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Cannabis Doing Good co-founder Courtney Mathis, Page 14

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BW EXECUTIVE PROFILE

For Noodles' CEO, team and guests come first

By Dallas Heltzell

news@bizwest.com

Dealing with all the impacts of the COVID-19 pandemic has been a pain in the neck for people in the restaurant industry. But for Dave Boenninghausen, chief executive of Broomfield-based fast-casual restaurant chain Noodles & Co. (Nasdaq: NDLS), the lessons he learned about making customers happy started with necks.

His first job? Buying neckties for a St. Louis department store.

"One reason I joined Famous Barr back then, even when I was going through college, was that I wanted to do something that was consumer oriented," Boenninghausen said. "I just liked the ability to have something that's tangible, that people understand when you talk about where you work."

"Ultimately, I found that restaurant was even better than retail," he said. At the May Co., then Famous Barr's parent company, "we were always at the mercy of 'What is Ralph Lauren doing?' We didn't really own the process. Restaurants are just a really unique animal where you have the ability to do everything from the ingredients you're serving customers to the atmosphere."

"I fell in love with the restaurant space because of the people element," he said. "So many important events happen over a meal. Important live events occur over food. It's so emotional."

Boenninghausen said he and his wife spent a week in Taiwan in 2011 in the process of adopting their first son, Evan, and "I remember every single meal."

For Boenninghausen, that "people element" extends to Noodles' employees as well.

"People who work for your restaurants come from all walks of life. Seeing how they progress, how they move through life is fun to watch," he said. He makes the point to his 456 eateries' general managers that about 18% of Noodles' team members are of high school age, and "outside of their parents and maybe a teacher or coach, nobody is having a bigger influence on how that person learns work ethics, learns how to serve others, how to treat others, than that general manager. So it's a pretty awesome responsibility."

Armed with a bachelor's degree in finance and marketing from Truman State University in Kirksville, Missouri, and a master's in business administration from Stanford, Boenninghausen joined Noodles in 2004, became vice president for finance in 2007, then an executive vice president in 2011. After he became interim CEO in 2015, the company introduced a list of four values: care, passion, pride



COURTESY DAVE BOENNINGHAUSEN

"We aspire to make the day of every team member and guest a little better than when they walked through our doors," according to Dave Boenninghausen, chief executive of Broomfield-based fast-casual restaurant chain Noodles & Co.

and loving life. "That last one is the one that sticks and resonates with our team," he said. "We aspire to make the day of every team member and guest a little better than when they walked through our doors. Our teams do a very nice job of living that."

The focus on people has made the occasional need for layoffs and store closures painful, he said.

When he became CEO in 2016, he said, "the company had gone through a period where we had grown too fast and somewhat lost the soul of the brand. It ended up that we had quite a few restaurants that were underperformers. When we went through the timeframe of growing too quickly, the biggest challenge we had was that we didn't have the people side right, so the execution wasn't where we needed it to be."

Noodles closed 55 stores in the first quarter of 2017, then started making the transition back to unit growth.

"We took our time, we refined the prototype, we streamlined the menu and helped make operations easier," he said. "Most importantly, we solidified the management team. Our average GM has been with the company 5 1/2 years. If you go back even just two years ago, that number was just north of four. So we've got a much more tenured team."

This year, that team had to deal with the staggering blow of the coronavirus pandemic. Boenninghausen, 42, said he has "aged about 10 years in the past three months."

After reveling in seven straight quarters of same-store sales growth, Noodles' sales fell by nearly half over the last three weeks of March, forcing the chain to furlough or cut hours for nearly a third of its corporate workers and halt investment in new capital development. The remaining full-time executives took salary cuts, and a hiring freeze was instituted.

In its second-quarter earnings report, released in early August, Noodles revealed a \$13.5 million net loss, or 30 cents per diluted share, and revenue fell to \$80.2 million, compared with \$120.2 million in the same quarter in 2019.

However, while most of Noodles' locations were closed for in-person dining in April and May, patios, carryout and contract delivery remained open, and sales began bouncing back in June, he said. "The strength of our off-premise business and the strength of our digital platforms have allowed us to navigate this a lot better than our competitors. Only 40% of our business was dine-in before the pandemic," Boenninghausen said, "so we were situated pretty well."

Sales have returned to roughly flat year over year even without dining rooms being open, he said.

"We've been very steady and consistent," he said. "We've been very conservative in terms of how we've opened up dining rooms, how we approached safety and health, and I think that's paying off in terms of serving our guests and teams."

"We feel very comfortable with the trajectory of the business and where we go from here," Boenninghausen said. "Ultimately, I think that when we look back at the COVID pandemic, it will be, obviously, a painful time in our country's history, and we've certainly had some challenges, but we think it'll be a time where we solidified the brand, solidified our culture, and set the stage for growing the brand at a faster level."

That recovery will allow Noodles to return to more traditional restaurant endeavors such as enhancing the menu. That might include some of the broth-based approaches Boenninghausen and his wife encountered in Taiwan.

"We're most excited about cauliflower gnocchi, a dish that Noodles began test-marketing in Colorado Springs in August. "It fits the heritage of our brand — gluten free, low carb, low calorie," he said. "It allows you to have the taste and the comfort-food element people love from Noodles & Co. but also have a much healthier profile."

It also plays to Noodles' strength.

"Everything is made to order," he said. "You can customize anything. That's a big hallmark of why we're special. I don't know that we get the credit for it that we should. There's much more real cooking in our kitchens than a lot of our competitors."

But for Boenninghausen, it all goes back to his teams and his customers.

"My biggest worry was, how do you take care of your team members during a time when there's rapid change and such an amount of uncertainty around the pandemic, at a time when they'll need some flexibility, and when we're asking a lot of them."

Employees got a "thank you" bonus at the end of the second quarter, he said, and the chain closed its restaurants over the Fourth of July weekend to give them family time. A portion of sales during the pandemic has gone to the company's foundation, which helps employees deal with various hardships.

"They really are heroes," Boenninghausen said. "We sometimes don't give the level of love that we should, but we try to take care of them as much as possible. The mission of our brand has always been to inspire and nourish every team member and guest."

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Caraway: Nonprofits need to get strategic

It has been a special privilege to work in the nonprofit sector for more than 25 years, the past 17 years here in Northern Colorado. As I reflect on those years, I am particularly hopeful that donors, board members, and nonprofit executives will consider three things as they think strategically about the future.



NONPROFITS
RAY CARAWAY

First, nonprofits generally lack the scale necessary to efficiently attack big problems. Unlike the for-profit sector, where mergers and acquisitions have dominated the landscape and the cards often seem unfairly stacked in favor of the largest corporations (many of which have been big winners during the pandemic), the nonprofit sector has seen a proliferation of small organizations with limited capabilities.

Recently, I was part of a discussion about public lands in our region that relates to the issue of scale. Major concerns were expressed about overuse, lack of enforcement, invasive weeds overtaking native vegetation, unauthorized roads, and massive burn areas scorched by unnaturally hot fires — a result of more than 100 years of fire suppression. While we

have many excellent conservation and environmental organizations in the region, there is not one that possesses the scale and resources to stand out from the crowd and lead such a complex effort. My hope is that we will see the emergence of “flagship nonprofits” — perhaps as the result of mergers — with the ability to champion collaborative efforts around major issues impacting the environment, health and human services, education, and arts and culture.

Second, it has often been said that nonprofits are forced to play by different rules than for-profits. In reality, “nonprofit” is simply a tax status. The term has little to do with strategy. Yet, most nonprofits embrace a very conservative playbook. They are often extremely sensitive to risk, decline to invest in marketing efforts, and tend to compensate talent in a very modest manner. And when tough decisions are required, the “tyranny of the minority” can be a major obstacle. How many for-profit organizations would prosper with a similar mindset? Although a “triple bottom line” approach — social, environmental, and financial — is gaining ground in the for-profit sector, the profit motive still guides decisions about risk taking, marketing budgets, and compensation of staff. The only comparable motive in the nonprofit sector is pas-

sion. Organizations driven by a deep passion to address important issues will be far less conservative in the strategies they embrace.

And finally, let’s talk about politics. I have friends and family members with whom I disagree on just about everything. My life is richer for it. Nonprofits are uniquely positioned to bring people together, but we are seeing more and more unfortunate examples where they are doing just the opposite. Now, more than ever, we need nonprofit organizations with the courage to inspire and unify a fractured culture. Pushing political agendas only serves to undermine the most fundamental value of the nonprofit sector — community building.

Not too long ago, I was on a conference call with foundation CEOs from across the state where we discussed the issue of defunding nonprofit organizations labeled as “hate groups.” It is disturbing to note that this label is increasingly applied to Christian humanitarian organizations, such as Samaritan’s Purse — an organization that assisted hundreds of area homeowners during the 2013 Northern Colorado floods. This reflects the growing inability of our society to see the immeasurable value in civil discourse between diverse groups. Yet, this provides an enormous opportunity for nonprofits to step up and serve as

peacemakers and community builders. The goal is not to get people to agree, but to encourage all of us to see each other as friends and neighbors who have much in common despite our dramatically different perspectives. For this to happen, nonprofit boards need to reflect the communities they serve. Just as we seek out gender and racial diversity, nonprofit boards should actively pursue diversity of thought and recruit new board members from across the political spectrum.

Fortunately, I can point to dozens of local nonprofits in Northern Colorado that truly are nonpartisan, that approach their missions with entrepreneurial zeal, and that are working aggressively to gain the scale they need to make a greater impact. With all its imperfections, the nonprofit sector continues to be an irreplaceable part of the social infrastructure that holds our nation together. Donors, board members, and nonprofit executives have the power to maintain this tradition and a moral imperative to do so.

Ray Caraway has served as the CEO of four foundations in four different states. After 17 years with the Community Foundation of Northern Colorado, he recently accepted the position of CEO with the JF Maddox Foundation, a private foundation in New Mexico.

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BW EXECUTIVE LIFE



COURTESY MY BIG DAY

My Big Day LLC created a pop-up movie experience in Loveland this past summer.

Pop-up movie theaters offer alternative

By Shelley Widhalm
news@bizwest.com

As the pandemic halts large theater gatherings, the popular drive-ins of the 1950s and 1960s are making a nationwide comeback but in a temporary pop-up fashion.

Pop-up drive-ins are appearing in parking lots and large fields. They are offered for free or charge by the person or the vehicle. They are hosted by a wide range of outlets from retail stores to governmental organizations and nonprofits. And they are a way to provide entertainment for families and friends, couples out on a date night, and movie enthusiasts, while also allowing for social distancing.

My Big Day LLC, an event management company in Loveland, developed one of the first pop-up movie theaters in Northern Colorado, the Loveland Drive-in, at the Outlets at Loveland's north parking lot.

"We did it for the goodwill of the community, for tourism and as a fundraiser," said Christine Forster, president of My Big Day. "We feel really good about how much money we put back into the economy."

Visit Loveland, a city entity that promotes tourism and sponsors community events, wanted to identify a safe way to bring tourism to Loveland, selecting My Big Day to arrange the pop-up as a six-week event in June and July.

My Big Day searched more than 40 potential sites in Loveland, seeking something with close proximity to the highway and good traffic flow, while also being far enough away from other

movie theaters. The location had to allow for a nontraditional LED screen to be propped up on a trailer and to accommodate the state's COVID-19 regulations, plus there needed to be the purchase of movie rights for the theater's operation.

Once it was set up, the Loveland Drive-In offered three shows a day Friday to Sunday at a suggested donation of \$20 that went to the Thompson Education Foundation. The event cost \$60,000 to put on, generated a turnout of 6,000 attendees and, through staffing, put \$20,000 back into the economy.

