medicine
Non-Surgical Orthopaedics



Niki Vischer, MD
Sports Medicine
Non-Surgical Orthopaedics



Brian Lancaster, MD, MS
Sports Medicine
Non-Surgical Orthopaedics