"For us, it's about family entertainment, needing to do something safe with the kiddoes," Forster said. "We noticed a lot of families took advantage of the family films that we offered. We didn't play over PG and PG-13."

In Boulder County, the organization Out Boulder County will host a one-day pop-up drive-in theater, Carpool Cinema, on Sept. 9 during the annual Boulder Pride Week event Sept. 8-13.

Boulder Pride Week is a celebration of Boulder's LGBTQ community with film screenings, a visibility march and a daylong extravaganza with food and performers. This year due to COVID-19, most of the activities moved online (such as a drag queen story time and a social mixer) with two in-person events. The events include the first drive-in and the first Boulder Pride Motorcade along a route that isn't made public to avoid public gatherings of spectators.

The drive-in will be at the main parking lot of the Boulder Reservoir

for up to 110 vehicles at a cost of \$25 per vehicle for its showing of the 1994 classic, "The Adventures of Priscilla, Queen of the Desert."

"We wanted to pick something more lighthearted and fun to encourage folks to gather and to have a good time celebrating Out Boulder County," said Juan Moreno, corporate sponsorship and special events manager for Out Boulder County. "We wanted to take a moment to unwind and celebrate the community."

Out Boulder County also wanted to let the community know the organization still has a presence and that there are many ways to gather, Moreno said.

"People are looking for other creative ways to still come together to have any sort of celebration," Moreno said. "We wanted to show people we're still here. We're still visible. The pandemic isn't going to send us back to our homes and keep us shuttered. We will still find ways to gather in person without endangering the community."

The Erie Community Center hosted a monthly Summer Drive-In Movie Series from June to August as a substitute for the town's annual Movies in the Park.

The event was held in the community center's Overflow Parking Lot with the screen set up on top of a hill for improved viewing. Up to 40 cars could park in the lot, and though the event was free, pre-registration was required. Snack bags also were provided, since there wasn't a concession stand or food trucks.

"It was a great turnout," said Brandon Grasmick, assistant coordinator of special events for the town of Erie

Parks & Recreation. "Right away all three of our movies 'sold out.'"

The event also received great survey feedback, Grasmick said.

"Our community is happy we're able to provide something and still provide somewhat of a social event," Grasmick said. "It's fun, especially to be outside. It's old school and old-fashioned to be able to turn on the radio (and watch a movie). It's definitely a different experience, and that's something we definitely wanted to offer."

Another type of movie experience is dine-in, such as the Metropolitan MetroLux Dine-In Theatres that opened August 2019 at The Foundry in downtown Loveland. Tickets and meals can be ordered ahead of time or at a kiosk, plus food can be purchased at the concessions counter. The meals are made and delivered from the theater's Scripted Bar & Kitchen, which also functions as a standalone restaurant.

The shows are socially distanced with parties kept together but separate from other groups, and show times are staggered to lower capacity for theater seating.

The MetroLux Dine-In and other similar theaters have become especially popular following the variance on the state's stay-at-home order that allows for limited dining, said Natalie Eig, vice president of marketing and communications for Metropolitan Theatres Corp. in Los Angeles, California.

"They're looking for opportunities to get out of the house and have a night out," Eig said. "It's a full luxury experience different than you would get at a traditional theater."

BW ONE ON ONE

Roy Parker – University of Colorado BioFrontiers Institute

Each month, BizWest asks a business leader to participate in a question and answer feature to help shed light on a business topic, an industry or add insight to a field of endeavor. This month, BizWest staffer Lucas High interviews Roy Parker, the new executive director of the University of Colorado BioFrontiers Institute. This interview has been lightly edited for length and content.



COURTESY UNIVERSITY OF COLORADO BOULDER

Roy Parker, the new executive director of the University of Colorado BioFrontiers Institute

University of Colorado chemistry professor Roy Parker recently stepped into the executive director role at CU's BioFrontiers Institute. He takes over from longtime institute leaders Tom Cech, who stepped away in July to focus on research. The institute, which Parker has been a part of since 2012, serves as a hub for research, education and problem solving related to bioscience and human health topics that bring together CU faculty and students from disciplines such as biology, biochemistry, computer science, chemistry, physics and engineering.

BizWest: Your predecessor, Tom Cech, is a Nobel Prize winner and something of a living legend in certain circles. How does it feel trying to fill the shoes of a guy like that?

Parker: It's like trying to replace Michael Jordan. Somebody has to do it, I suppose.

Tom is incredibly talented and a great leader at BioFrontiers. He was super helpful for me when I was trying to get my feet on the ground, both in terms of giving advice when it was needed and getting out of the way when it's my turn to drive the boat.

I'd rather replace someone like Tom and have a strong starting point than replace someone who's been incompetent.

That said, the institute, as with all academic groups and many businesses, are going through a tough time financially right now. But we've got a

good base, so we'll get through it.

BizWest: Those financial issues — are they related to COVID-19?

Parker: Yes, absolutely. BioFrontiers runs a number of research cores: advanced imaging, DNA sequencing, that kind of thing. So with the shut down, we've lost revenue that we would have ordinarily brought it. That's contributed to the financial hit.

BizWest: Speaking of COVID-19. Is BioFrontiers doing any research related to the virus?

Parker: There are three main things we're doing. CU molecular biology professor Sara Sawyer's lab has developed this RT-LAMP saliva test. That's coming along and hopefully will be brought to market with regulatory approvals soon.

The other thing that's going on is that two computer scientists in the institute, Dan Larremore and Ryan Layer, have developed a lot of tools to monitor social activity using Facebook data. They built a dashboard that allows county public health officials to see what's going on in their county in terms of relative mobility of the people who live there. It's been used by a num-

ber of counties in Colorado and Utah.

The third area we've been involved with is doing a lot of modeling about what it actually takes to control a pandemic in terms of surveillance testing. We published a paper that basically says we don't necessarily need super sensitive tests; we need fast tests.

BizWest: You've been at the BioFrontiers Institute since 2012. When you look back at those eight years, what are some of the projects that you're particularly proud of?

Parker: We've worked a lot on dyskeratosis congenita, a bone marrow failure disease. People who have this, the telomeres on their DNA don't work very well. So when they get to their 20s, their bone marrow runs out of replication potential and they end up with all kinds of problems.

We came to understand the molecular basis underlying this by repurposing a hepatitis-b drug and figured out a way to treat it.

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Girls Who Code makes computer science fun for girls

By Shelley Widhalm

news@bizwest.com

Technology teacher Laura Bustos figured out a way to make computer science fun for elementary school girls, so much so they asked her if it's Monday, or club day, every day of the week.

Last school year, Bustos helped bring the Girls Who Code after-school club to Putnam School of Science in Fort Collins where 30 girls learned computer science skills in lessons geared to them.

"Every single day, they would ask if it was Girls Who Code club," said Bustos, the club facilitator who also worked bus duty and saw the club members most mornings.

Finally, when Monday came, or 3:30 p.m. to be more precise, girls in grades 3-5 headed to the Girls Who Code center located within the media center. The center, called Tech Studio, was outfitted with lounge furniture designed to encourage the girls to engage in collaboration and communication in a more casual, relaxed atmosphere than the regular classroom.

A Poudre School District innovation grant covered the costs of the furniture and the devices the girls used in the program.

"We had purchased devices that were especially appealing to girls to encourage creativity and to encourage mentoring and to encourage collaboration with other females," Bustos said, adding that four volunteers worked with the girls, including a staff member and three community members.

One of the devices was a wristband the girls programmed to light up in different patterns that they wore to a glow dance party. Another was a small motorized vehicle they each built with a computer in the driver's seat. They were going to cover the vehicles with shoe boxes to create parade floats when school went remote last spring.

"We were trying to incorporate creativity and art and individuality to inspire them and to promote that computer science is very creative," Bustos said. "If I could introduce (computer science) skills at an early age, they might realize it's fun. It's not intimidating. It's a skill they could learn and continue through high school. ... If they had the skill, it could open doors and opportunities for them."

The girls went on a field trip to the Poudre School District Futures Lab, where high school students gave them direction in writing code for drones and Android apps.

"In that classroom, there were no girls; it was all boys," Bustos said. "They got to see and experience that



COURTESY GIRLS WHO CODE

Girls participating in the Girls Who Code events in Fort Collins gather to complete an exercise.

they were capable of doing those skills. ... It was interesting for them to have that perspective that they were capable of doing those things."

The girls saw other benefits, too, including learning skills in problem-solving and team-building and engaging in mentoring with the older girls helping out the younger girls, Bustos said. They also gained a new perspective about computer science, which carries the stigma of being hard and for nerds, she said.

"We started it last year with just girls because of the disparity girls have when it comes to computer technology and computer sciences skills," Bustos said, adding that Girls Who Code is inclusive of both girls and boys. "We were pondering how to best approach that moving forward. ... With what happened in the spring, we didn't even get to finish last year, and my goal was to talk with the girls and see how they felt about it."

Bustos isn't sure how the club will be handled this year, though there are remote versions available.

"It's a wait-and-see approach this fall," Bustos said. "Some of our laptops haven't been distributed yet, so I'm waiting to see how going completely remote this fall works out with the students. I'm still hoping we're able to have something with the girls, even if it's remote."

Girls Who Code is offered at other schools in Northern Colorado, including last year at Bacon Elementary School, also in Poudre School District, and Erie High School in St. Vrain Valley School District. Clearview Library District in Windsor may offer a virtual option in the future. Other schools in Northern Colorado expressed interest

in the program but do not have it in place as of yet.

Erie High School teacher Kelsey Rasmussen began the program at the school in 2015 after seeing that Erie Middle School had a strong program at the time and wanted to give the students a club to join when they entered high school. The program is offered as an after-school club that meets weekly and is for students in grades 9-12 — last year, the club met for 75 minutes on Friday afternoons to minimize conflicts with other clubs.

The club evolved from volunteer instructors teaching mini-lessons to using the Girls Who Code mini-plan, meeting synchronously with the school's clubs for Science, Technology, Engineering and Mathematics, or STEM, and CyberPatriot, which is a national youth cyber education program created by the Air Force Association.

"The social bonding part of the club is one of the best benefits for the students — they know they have a home base in school with like-minded peers," said Rasmussen, who is a teacher and program coordinator for the school's Academy of Engineering & Aerospace. "Building and cultivating an identity as a girl with computer skills and interests will keep so many more doors open for her."

But Rasmussen isn't sure if the club will be offered this year.

"GWC has shared virtual plans with facilitators, but I'm not sure yet what we'll implement," Rasmussen said. "So much of this year is uncertain. I want students to have opportunities to maintain normalcy and engage with their peers in the type of

GWC and CyberPatriot activities, but I don't want to overextend by personal bandwidth."

Flagstaff Academy, a K-8 charter school in Longmont, enrolled in the Girls Who Code program last year but wasn't able to implement it this school year because of COVID-19.

"We never got it off the ground, because I enrolled right before school closed due to COVID," said Terri Reh, middle school computer science and creative writing teacher at Flagstaff Academy. "We had bigger fish to fry to jump to remote and then end the school year."

The aim of Girls Who Code, founded in 2012 and headquartered in New York City, is to close the gender gap in technology and increase the number of women in computer science careers by helping girls and young women gain computing skills.

The nonprofit consists of after-school clubs for grades 3-12 to explore coding and a two-week virtual summer immersion program for rising 10th- to 12th-grade girls to learn coding and gain exposure to technology jobs. For young women, there is College Loops, consisting of college programs to help the nonprofit's alumni succeed and build community with other women in technology.

Girls Who Code has more than 8,500 programs worldwide and 207 in Colorado and has served 300,000 girls so far.

"Girls Who Code is changing the game," as stated on the website, girlswhocode.com. "We're reaching girls around the world and are on track to close the gender gap in new entry-level tech jobs by 2027."

Manufacturers innovate during pandemic

By Ken Amundson
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A volunteer collaboration of Northern Colorado manufacturers, formed in the early days of the COVID-19 pandemic, has morphed into an organization at the forefront of helping manufacturers stay in business, produce useful health-related products and give consumers confidence that businesses are operating safely.

In the process, the coalition has forged a relationship with one of the world's largest manufacturers, Lockheed Martin Corp. (NYSE: LMT), to take Lockheed innovations and match them with smaller companies with the ability to bring them to market.

The beginning

"The Colorado Manufacturers COVID Taskforce came to be in early March when the shutdowns started, and some electronic manufacturers didn't think they would be considered 'essential' businesses" under shutdown orders, said Heidi Hostetter, one of the early organizers. Hostetter is a vice president at Arvada-based Faustson Tool Corp. and CEO of H2 Manufacturing Solutions LLC, a Longmont-based company that she founded.

"We created a pivot process where we were able to teach manufacturers who wanted to participate" how to

begin to manufacture personal protective equipment such as masks and face shields. Those pivots would enable the companies to stay open and maintain their workforces.

The Warehouse Business Accelerator, based in Loveland, was brought in to help coordinate efforts. The Warehouse, a 501(c)3, could accept contributions and provide services to businesses at no charge. And products created could be distributed to nonprofits at no charge.

"We became known as the group that was getting things done," Hostetter said.

That reputation led to connections with statewide organizations and state government.

A marketplace formed, which could be tapped by Colorado businesses looking for PPE.

Enter Lockheed

Hostetter said the coalition "had been bugging" Joe Rice, director of government relations for Lockheed, about getting involved in the effort. Lockheed, like large corporations throughout the nation, had been under pressure to join in efforts to produce



HEIDI HOSTETTER

health-care and safety equipment that was in short supply.

"They pulled Nelson [Dr. Nelson Pedreiro, vice president of engineering] off other projects so that he could focus on COVID products," Hostetter said. Lockheed came up with 14 products.

"When Lockheed made the decision to disperse the technologies because they didn't want to commercialize them, Joe remembered us and said he knew who to call."

As a result, all 14 technologies will be dispersed to Colorado manufacturers, even though Lockheed is an international company.

The COVID taskforce then set about an effort to match specific Lockheed products with manufacturers that have the ability to commercialize them.

"We've been working with Lockheed on an RFP process," said Allison Seabeck, who runs the Warehouse and has the point position on distributing the Lockheed technologies.

Manufacturers will put in proposals and how they will commercialize them. The proposals will be vetted through the coalition in collaboration with Lockheed and the winning manufacturers will go under contract to produce the innovations. Lockheed will retain ownership of the intellectual property but provide them free of charge to the winning manufacturers. No royalties would be charged, Seabeck said.

The 14 products that the Warehouse will disperse vary but are related to the pandemic. Among them are an infrared temperature monitoring system to use on people, a small enclosure to isolate a patient while being transported, and a decontamination unit that employs ultraviolet light and heat for companies and health-care providers to place equipment to be decontaminated after use.

Seabeck hopes that contributions to the 501c3 will offset costs of administering the program. Manufacturers may pay consulting fees but details are yet to be determined.

Seabeck said multiple companies have shown interest in the program but inquiries have been put on hold until the RFP process is determined.

Reopening businesses

In addition to helping manufacturers stay in business during the downturn, Hostetter said the coalition found another fertile field for development, namely helping businesses reopen safely while inspiring consumer confidence.

She referenced discussions happening now in Washington, D.C., about liability protection for businesses. "We need liability protection," Hostetter said. "Businesses are asking, 'if someone gets it [COVID], did we do the right

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BLACK & WHITE

Low Black numbers make diversifying workforce challenging, but also reflect systemic problems. Latinos, meanwhile, have the numbers but lack connections. Both groups say a welcoming environment is critical.

By Christopher Wood
cwood@bizwest.com

On the surface, companies seeking to diversify their workforce in the Boulder Valley or Northern Colorado face a difficult challenge when it comes to African-Americans: demographics.

The region's African-American population ranges from a mere 1.2% in Boulder and Larimer counties to just 1.5% in Broomfield and 1.6% in Weld County, according to July 1, 2019, estimates from the U.S. Census Bureau.

That's a far cry from the U.S. African-American population of 13.4%, the Denver rate of 9.8% or even the Colorado rate of 4.6%.

Latinos are better represented: 14% in Boulder County, 12.7% in Broomfield, 11.9% in Larimer, 30% in Weld, 21.8% in Colorado and 18.5% nationwide, but Latinos are not always aware of the job opportunities that are out there, and many Latino business owners miss out on contract opportunities with other firms, said Peter Salas, chairman of The Latino Chamber of Boulder County.

Census counts raise several critical questions:

Why is the African-American population so low north of Denver?

What can companies do to attract African-Americans and Latinos who already live here, or to recruit from outside the region?

"It's not by coincidence, I think," said Annett James, president of the NAACP of Boulder County. "It is because Boulder County has not been seen as a welcoming community for Black people.

"It's always been this kind of place where Black people are tolerated," she added. "There's this kind of unique

nature of a Black person, but not fully integrating Black people as citizens."

James said the African-American numbers in Boulder County have "always been low, but they're lower than they were."

She said large companies such as IBM Corp. had once brought in "a large number of African-American people," but with downsizing at that company over the years, such opportunities have diminished. The same holds true for Storage Technology Corp., which was subsequently purchased by Sun Microsystems, then by Oracle Corp.

"Those people [from IBM] saw the writing on the wall, and they didn't see another opportunity for that same caliber of employment in this area, so they all left and went back to the Southeast," she said.

"As those companies changed, dissolved, whatever, there was no reason to be here. There was no set community. There was no set opportunity where people could have a livelihood.

"Boulder, truthfully ... aside from who we think we are, has not necessarily lived up to being a welcoming community for Blacks.

"You can find more diversity in acupuncture treatment than you can find in people," she said.

James said, at one time, Blacks couldn't even purchase certain products that they needed but would have to go to Denver.

James said the lack of diversity is a result of many factors, including the high cost of housing.

"It is totally not by accident. If you make housing extremely expensive," she said, adding that Blacks often feel uncomfortable in daily life, at the grocery store, pharmacy or on the street.

"You don't feel welcome," she said. "You don't feel safe. So we talk about



these things, but there are reasons that are very systemic. And we think that they happen only because of interpersonal relationships. But it's interpersonal relationships being acted out from a structure. And the word gets out: Why would any Black person live in Boulder? Why would I deal with that cursed "othering" of being in this community? And there's no reason to stay. So people leave. And it's understandable."

James said that she is encouraged by businesses that are working to increase their diversity. The NAACP of Boulder County has implemented a corporate membership and will work with businesses to improve their diversity, even helping to recruit Black employees to the area.

"We [the NAACP of Boulder County] have started a concerted effort to reach out to corporations," James said, helping companies and potential employees work through many variables, such as why they would want to come to Boulder County.

"We're trying to assist them with that, saying, 'Not only can we help you recruit, we can help you retain, and we can help you have that employee retain a sense of community.'"

She said that businesses are beginning to understand that "they have more of an obligation to a community than just looking at their P&L statements. We have to start holding businesses more accountable, too. I think that businesses are more important, maybe, to making this better than the public sector."

James said that rather than focusing on the low population numbers as a hindrance to diversification, businesses should focus on diversifying, which will in turn increase the population of Blacks as opportunities are

created and they feel more welcome.

"When people think there's an opportunity, people relocate all the time," she said.

She said communities such as Boulder and Fort Collins could begin by creating a more welcoming environment for Blacks attending the University of Colorado Boulder and Colorado State University. Both universities have significant Black populations, but most of those students wind up moving away after graduation. Finding reasons for them to stay would in itself create a pool of new potential employees and residents, she said.

Latino population is larger, but problems remain

Despite their higher numbers, Latinos sometimes struggle to get noticed in many of the industries that are dominant in the Boulder Valley and Northern Colorado.

The Latino Chamber's Salas said Latinos tend to be concentrated in the service and construction sectors, with Latino professionals in other industries able to secure good jobs.

But he said he's seen little evidence that area companies overall are working to diversify their workforce.

"I'm not aware of, and I haven't seen much, at least publicly, what's been happening with businesses in terms of their outreach for diversity or inclusion," Salas said. "From a public perspective, that information doesn't appear to be out there."

Salas said that some larger companies, such as Ball Aerospace & Technologies Corp., or public entities such as universities and municipalities, have resources to focus on diversity.

But he said there's a big difference between recruiting for a job such as

Latino population hits double digits, while African-Americans lag state, national numbers

African-Americans make up only 1.2% to 1.6% of the population in Boulder, Broomfield, Larimer and Weld counties.

Race and Hispanic origin	Boulder County	Broomfield County	Larimer County	Weld County	Colorado	U.S.
White alone, percent	90.00%	87.80%	92.60%	92.40%	86.90%	76.30%
Black or African American alone, percent (a)	1.20%	1.50%	1.20%	1.60%	4.60%	13.40%
American Indian and Alaska Native alone, percent (a)	0.90%	0.80%	1.10%	1.70%	1.60%	1.30%
Asian alone, percent (a)	5.00%	6.90%	2.40%	1.80%	3.50%	5.90%
Native Hawaiian and other Pacific Islander alone, percent (a)	0.10%	0.10%	0.10%	0.20%	0.20%	0.20%
Two or More Races, percent	2.80%	2.90%	2.70%	2.30%	3.10%	2.80%
Hispanic or Latino, percent (b)	14.00%	12.70%	11.90%	30.00%	21.80%	18.50%
White alone, not Hispanic or Latino, percent	77.40%	76.40%	82.10%	64.90%	67.70%	60.10%

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

an aerospace engineer versus the majority of Latinos in the area.

Whereas large companies might look to recruiters and job sites such as Indeed or LinkedIn — and professional Latinos can readily find such employment — the majority of the Latino population in Boulder County probably never sees those job postings.

Smaller and medium-sized companies might do better advertising on social media such as Facebook, where many Latinos engage, adding that large companies “don’t really recruit on the street.”

He noted that studies have shown a disproportionate impact of COVID-19 on the Latino population.

“Latinos are most impacted, and probably the reason is that a lot of Latinos are employed in service industries, and in those areas where they are most in contact with the public, and they don’t have the option of working from home,” Salas said.

That demonstrates that, although large companies likely have resources to focus on diversity, and a commitment to do so, that doesn’t reach the vast majority of Latinos in the population. He noted that large companies might have a Latino affinity group, or have diversity and inclusion as part of their strategic plan.

“One would hope that Latino talent is being embraced and outreach

is happening to our community, but you wouldn’t know it by reading the business news that’s out there,” he said. “I think that in order to quantify it to any degree, you have to go look at those industries that are working in our community, that have critical mass and make a determination based on their data.”

Salas said that small and medium-sized businesses have a more-difficult task in increasing diversity.

“As you begin to come down in terms of the size of these companies, then it becomes increasingly more difficult to resource,” Salas said. “It’s a commitment that a lot of them can’t make,” with many owners of smaller businesses unaware of the impact that a diverse workforce can have.

Still, increasing diversity does not just mean in terms of hiring, he said.

“Does their commitment to diversity and inclusion include not just who they hire, but how they do their contracting?” he asked, noting that companies should explore with whom they’re contracting for catering, landscaping, janitorial and other tasks.

Two sectors in which Latinos could actively engage aren’t targeting Latinos to any significant degree, Salas said, referencing the financial and real estate sectors.

Regarding real estate, “they’re not large companies like Ball, but they’re large and they have a great

deal of assets, and I don’t see any movement from some of those types of companies to engage in all-out diversity and inclusion efforts, cultural and sensitivity, cultural awareness,” he said. “There’s a total educational effort that’s required, and so far, I’m not seeing it.”

He said he peruses newspaper ads featuring pictures of agents and might spot four with Latino surnames out of a hundred.

“I wonder what’s happening there,” he said. “I don’t think that those industries actively recruit. I don’t think they see the need.”

Ray Caraway, outgoing CEO of the Community Foundation of Northern Colorado, told BizWest during a recent podcast interview that the region must work hard to create greater diversity.

“I think for all organizations, reflecting your community is fundamental,” Caraway said. “It’s something that you have to be particularly intentional about in Northern Colorado because, in other parts of the country, there’s a much greater degree of diversity that in many ways makes it easier to reach out to your community and to find the kind of diversity that you need to fully reflect your community.”

Northern Colorado remains a fairly homogeneous community, making it more important “to be intentional about that,” Caraway said.

Manufacturers, from 9

thing.”

Yet businesses can’t wait for the government to determine what it will do, she said, so the coalition stepped in with a COVID safety analysis and certification product.

“My company [H2] took on a non-accredited certification. We do an analysis of a company’s operations based on CDC regulations, then we do a gap analysis to find the holes and then we tell you how to fill the holes,” she said.

“We give you a certification to post on your door,” she said, in order to give consumers confidence that the business is operating within best health and safety practices.

Companies, schools and other organizations pay for the certifications, “but we’ll work with businesses; we just want to get companies to operate safely.”

She said rural areas, in particular, are interested in the certification program. “We’ll be visiting Telluride schools next week,” she said. The program can work with any organization, not just businesses, because the regulations are the same for everyone.

If challenged, “it allows me to go into a court of law to say that I did everything I could do to make sure my business was safe,” Hostetter said.

The taskforce includes numerous manufacturers and employers in Northern Colorado. Others may also join.



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Diversity directors now hot commodity

By Jeff Thomas
news@bizwest.com

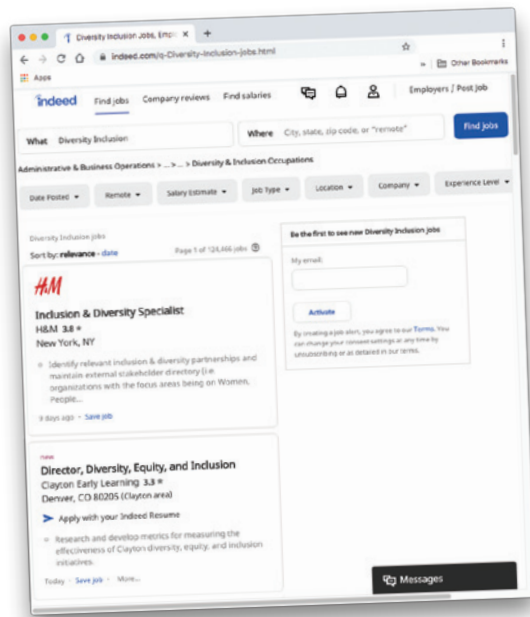
Jobs may be scarce in the time of COVID-19, but one position many local companies appear to be filling is that of diversity and inclusion managers.

And this time it may work.

“In 2016 similar [Black Lives Matter] outrage occurred and few companies took action,” said Stefanie K. Johnson, a diversity expert at the University of Colorado Boulder’s Leeds School of Business. “But this movement feels very different.”

And it is more than a feeling for Johnson, who has published scores of articles on the subject of Diversity, Inclusion and Equity (DIE) including pieces in the Economist, Newsweek, Time, Wall Street Journal, Bloomberg and the Washington Post. She has presented her work at more than 170 meetings around the world, in particular at the 2016 White House summit on diversity in corporate America.

Johnson said more than half of the Fortune 500 companies, 270, issued statements regarding this summer’s BLM turbulence. Somewhat closer to home a Top 10 accounting firm, Crowe Horwath of Denver, has already set deliberate and substantive goals in gaining diversity in its hiring. Other companies—including Ball Corp., the Rocky Mountain Institute and Coun-



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try Day Schools — were searching for diversity and inclusivity managers.

“A good number of those companies are making strong commitments,” Johnson said. “A lot of companies have made statements, but they’ve also defined practices and set specific goals.”

In a recent article Johnson penned for MarketWatch, Johnson noted that the clothing retailer Gap, BlackRock, PepsiCo and Google had all set very deliberate goals in Black and other minority hiring, including increasing leadership goals. For instance, Google’s stated on its blog that it will

work to increase the number of “underrepresented groups” in leadership roles by 30% by 2025.

At Zayo Group Holdings Inc. in Boulder, the company moved Erika Wayo to lead community and diversity directly under Julie Tschida Brown, the chief people and culture officer.

“Zayo believes that advancing a diverse base of talent and an inclusive work environment are key to business success,” says a company statement. “We value diversity and inclusion — in opinions, approaches, discussions and talent — because this

leads to more innovative teams and better business outcomes. Zayo’s commitment to diversity and inclusion is central to our business. We believe that a diverse workforce and inclusive environment drives innovation, productivity, employee engagement and business success.”

While stressing that Zayo has long sought diversity and inclusion in its workforce, company co-founder and CEO Dan Caruso took up the matter of the current BLM movement to note it can do more, as well.

“For years we have operated on the belief that Zayo is stronger if our

teams consist of a diverse group of talented individuals, where diversity includes many dimensions (e.g. gender, sexuality ethnicity and personality type),” Caruso said in a LinkedIn post. “I believe we’ve done a great job in creating an environment that fosters diversity. However, I think we can do better at attracting people of diverse ethnicities to Zayo.”

Both Johnson and John Tayer, president and CEO of the Boulder Chamber, stressed that innovative companies, almost by definition, need diversity. “We know that diversity drives innovation,” Johnson said.

Tayer noted that companies involved in innovation simply require depth in the insight into market communities and the creativity that spawns. “There are a lot of stories where businesses have completely missed market opportunities,” he said.

“To be innovative you need a diversity of backgrounds and thinking,” Tayer continued. “Also you need to involve them in product development and all business development decisions.”

But for this to really work there needs to be a real connection between the business community and the community as a whole, Tayer said.

“To attract the right people you not only need inclusivity in the business, but you also need a welcoming and inclusive community.”

Ethnic disparities persist in state, U.S. justice system

By Dallas Heltzell
news@bizwest.com

Racial tension has gripped the nation at levels and in such widespread fashion perhaps not seen since the 1960s. Some of the resulting protests have turned violent, resulting not only in deaths and injuries but also in expensive damage to private businesses and government facilities alike.

A series of recent incidents this year involving police and African-American suspects fueled frustrations that spilled onto U.S. streets this summer, including the death of Elijah McClain in August 2019 after being placed in a police chokehold in Aurora, the killing of African-American George Floyd in May in Minneapolis, and the most recent incident in Kenosha, Wisconsin, in which Jacob Blake was left partially paralyzed after being shot seven times in the back at close range.

One of the roots of the unrest has been statistics that continue to show that arrests of racial minorities are made at rates substantially higher than their proportion of the population. Those impacts go far beyond the arrest itself into the business world; reduced employment of people with criminal records ends up costing the

U.S. economy \$78 billion to \$87 billion per year, a statistic that recently prompted a bipartisan Congress to pass and President Donald Trump to sign a reauthorization of the Second Chance Act, which promotes successful re-entry for people returning to the community after incarceration.

Current statistics about arrests and other police interactions are hard to come by because offices are closed during the COVID-19 pandemic, but a Colorado Division of Criminal Justice report found that Black people accounted for 12.4% of the arrests and summonses in 2015 even though they represented just 4.2% of the state’s population. Those accusations were more frequently for serious charges, the report found, and that Black juveniles were more likely to end up in youth detention facilities than their counterparts of other ethnicities.

The findings were released after passage of the Community Law Enforcement Action Reporting (CLEAR) Act, which required analysis and reporting of racial data submitted by law-enforcement agencies in Colorado. Subsequent issues have been raised with some CLEAR Act data because most of it is owned on a local level, and local law-enforcement agen-

cies sometimes use different codes and systems to record it.

A national report issued this year by the NAACP contends that a Black person is five times more likely to be stopped without just cause than a white person, a Black man is twice as likely to be stopped without just cause than a Black woman, and 65% of Black adults have felt targeted because of their race, as have 35% of Latino and Asian adults.

The NAACP report underscored that even though more Caucasian people have been killed by police, Black and Hispanic people are disproportionately impacted. Whites make up slightly more than 60% of the U.S. population but about 41% of fatal police shootings, the report found; it said Black people make up 13.4% of the population but 22% of fatal police shootings — as well as 35% of individuals executed under the death penalty in the past 40 years.

The officer-involved shooting statistics don’t include other fatal non-shooting encounters with police, such as those involving McClain and Floyd.

In Colorado, according to a report released in January by the Colorado Department of Public Safety, Black people were nearly four times as likely

as Whites to be shot at by police. Hispanics’ risk was almost twice as high as their Caucasian counterparts, the CDPS report found. That report said 53% of Coloradans shot by police were White, but White people make up 67% of the population. More than half of the shootings by law-enforcement officers in Colorado in the past nine years started with a call for police assistance, it said, followed by traffic stops. The report said three-fourths of the officers involved reported giving a verbal warning before shooting.

According to a 2017 statewide report by the ACLU, one in 28 adult Black males in Colorado were in prison. That report found that Black people make up 4% of the state’s adult population but 18% of the prison population. Latinos make up nearly one-fifth of adult Coloradans, the ACLU report found, but nearly a third of adults in state correctional facilities.

The national NAACP report found that African-Americans and Latinos represent a total of 32% of the U.S. population but 56% of those incarcerated in the nation — a statistic that takes on extra currency given that the five largest known clusters of COVID-19 virus cases are inside correctional institutions.



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Cannabis industry takes on social justice

By Lucas High

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Few industries embody the successes and ongoing struggles in the fight for social justice, legal reform and inclusion more than Colorado's cannabis industry.

The pot industry is one that champions individual freedom and progressive values. It's one whose pioneers, in many cases people of color, operated on the wrong side of the law prior to 2014 and who say now that they have been left out of the conversation as the industry has matured into a lucrative, socially acceptable and completely legal business sector. It's an industry with customers of all races and ethnicities, all classes and creeds. But it's one where consumers, particularly Black and Hispanic users, are disproportionately targeted by law enforcement in states where a legal market doesn't yet exist.

This summer, as the Black Lives Matter protest movement has marched across the nation, a spotlight has been shone on the issues of systemic racism in law enforcement, along with disparities in economic opportunities for people of color. The cannabis industry in Colorado is listening and local groups are collaborating to make the business more equitable, more inclusive and more aggressive in taking a stand against prejudice in the justice system.

"We're at a tipping point right now when it comes to social justice and criminal justice in our country," The Color of Cannabis executive director Sarah Woodson said. "The reason why there's a direct connection [between the BLM movement and the cannabis industry] is because people of color have been negatively impacted by the war on drugs and cannabis prohibition. Right now, there are places in the

United States where people are spending 15, 20 years in prison for cannabis possession."

According to a 2020 study by the American Civil Liberties Union, "Black people are 3.64 times more likely than white people to be arrested for marijuana possession, notwithstanding comparable usage rates." The analysis found that "in every single state, Black people were more likely to be arrested for marijuana possession, and in some states, Black people were up to six, eight, or almost 10 times more likely to be arrested."

Colorado groups, including KindColorado, Cannabis Doing Good and Sensible Colorado, are partnering on a new Cannabis Impact Fund effort to raise money in support of social and criminal justice organizations such as Black Futures Lab, The Bail Project, Color of Change and the Minority Cannabis Business Association.

"Our goal is to get cannabis companies to pledge 1% of sales, product or equity to the impact fund," Cannabis Doing Good co-founder Courtney Mathis said. "The goal is also to build a larger narrative that demonstrates that the cannabis industry has shown up in support of justice."

Marijuana arrests, and the corresponding incarcerations, spurred on by the war on drugs have left lasting scars on communities even in states where cannabis is now legal.

"Communities were damaged by the weaponization of cannabis," KindColorado president Kelly Perez said. "Individuals paid the personal price criminally and legally, but whole community infrastructures were damaged."

Perez said law enforcement's decades-long war on drugs has succeeded, but only because "it's a mechanism designed to take away power from people."

Groups such as The Color of Cannabis are working to right past wrongs by helping people targeted in cannabis arrests get their records sealed or expunged.

"It's morally wrong, and it's fundamentally ethically wrong to allow one group of people to sell marijuana while other people are being punished for marijuana," Woodson said.

The impacts of a marijuana conviction can often be compounding. Not only are people hit with fines and jail time, they can be excluded from participating in the legal pot market.

"If there were more African-Americans and Hispanics part of the original conversation around building out retail [cannabis sales in Colorado], there would have been someone in that room who said ... if you [prohibit those with cannabis convictions from selling legal marijuana], you're going to stop all the people who participated prior [to legalization in 2014]," Woodson said.

Colorado has recently taken steps to address the issue with the passage this year of House Bill 20-1424.

The bill allows the governor to pardon people with certain marijuana-related offenses without input from local district attorneys, freeing up those offenders to potentially hold positions in the legal industry.

According to Denver's Cannabis Business and Employment Opportunity Study Report, which surveyed hundreds of city cannabis industry employees and owners and was released earlier this summer, "75% of owners are white, as compared with 68% of employees. Black or African American respondents represented about 6% of both owners and employees. Hispanic, Latino or Spanish respondents represented about 13% of owners and 12% of employees. This is in comparison to the 2017 Census that shows about 9.5% of the city's

residents are Black or African American and 30.5% are Hispanic or Latino."

Lack of access to capital is a major factor in restricting Black people's access to the industry.

Denver's study found that nearly 77% of survey respondents said struggles accessing capital are the biggest barrier to owning a business in the pot industry.

"We need to start talking about money," Woodson said. "That's another piece of why you don't see as much diversity."

Colorado is attempting to step up to address the issue by "developing an accelerator program that brings interested individuals from designated economic opportunity zones into the industry," Denver's report said. "Under the Marijuana Enforcement Division's working rules, 'an existing marijuana grower or manufacturer would be paired with a new licensee to offer mentorship, as well as technical and capital support.' Eligibility for this program is limited by geography and limited to manufacturing and cultivation licenses."

Colorado cannabis firms are stepping up to develop mentorship programs of their own designed to open the industry up to historically underrepresented communities.

Charisse Harris, compliance vice president at the Lightshade dispensary chain, is developing a program called the Seed Effort that identifies promising young people of color and provides them with mentorship opportunities aimed at giving them a boost finding employment in the cannabis industry.

"There's so much more that we could be doing," she said. "There are so many kids who want to be involved in the industry but they don't have the tools they need to learn to become part of it."

How will consumers know if they're shopping at a dispensary that's committed to equity, inclusion and racial justice? KindColorado is developing a Cannabis Social Responsibility framework that will certify companies' commitment. Think the B Corp. model, but for cannabis firms.

Members have to sign the "Cannabis Code," which holds companies accountable to values related to equity, racial justice and sustainability.

Those members would then be included on a platform that connects shoppers with retailers and brands.

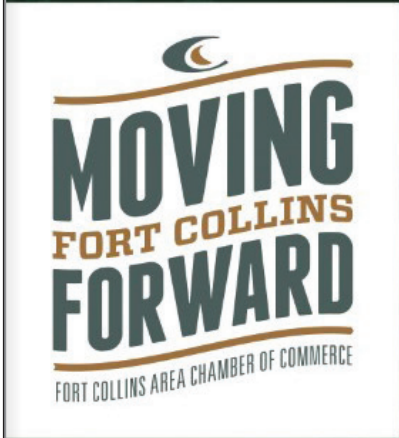
"Consumers do have values, and they do choose products based on business practices," Perez said.

While progress is being made, there's a long way to go toward creating a society and a cannabis industry that's inclusive and responsive to the needs and goals of social and racial movements like Black Lives Matter.

"Colorado has an opportunity to do something historic," Woodson said. "... We just need to keep up the commitment."



Get involved with the Fort Collins Area Chamber of Commerce!



Now Is the Time to Move Your Business Forward during the 10th Annual Moving Fort Collins Forward! Campaign

- ✓ **BE STRONG**
The Fort Collins Chamber has been actively involved in helping members and the community through the Covid Crisis. As a member you can get access to numerous resources and answers to your questions by the experts at the Chamber.
- ✓ **BE CONNECTED**
Expand your network through our virtual gatherings, social media and human connections. Virtual connections and building relationships are critical.
- ✓ **BE SEEN**
Boost your visibility through our website, social media and word of mouth by members and staff
- ✓ **BE HEARD**
We are THE voice of the business community here in Northern Colorado. We advocate for OUR community.
- ✓ **BE REFERRED**
Reap the benefits of referrals by the Chamber staff and through partnerships you make with our business members.
- ✓ **BELONG**
With over 1,180 business members of all industries and sizes, your opportunities are endless. The Fort Collins Area Chamber of Commerce is Where Business Belongs.
- ✓ **BE IN THE KNOW**
During the pandemic, the Chamber provides relevant and timely information, direct assistance, advocated for business, pressed for the safe reopening of businesses and a plan to Reignite Our Economy.

Thanks to the Chamber Volunteers

Teams

- | | |
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Campaign Co-Chairs



Deb Kelly with Independent Financial



Mat Dinsmore with Wilbur's Total Beverage



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STOCK PHOTO

According to a report released Aug. 20 by the Colorado Department of Public Health and Environment, Hispanic people have accounted for nearly 38% of all patients hospitalized for COVID-19 between March 1 and Aug. 15.

Minorities still hit harder by COVID-19 in state

See related graphic on page 22.

By Dallas Heltzell
news@bizwest.com

The coronavirus pandemic has affected racial minorities in Colorado at rates far higher than their portion of the state's population, newly released statistics show. In fact, Hispanics make up more COVID-19 cases in Colorado than do Caucasians.

According to a report released Aug. 20 by the Colorado Department of Public Health and Environment, Hispanic people have accounted for nearly 38% of all patients hospitalized for COVID-19 between March 1 and Aug. 15, even though they represent just 22% of Colorado's overall population. At one point in May, the health department reported, more than half of the COVID-19 patients in hospitals were Hispanic.

White people were disproportionately less likely to be hospitalized due to COVID-19, accounting for 41% of hospitalized patients despite representing nearly 68% of Colorado's population.

The same disparity was evident among the state's Black population, the report said. They make up just 4.6% of Colorado's overall population but accounted for nearly 10% of

patients hospitalized for COVID-19.

"This hospitalization data is another example of how historical inequities negatively impact health outcomes," said Jill Hunsaker-Ryan, the state health department's executive director. "That fact is especially apparent during emergencies like the pandemic. CDPHE, the state of Colorado and our local partners are dedicated to eradicating these longstanding inequities. It's why we are investing in community-based testing sites and multilingual communications, as well as fostering robust stakeholder engagement."

The data was collected under provisions of Public Health Order 20-27, which outlines what demographic data hospitals must submit to the state. According to an Aug. 20 news release, about 55% of hospitals in the state submitted their data to CDPHE, but that accounts for 91% of COVID-19 patients who have been treated in hospitals in Colorado.

The data also showed that about half of hospitalized patients were age 60 or older, 31% were younger than 50, nearly 40% were between 50 and 69 years old, and men were 6% more likely to be hospitalized for the virus than women.

“This hospitalization data is another example of how historical inequities negatively impact health outcomes.”

Jill Hunsaker-Ryan, the state health department’s executive director

During the period, hospitals in Boulder County reported 2,252 COVID-19 cases and 79 deaths. The figure was 521 and 33 in Broomfield County, 1,849 and 39 in Larimer County, and 3,979 and 146 in Weld County.

The disproportionate number of Latino cases likely is related to the large number of people in that demographic who work in the food industry, including farm workers, grocery store employees, truck drivers and employees in processing plants. The deaths of several Latino workers from coronavirus at the JBS meat-packing plant in Greeley forced a shutdown of the plant in April for deep cleaning and to screen workers.

A survey released in August by the national research group “Latino Decisions” found that nearly one in four Latinos in Colorado either have become ill because of the virus or know someone who has, about 27% say they want to get tested but can’t, and one in five Latino family-owned businesses in the state has shut down.

According to the state health department’s news release, “CDPHE is committed to correcting health inequities, when possible, during the pandemic. To that end, the agency has moved to community testing sites. The sites are open to anyone, regardless of immigration status or insurance coverage. In addition, translations are a priority in the response. The agency provides robust resources consistently in six different languages. There is also a statewide informational campaign in development that will leverage research that studied historically marginalized populations. Additional examples involve specific populations, such as the agriculture community.”

A silver lining in the statistics, the department said, is that the racial disparities in COVID-19’s impact seem to have shrunk over time—more than half of those hospitalized for COVID-19 in May were Hispanic in the state—and the spread of the virus in the state also are trending downward.

Citing the racial disparities, the NAACP issued a report offering recommendations including the adoption of policies that “increase access to child care, health care and humane, sanitary living conditions to at-risk, vulnerable populations,” advocating “for the establishment of a paid leave system, strengthened OSHA standards, provision of training and safety gear and routine testing for all workers,” and “equal standards of sanitation, safety, and health.”

AN ADVERTISING FEATURE OF BIZWEST



BW ThoughtLeaders

BUSINESS ANSWERS FROM THE EXPERTS

HEALTH CARE

From the Residents' Council of Columbine Commons Health & Rehab Facility

(Excerpted for space allowance)

To Whom it may Concern:

Did you know one out of six seniors over the age of 80 years has a dementia diagnosis? That ratio increases by 50% every five years. Certain health conditions can worsen symptoms or increase chances of developing dementia. As residents of a Skilled Nursing Facility, the statistics are stacked against us in terms of longevity. It is a well-known fact that social isolation has negative side effects.

We have been isolated from our families and friends for almost 6 months and are experiencing some of the adverse side effects of loneliness and depression. Issues such as, but not limited to, loss of physical mobility, cognition, and increased expressions of needs. Seniors do not have the luxury of time.

Every meal is eaten alone, every puzzle is done alone, church service is spent alone; every major and minor life event is spent alone. "There is now considerable evidence showing that loneliness and depression are inseparable, and that loneliness increases the risk for depression", per Loneliness: Clinical Import and Interventions from PubMed Central archive.

At this point in time we want the CHOICE to live our lives. Our lives would be vastly improved through maintaining our current mental and physical status via small group activities and small social exchanges with each other in our home.

Our proposal is as follows: two small group activities per day to maintain our current physical and mental levels. Activities would be held in an open space where we can benefit from interacting, while socially distanced with masks on. We want to spend time with our 'family' as our inevitable decline physically and mentally looms on the horizon.

We HAVE to live, so let us enjoy the life we have left!

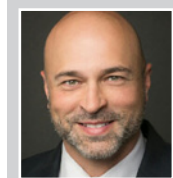


The Residents' Council of Columbine
Commons Health & Rehab Facility
Columbine Health Systems
802 W. Drake Road, Suite 101
970-482-0198
www.columbinehealth.com

PAYROLL & WORKFORCE SERVICES

Reopening & Moving Forward with Business; These Items Are Essential!

When making critical decisions about reopening & moving forward with your business during this thriving time, here is a checklist of items to consider:



Zane Glover
Payroll Vault

HR Resources

An HR Subscription Service saves time and money by providing employers invaluable guidance from HR professionals, including news alerts and updates, policies, letters, training, and forms to help employers navigate the changing landscape within their workforce due to COVID-19. Here is a sample of some available templates:

- Employee Notice: Face-Covering Policy
- Families First Coronavirus Response Act Request Form
- Return to Work Policy Checklist
- Welcome Back Letter (COVID-19 Return to Work)
- Temporary Layoff Notice
- Letter to Essential Employees

Time Keeping & Mobile Location Management

With more companies now managing a remote workforce, Mobile Location Management tracks the GPS location of employee mobile punches and allows employers to create geo fences, ensuring their employees are at the right location at the right time.

Electronic Labor Posters for Remote Workers

Employers are required to deliver mandatory federal, state, county, and city postings via email to employees who do not frequent facilities where physical postings are displayed. Employees view the postings online and receive email updates every time a mandatory change occurs. Receipt acknowledgments are tracked for easy verification. Ideal for field salespeople, home-based workers, virtual work teams and other remote workers with internet access.

Pay-as-You-Go Workers' Compensation

Many employers are paying workers' compensation insurance on employees who are no longer working or working reduced hours. Compared to an estimated annual payroll amount, Payroll Vault's pay-as-you-go option relies on real-time payroll to calculate workers' comp premiums, resulting in more accurate premium payments and improved cash flow.

Background Checks

Hiring employees without meeting them in person? Employees in another state? Many businesses are choosing the remote staff option during the pandemic; background checks are vital recruiting practices to help protect employers by allowing them to make informed hiring decisions.

Electronic Payroll

You should have a trusted digital payroll system that is designed to be 100% paperless and 100% online. Now is the best time to streamline your back office. Reach out today!



Zane Glover, Payroll Consultant
Zane.Glover@payrollvault.com
325 Cherry Street, Suite 112
Fort Collins, CO 80521
(970) 691-8346
www.payrollvault-fort-collins-co-135.com

HEALTH CARE

Support In Uncertain Times

Even under otherwise "normal" conditions, it is difficult for families coping with a loved one's serious illness to manage. There are often multiple medical appointments, struggles to balance caregiving with work or school, and the mental and physical exhaustion that can come on with little warning. There are similar obstacles faced by families who are coping with grief and loss during this time. The COVID-19 pandemic has profoundly exacerbated the difficulties faced by caregivers and the bereaved.



Nate Lamkin
Pathways

Restrictions necessary to limit the spread of the novel Coronavirus cancelled many non-emergent medical procedures and appointments. People with serious illness are at high risk of contracting COVID-19, with a greater likelihood of severe symptoms and death, so they and their loved ones have had to self-isolate, eroding the human contact and social interactions that refuel and replenish them. And many who are grieving a loved one's death have been unable to hold memorial gatherings and come together in fellowship with others. The situation is daunting and grim, but Pathways for Grief & Loss has adapted its services and found innovative ways to provide help and hope.

Our therapists at Pathways for Grief & Loss (all licensed mental health professionals) have been working extensively with telehealth platforms like Zoom and GoToMeeting to deliver counseling and emotion support remotely to individuals, couples, families, and groups. Earlier this summer, Pathways for Grief & Loss offered two of our signature programs – Caregiver Pampering Day, and the Summer Memorial Service & Butterfly release – via virtual platforms.

Fifty caregivers – some from other states, and even one from England – attended virtual education and support groups over the course of two weeks of remote programming. And nearly 200 butterflies were purchased and released by individuals and families in memory of their loved ones. Many said that until the Memorial Service & Butterfly Release they had not been able to have a celebration of their loved one's life due to COVID-19 restrictions. They were deeply grateful and found the virtual service to be deeply meaningful and helpful.

The future, at least in the short term, remains uncertain, and the need for this innovative virtual support continues. Pathways is committed to utilizing every tool available to continue to live our mission of bringing care, comfort, and hope to people coping with serious illness and loss. Please do not hesitate to contact us. Be well, stay safe, and know that Pathways is here for you...



Nate Lamkin, President
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COVID may slow premium increases in 2021

By Dan Mika
dmika@bizwest.com

In June, the Colorado Health Institute estimated 563,000 Coloradans would join Medicaid this year, with the majority coming from those who lost their jobs due to the ongoing COVID-19 pandemic. With those losses came a large drop in the number of people within the risk pools that comprise the group insurance market.

But while the pandemic remains a heavy net negative for businesses, it does offer one silver lining: Health insurance premium hikes are likely to be small come renewal time.

COVID upends health care, but not in the way many think

Initially, health-care experts were warning that the pandemic would skyrocket health-care spending, and the ensuing rise in Medicaid enrollments due to widespread unemployment would only add to that.

The final fuel to the flame was the potential of younger, healthier people leaving the risk pool to save money, which would have by definition increased premiums.

“We might expect that to result in an increase in premiums and maybe even a substantial increase in premiums in the job-based marketplace,” said Jerry Kominski, a professor of health policy

and management at the UCLA Fielding School of Public Health.

In the first weeks of the pandemic, local governments across the country shut down elective procedures so hospitals could dedicate space for intensive-care beds and to stop the spread of the virus between their walls.

While that decimated hospital revenues, which relied on those expensive elective procedures to offset the cost of lower-reimbursing care that COVID fell under, it led to a boon for insurers that took in premium dollars and paid out far fewer claims than usual.

Major insurance companies such as Anthem Inc. (NYSE: ANTM), Humana Inc. (NYSE: HUM) and UnitedHealth Group (NYSE: UNH) saw their profits double in the second quarter of this year compared to the same period last year due to Americans deferring their care to a later point.

However, members of those plans will get a cut of their premiums back.

Under the Affordable Care Act, private insurers selling individual and small-group plans have to spend 80% of their premium income on claims and improving quality and are limited to using the 20% remaining for administration, marketing and profit. That ratio rises to 85/15 for companies selling large-group plans.

If an insurer can't meet that ratio, it is required to return the excess back to

its plan holders by either a cash rebate or a discount on future premiums.

Linda Blumberg, a fellow at the Urban Institute's Health Policy Center, said those rebates won't be enormous as insurers pay them out based on three-year premium averages. However, those profits will put downward pressure on premiums for 2021.

“What we're anticipating is [that] increases in premiums next year will be quite small,” she said.

A temporary drop in care-seekers

Blumberg said some of that deferred care may never require medical treatment, such as a person with back pain who improved over time without the help of a doctor.

“Some of that care that was forgone is likely never going to come back,” she said.

But economists generally expect bookings to return at some point once a COVID vaccine is widely deployed, mostly from patients delaying non-critical care such as optional surgeries.

“As we get past that peak (of COVID cases,) people who have delayed elective surgery will come back and get the surgery,” Kominski said.

There's also the ongoing debate as to whether or not health insurers should be on the hook for covering the cost of COVID-19 virus and antibody tests for those looking to go back to work in

high-risk environments.

The insurance industry has argued that the problem needs to be tackled logistically and financially by public health authorities, a position the Trump administration has backed.

What happens when jobs come back?

At some point, it will be safe to pack restaurants, bars, retail shops and other public gathering spaces to maximum occupancy without worrying about a super-spreader event. The sections of the economy that couldn't run at full steam with social distancing in place will return to some level of normalcy.

Blumberg said a large portion of the country's job losses are concentrated in sectors that traditionally don't pay well and are less likely to offer insurance. In other words, the number of Americans jumping from private insurance to Medicaid or the Obamacare exchanges isn't as large as it could have been compared to a financial crisis like the Great Recession.

But therein lies some of the biggest questions facing the American economy: How many jobs will come back, and how many of them will offer health insurance?

“We should anticipate that employer insurance will come back by and large, but the timing of that is incredibly uncertain,” she said.



Grateful for you.

We want to extend heartfelt gratitude to our employees and all those serving on the front lines. We can't thank you enough for going above and beyond to keep our community healthy and safe.

The Good Samaritan Society has been around for 98 years. We've survived many challenges, and we expect to continue serving seniors in our care for the next 90+ years. Please call us today to see how we might assist an aging loved one in your life. Locations throughout Northern Colorado: 888-497-3813



The Evangelical Lutheran Good Samaritan Society provides housing and services to qualified individuals without regard to race, color, religion, gender, disability, familial status, national origin or other protected statuses according to applicable federal, state or local laws. Some services may be provided by a third party. All faiths or beliefs are welcome. © 2019 The Evangelical Lutheran Good Samaritan Society. All rights reserved.

BW LIST

Physical Therapy & Rehabilitation Centers - Boulder Valley

Ranked by number of therapists

Rank	Clinic	Therapists Employees	Specialties	Phone E-mail Website	Person in Charge Parent Company
1	Centura Health — Longmont United Hospital Physical Medicine 1950 Mountain View Ave. Longmont, CO 80501	30 [†] 25 [†]	Occupational, physical & speech therapy, orthopedics, neuro, vestibular/balance, manual PT, lymphedema/oncology, women's health, dry needling, Pilates, chronic pain, aquatic PT, cardiac/pulmonary.	303-485-4163 N/A www.luhcares.org	Keri Isernhagen, director of multi services Centura
2	North Boulder Physical Therapy 2750 Broadway Boulder, CO 80304	24 [†] 48 [†]	Physical therapy, occupational therapy, hand therapy, orthopedic physical therapy, sports physical therapy, woman's health, Pilates, post op care, MVA care, WC care, lymphedema. Running pain.Neuro PT.	303-4440-3034 debra@northboulderpt.com www.northboulderpt.com	Debra Layne, owner
3	Boulder Community Health — Outpatient Rehabilitation 1000 W South Boulder Road, Suite 210 Lafayette, CO 80026	22 17	Physical therapy, occupational therapy, speech/language therapy, hand therapy, cognitive therapy, neurologic, orthopedic, cancer, lymphedema and pelvic floor rehabilitation services.	303-415-4400 cholland@bch.org www.bch.org	Judi Jackson, director of rehabilitation and integrative care; Judi Jackson, director rehabilitation services
4	Workwell Occupational Medicine LLC 164 Primrose Court Longmont, CO 80501	16 50	Occupational-health physical therapy, lift testing, massage therapy.	303-827-3158 info@workwellworks.com www.workwellworks.com	Nate Johnson
5	BoulderCentre for Orthopedics and Spine 4740 Pearl Parkway, Suite 200 Boulder, CO 80301	12 100	Orthopedics and sports medicine.	303-449-2730 cathy@bouldercentre.com www.bouldercentre.com	Catherine Higgins, CEO/CFO
6	Front Range Orthopedics & Spine 1610 Dry Creek Drive Longmont, CO 80503	10 109	A full service orthopedic practice treating total musculoskeletal health with orthopedic services, outpatient surgery center, MRI, physical therapy including hand therapy and trauma services.	303-772-1600 ctaylordrake@orthohealth.com www.frontrangeorthopedics.com	Mike Bergerson, CEO
7	Coal Creek Physical Therapy 315 W. South Boulder Road, Suites 100 & 209 Louisville, CO 80027	10 20	Orthopedic rehabilitation for all musculoskeletal pain and injury, head aches, dizziness/vestibular rehabilitation, pelvic floor rehabilitation, orthotics, stress management, chronic pain and PTSD.	303-666-4151 coalcreekpt@gmail.com www.coalcreekpt.com	Julie Byrt, owner
8	Peak Form Medical Clinic 695 S. Broadway Boulder, CO 80305	8 18	Physical Therapy — post-accident, surgical, chronic pain, pelvic floor, lymphedema, employment testing, massage therapy. Occ.Med. — work-related injury care, DOT and employment physicals, drug testing	303-402-9283 operations@peakformclinic.com www.peakformclinic.com	Jeanette Hrubes, CEO/director of clinical operations Peak Form Professionals LLC
9	Pace West Physical Therapy 1800 30th St., Suite 215 Boulder, CO 80301	8 13	Manual therapy, spinal care, dry needling, Foundations training, yoga, Graston, ergonomic assessments, sports injury rehab, orthopedic care, massage therapy.	303-546-9201 info@pacewestpt.com www.pacewestpt.com	Christopher West, owner/physical therapist; Trevor Pace, DPT; Darcy Pace, MPT n/a
10	Anchor Physical Therapy Spine & Sports Medicine PC 325 Interlocken Parkway, Suite A-100 Broomfield, CO 80021	6 15	Physical therapy, back pain, pelvic floor (women's/men's health), orthopedics, sports medicine, post-surgical, balance/dizziness, headaches.	303-460-0329 mike@anchorpt.com www.anchorpt.com	Robin Braden, president
11	North Boulder Pilates 3000 Center Green Drive, Suite 140 Boulder, CO 80301	5 [†] 6 [†]	Pilates taught by physical therapists.	303-413-3496 nbpilates@qwestoffice.net www.northboulderpilates.com	Debra Layne, owner
12	Functional Fitness & Wellness Center 2868 30th St. Boulder, CO 80301	5 15	Specialty orthopedic therapies, pelvic floor dysfunction, class 4 laser therapy, Ashiatsu, Rossiter technique, dry needling, therapeutic massage, personal training, corrective exercise, barefoot training specialties, reiki, reconnective therapy.	303-440-1440 samianetta@gmail.com www.functionalfitnessusa.com	Samuel Iannetta, founder
13	Synapse Physical Therapy 1 Superior Drive, Suite B Superior, CO 80027	4 12	Physical therapy, athletic training, dry needling, spine, joint replacement, orthopedic rehab, concussion after care, vestibular rehab.	720-388-8380 mkeating@synapsept.com www.synapsept.com	Michael Keating, owner/director Elevate Colorado LLC

Region surveyed includes Boulder and Broomfield counties.
† 2019 data.

Researched by Chris Wood
N/A-Not Available

Safer Here

We're having fun while social distancing and wearing our masks!

Our residents enjoy carefully planned activities and special events.

Family visits, outside or virtual, keep them connected to their personal community.

It Matters that We Care!™



Physical Therapy & Rehabilitation Centers - Northern Colo.

Ranked by number of therapists

Rank	Clinic	Therapists Employees	Specialties	Phone E-mail Website	Person in Charge Parent Company
1	Columbine Therapy Services 802 W. Drake Road, Suite 145 Fort Collins, CO 80526	115 115	N/A	970-494-6449 marketcentrerehab@columbinehealth.com http://columbinehealth.com/rehabilitation/	Yvonne Myers, health systems director
2	UCHealth - Medical Center of the Rockies¹ 2500 Rocky Mountain Ave. Loveland, CO 80538	50 40	Neuro, Ortho, Trauma, OT/PT/SLP	970-624-4370 N/A www.uchealth.org	UCHealth
3	Banner Rehabilitation Center at NCMC 1517 16th Ave. Court Greeley, CO 80631	30 ² 38 ²	Physical, occupational and speech therapy.	970-810-6900 N/A www.bannerhealth.com	Carly Oliver; David Younger Banner Health Western Region - Corporate
4	Colorado In Motion 3744 Timberline Road, Suite 103 Fort Collins, CO 80525	29 ³ 41 ³	Physical therapy, occupational therapy, hand therapy, lymphedema, pediatric rehabilitation services, post-offer employment testing, orthopedic rehabilitation, massage therapy.	970-221-1201 Brenda@coloradoinmotion.com www.coloradoinmotion.com	Brenda Cummings, partner Colorado Physical Therapy Specialists LLC
5	Rebound Sports & Physical Therapy 107 W. 29th St., Suite 100 Loveland, CO 80538	22 40	Physical therapy, occupational therapy, certified hand therapy, massage therapy, sports screening, dry needling, SportsMetrics, fitness coaching.	970-663-6142 rebound@reboundssportspt.com www.reboundssportspt.com	Brad Ott, president; Casey Robinson, General Manager
6	The Suites Fort Collins 4880 Ziegler Road Fort Collins, CO 80528	20 120	Rehabilitation care for patients exiting the hospital.	970-223-4376 info@edurohc.com www.thesuiteshc.com	Emily Kantor, administrator Eduro Health Care
7	Northern Colorado Rehabilitation Hospital 4401 Union St. Johnstown, CO 80534	18 179	Acute inpatient rehabilitation, outpatient therapy center.	970-619-3400 askus@ncrh.ernesthealth.com www.ncrh.ernesthealth.com	Brenda Simon, CEO Ernest Health
8	UNC - Rocky Mountain Cancer Rehabilitation Institute Ben Nighthorse Campbell Center, 913 19th St. Greeley, CO 80639	15 N/A	Exercise rehabilitation.	970-351-1876 rmcri@unco.edu www.unco.edu/rmcri	Reid Hayward, director University of Northern Colorado
9	Banner Physical Therapy and Rehabilitation Center 1632 Hoffman Drive Loveland, CO 80538	15 ³ 20 ³	Pediatric, industrial, orthopedic and neuro rehabilitation, sports medicine and general rehab.	970-663-3720 N/A www.mckee.loveland.com	Christine Burseth Banner Health Western Region - Corporate
10	UCHealth Children's Therapy Services — Fort Collins 1500 S. Lemay Ave. Fort Collins, CO 80524	14 ³ 17 ³	Pediatric physical, occupational, speech therapies, music therapy, pediatric clinical dietician	970-495-8780 N/A www.uchealth.org	Elizabeth Concordia, president & CEO
11	Harmony Foundation Inc. 1600 Fish Hatchery Road Estes Park, CO 80517	12 102	Drug and alcohol detox and rehabilitation.	970-586-4491 info@harmonyfoundationinc.com www.harmonyfoundationinc.com	Jim Geckler, president/CEO
12	UCHealth Rehabilitation Unit - PVH 1024 S. Lemay Ave. Fort Collins, CO 80524	12 ³ 57 ³	Rehabilitation services.	970-237-7451 N/A www.uchealth.org	Elizabeth Concordia
13	Curtis Strong Center for the Visually Impaired 918 13th St., Suite 4 Greeley, CO 80631	10 ³ 14 ³	Occupational therapy, low vision rehabilitation, optometry, low vision aids.	970-353-9417 melody@ensightskills.org www.ensightskills.org	Denny Moyer, president/CEO Ensign Skills Center, Inc.

Region surveyed includes the city of Brighton and Larimer and Weld counties.

1 Rehab unit moved to Poudre Valley Hospital. MCR still offers acute care physical therapy services but not in a stand-alone unit.

2 2018 data.

3 2019 data.

Researched by BizWest
N/A-Not Available

Thank you.

We are deeply grateful for the generous philanthropic response from our community during the pandemic. From the bottom of our hearts, we thank all the individuals and businesses who have given in support of our health care heroes.

UCHealth Northern Colorado Foundation
uchealthnocofoundation.org

Longs Peak Hospital Foundation
longspeakhospitalfoundation.org

uchealth



KEN AMUNDSON/BIZWEST

A four-person team operated All of Us in Northern Colorado when it first began work a year ago. Pictured are, from left, research assistants Kim Arnett and Daniel Marin, research coordinator Michael Risse, and medical director Dr. Michael Bradfield.

Cases and deaths of COVID by race

Race/Ethnicity	Cases		Deaths	
	Percentage	Count	Percentage	Count
Hispanic/Latino	31	647,930	16.9	18,344
American Indian / Alaska Native Non-Hispanic	1.2	25,938	0.8	834
Asian Non-Hispanic	3.6	74,296	5	5,481
Black Non-Hispanic	19.5	407,934	22.1	24,074
Native Hawaiian / Other Pacific Islander Non-Hispanic	0.3	6,863	0.2	159
White Non-Hispanic	40	834,357	50.6	54,973
Multiple/Other Non-Hispanic	4.3	90,552	4.5	4,871

Source: XXX

NoCo data part of race-related COVID study

By Ken Amundson
kamundson@bizwest.com

GREELEY — COVID-19 hits people of color harder than what might be expected based upon demographic breakdowns. A program begun a year ago in Northern Colorado is already helping medical researchers figure out why.

The program, called All of Us, is a National Institute of Health program to gather medical information from a wide swath of the population so that medical researchers have ready access to data as they undertake studies to improve health of Americans. Ban-

ner Health has been participating for about three years in the Phoenix market where it has its headquarters. North Colorado Medical Center in Greeley joined the effort in 2019.

Centers for Disease Control data, which gathered the information from the 50 states, reported that COVID has affected Hispanic/Latino populations at about twice the rate that would be expected based upon the Hispanic share of the population. Incidence of the disease among the Black population is nearly 70% higher than what would otherwise be expected.

All of Us is part of a “precision medicine” effort that attempts to gather

information so that medical health providers can determine what treatments work best for specific populations, which could include racial, gender, income or even geographic differences.

Dr. Michael Bradfield, a family physician at NCMC, heads the program in Northern Colorado. He said All of Us on a national basis has already gathered enough information to give researchers a jump start on determining why COVID affects populations differently. So far, 350,000 people have contributed their health data to the program nationwide; in Northern Colorado, more than 500 people had signed up and submitted data prior to the onset of COVID, he said.

The NIH paused the program when the coronavirus pandemic began but has been tapping the data.

Bradfield said three national research studies are underway using the All of Us data.

“The first is antibody testing,” Bradfield said. “Using samples from 10,000 random participants, [researchers] are trying to determine when this actually started in his country and where,” he said. Bradfield said it is possible that the disease had a much earlier start in the U.S. than previously thought, and the antibody data from All of Us will help to determine that. Antibodies show past infections, he said.

The second project involves a monthly survey of All of Us participants. Each month, 350,000 surveys are sent out to determine how the disease is affecting communities. The survey looks at physical and mental wellbeing of participants and their communities.

And the third project, Bradfield said, is aligning All of Us data with COVID incident data to see if there are reasons some victims were sicker than others and why.

“We weren’t planning to ramp up something like that yet but COVID made that essential,” Bradfield said. The data has been “really accessible to researchers. It hit at a nice time even though we weren’t quite ready,” he said.

Because All of Us targeted “histori-

“Using samples from 10,000 random participants, [researchers] are trying to determine when this actually started in his country and where.”

Dr. Michael Bradfield, a family physician at NCMC

cally under-represented communities,” it has opened up new opportunities to determine why the impact was different for different populations, he said. Results from the research are not yet available.

All of Us data is also being used in researching effects of other diseases on sample populations with the first studies to produce results “within this calendar year,” he said.

While medical science and treatments have been criticized in recent years for overlooking some populations while focusing on white, male, urban, and relatively affluent populations, the All of Us data does more than just provide raw information.

It’s accessibility empowers researchers from minority communities, too, Bradfield said.

“Sometimes research has nothing to do with the people [doing the research] but has to do with funding,” he said. Researchers within some communities don’t have the resources to access or gather the data. All of Us changes that by making the data widely available.

Bradfield said that while the NIH paused the program because of COVID, it will restart the process of recruiting people to participate soon. On a national level, the goal is to return results from research before the end of the year and to begin enrolling participants again.

In Northern Colorado, the program will hire three additional employees within a few weeks and start to expand the program outside of Weld County to Loveland and Fort Collins, Bradfield said.



Relationships aren't virtual but often need to be

Perhaps you've noticed that some relationships have drifted a bit over the recent months. The fact is that all connections will tend to wither if not tended to, and communication has become difficult.

For me at least, it seems like I'm doing a lot more communicating than I did last year. With end-to-end Zoom meetings and a deluge of emails, I certainly am having many conversations. But are relationships suffering?



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Well, there are different levels of communication. Humans are inherently social animals, and we need regular interaction to be happy and get things done. Yes, even introverts.

The highest quality is face-to-face, physical conversation. It's what we were designed for, so it's the most powerful way to build relationships.

Unfortunately, the pandemic has forced us to alter these physical interactions. No handshakes, and peoples' expressions are covered up with masks and their voices muffled. This matters.

So many of us have switched to the next best, video calls over Skype or Zoom or Teams or whatever. We're usually seeing just head and shoulders, yes, but at least we can pick up some of the nonverbal signals.

Below that would be phone calls. We don't have the ability to read facial expressions, and most of us aren't trained to pick up on other nonverbal signals. So we're now missing about 75% of the information.

Since it can be difficult to reach people on the phone these days, we rely on voice mail. Now we're also missing the immediate reaction of the other person, often not even trusting that they received the message at all.

Then, in the pursuit of efficiency, we use messaging and emails. These entirely change the nature of a conversation. We're often not using them as back-and-forth interaction, but as one-way "get back to me when you have a chance" messages. Now we're not only missing all nonverbal signals, but all voice inflection as well. Misunderstandings are rampant because we're missing over 90% of the information.

Of course, I have to mention social media in this context. We often change one-to-one conversations with group interactions, where emotional reactions overtake thoughtful content. It's a different beast.

When I was in a managerial role, I learned that the quality of a relationship depended directly on the richness of our communication methods. I made it a principle to always meet every new employee face-to-face on their home turf, following up with voice calls on a regular basis in addition to emails addressing work prog-

ress. This was before we could afford video calls at each person's desk.

When addressing an emotionally charged issue such as negative feedback or resolving conflict, face-to-face or video is always preferred. It's critical for everyone to have as rich a communication as possible in these situations.

So how do we deal with this during a pandemic? Well, the same principles apply; we just have some constraints to work around.

First, use the richest form of face-to-face real-time conversation, which makes sense. For many people this is now video chats, so take advantage of

them. Anyone with an internet connection has this immediately accessible.

If it's important to have team members develop relationships with each other, make this rich contact available to all. Have some group meetings that are NOT about getting work tasks done, where people can interact as real humans. Perhaps you can even have an appropriately distanced team outing in the park or other large space.

Yes, it's not the ideal. I get that. But this is how you maintain teamwork and retain employees during these tough times.

Remember that emotionally

charged issues should use the richest form of communication available. Physical presence is ideal, but video chats are fairly close.

And also remember that it's not all about just getting work done. Perhaps your employees are more worried about the threat of family illness, kids without childcare, and shaky financials

It's what humans need.

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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No secret here.
 The fastest-growing companies in both Northern Colorado and the Boulder Valley from 2017 to 2019 have been construction-related — contractors and homebuilders, architects, trades, building suppliers. And that’s been the case for several years now.

BIZWEST



Construction dominates fastest-growing companies lists

By Ken Amundson
 kamundson@bizwest.com

An analysis of the BizWest Mercury 100 lists from the two regions that make up the BizWest market area shows that the overall fastest-growing company by percent growth, the top of most flights, and industry category dominating nearly all flights were engaged in construction.

This is no surprise given that a motorist on roads in Northern Colorado and the Boulder Valley are almost never out of sight of some piece of yellow construction equipment.

BizWest produces its Mercury 100 fastest-growing lists each year based upon the most recent two years of revenue growth. Revenue numbers shown on the charts on these pages are from 2017 to 2019, all pre-COVID-19, which will almost certainly change the makeup of the fastest

growing when 2020 revenue numbers become known.

The fastest growing company in both NoCo and the Boulder Valley during the past two years, as determined by a 731% increase in revenue, is also one of the newest companies in the region, Nitrocrete LLC, based in Fort Collins. This father/son company has a patent-pending new technology that uses nitrogen to cool the aggregate in concrete, thus producing a surface that is harder and superior to traditional forms of concrete. Its process is taking the industry by storm. As a 2-year-old company, it generated \$13.7 million in revenue in 2019. Drew Nelson is the CEO.

Another Northern Colorado company, LandOne Engineering LLC, was second-fastest-growing by percentage with 465% growth. This Greeley company develops land and provides civil engineering services. Daniel Hull

is owner.

Third-fastest-growing by percentage was F9 Productions of Longmont. It’s an architecture firm run by co-owners Lance Cayko and Alex Gore. It had growth of 386% over the two years.

Topping the lists of largest fast-growing companies in the Boulder Valley — Flight 1 — was PG Arnold Construction Inc. with 187% growth. It reported revenue of \$15.8 million in 2019. Paul Arnold is president.

The Flight 1 counterpart in the Northern Colorado region was ECI Site Construction Management Inc. of Loveland, which had growth of 108% with 2019 revenue of \$46.4 million. Selina Cook is chief operating officer.

While it might be assumed that new companies growing from a smaller base of revenue would dominate the lists, that isn’t necessarily the case. In fact, only four or five companies had their beginnings in 2017.

Old-line companies dating to the 1960s and 1970s can be found on the lists, not to mention those created in the early 2000s, and they’re still performing, growing and playing a large role in the regional economy.

Two companies on the list date to the Great Depression era — not Great Recession, but Depression.

Tensitron of Longmont dates to 1935, and it registered 32% growth. This company manufactures precision mechanical and electronic instruments. James Knight is CEO. The company had \$1.65 million in revenue in 2019.

Also from that period, Hensel Phelps Construction Co. of Greeley, also grew 32% in the past two years. This company was founded in 1937 and generated \$518 million in 2019, which was the highest level of revenue of any of the companies on the Mercury lists. Michael Choutka is CEO.



Arnold attributes growth to company culture
 Page 26



Necessity sparked fast-growing FoCo company
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PG Arnold partners Shannon Rogers, executive vice president, left, and Paul Arnold, founder and CEO, right, stand on the rooftop of the company's Boulder office on Aug. 26, 2020.

Arnold attributes growth to company culture

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

BOULDER — After spending most of his career working for other commercial contracting companies, Paul Arnold, founder and president of PG Arnold Construction LLC, decided to take a risk and create a company that combines the best practices from his past employers.

He started the Boulder-based PG Arnold Construction in his basement, but the business quickly built up from its foundation. The company is a Class A licensed commercial general contractor, mostly serving Boulder and Denver in both business and residential spaces. Six years after its start, PG Arnold has surpassed other Boulder companies' growth.

PG Arnold saw 187% in growth over a two-year period, the company reported to BizWest. Its 2017 revenues of \$5.5 million rose to \$15.8 million in 2019.

Before PG Arnold, Arnold worked for both large and small companies. He spent several years with commercial contractors that specialized in ground-up, complex projects. Later, he went to a smaller contract company that focused on tenant finishes.

"I got to know the pros and cons of working for each, and I decided that I may be able to do things a little but differently if I were to do it myself," Arnold said.

He admired the high level of organization and business scaling at large contract companies but liked the tight-knit work environment and customer service of the smaller business. With PG Arnold, he aims to combine efficiency with a "personal touch" for customers and a "family-feel" for the staff.

"We just want to make sure that everyone in the company feels like

they're part of the team and a part of something bigger. And that can get lost in a larger scale company," he said.

At one of the larger companies where Arnold worked, he met his partner Shannon Rogers. Rogers joined PG Arnold in November of last year, serving as executive vice president. The duo's paths crossed at the Colorado Springs-headquartered GE Johnson Construction Co. Arnold worked for the company for five years, starting in 2005. Rogers was with GE Johnson from 2006 until 2019.

Both Rogers and Arnold set out to build a company on their own, but said that working with a partner, and working together, is one of their best business decisions.

The two have similar histories, both wanting from an early age to work in the realm of architecture, engineering and construction. Rogers recalled asking his mother to pull over on the side of the road anytime they drove past a construction site so he could watch.

Rogers said that he and Arnold have healthy debates.

"Good strong partnerships are tough to come by, and Paul and I get along extremely well," Rogers said. "I think we argue about the right things, and we decide the right things."

Arnold said that one of the factors in the fast-paced growth of PG Arnold is the high market demand and ample project opportunities. The first year closed on \$1 million revenue, Arnold said. The next year it doubled, and PG Arnold has continued its hockey stick growth until recently.

PG Arnold's portfolio includes Bigsby's Folly Craft Winery and Restaurant in Boulder, a 14,000 square foot renovation of commercial space at 207 Canyon, Mark on Pearl and Improper City in Denver.

Please see **PG Arnold**, page 29



Mercury 100 Fastest-Growing Private Companies — Flight I


Companies with 2019 revenue above \$16,000,001.

Boulder Valley

Rank	Company	2-year revenue growth	Revenue 2019	Revenue 2017	Number of local employees	Products/Services	Phone Website	Person in charge, Title	Year founded
1	CML Security LLC 1785 W. 160th Ave., Suite 700 Broomfield, CO 80023	169%	\$105,000,000	\$39,000,000	110	Security electronics, detention equipment.	720-466-3650 www.cmlsecurity.us	James (JJ) Ramsey, executive vice president; Keith Thoene, president	2015
2	Mobile Canning Systems LLC, dba CanSource 2120 Miller Drive, Suite G Longmont, CO 80501	134%	\$26,900,000	\$11,500,000	25	Shrink-sleeve cans for craft beverage producers across the nation! We offer small batch runs, fast turnaround times and labels with 360 degree coverage for maximum brand impact.	303-485-0583 www.cansource.com	Paige Sopcic, CEO	2012
3	Bobo's Oat Bars 6325 Gunpark Drive, Suite B Boulder, CO 80301	97%	\$30,000,000	\$15,200,000	140	Manufactures non-GMO, vegan, wheat-free and gluten-free breakfast/energy bars using non-refined ingredients.	303-938-1977 www.eatbobos.com	Beryl Stafford, president/founder	2003
4	Gorilla Logic Inc. 555 Eldorado Blvd., Suite 100 Broomfield, CO 80021	97%	\$58,300,000	\$29,630,873	29	Gorilla Logic provides Agile teams to Fortune 500 and SMB companies, bringing unparalleled expertise in the delivery of full-stack web, mobile, and enterprise applications.	303-974-7088 www.gorillalogic.com	Daniel Berg, CEO	2002
5	Deneuve Construction Services 2344 Spruce St., Suite B Boulder, CO 80302	86%	\$52,000,000	\$28,000,000	40	General contractor specializing in multi-family housing, mixed use buildings, restaurant construction, tenant improvements, and other building construction and renovation.	303-444-6633 www.deneuveconstruction.com	David Garabed, president	1977
6	Mountain High Products LLC dba Wana Brands 1668 Valtec Lane, Suite A Boulder, CO 80301	79%	\$25,108,344	\$14,052,886	103	Producer of cannabis-infused forms, including edibles, vapes and capsules, offering a range of CBD/THC ratios, onset times and duration.	917-971-7852 www.wanabrands.com	Nancy Whiteman, CEO	2010
7	Krische Construction Inc. 605 Weaver Park Road Longmont, CO 80501	65%	\$30,977,067	\$18,793,618	28	General contractor.	303-776-7643 www.kciconst.com	Mark Pilkington, president	1987
8	Ascent Builders Inc. 11001 W. 120th Ave., Suite 400 Broomfield, CO 80021	59%	\$18,281,958	\$11,515,999	10	Full-service residential and commercial general contractor and homebuilder.	303-459-4947 www.ascentbuilders.net	Jason Brown, president	2005
9	Interwest Consulting Group 3107 28th St., Unit B Boulder, CO 80301	36%	\$55,000,000	\$40,500,000	22	Provides civil engineering and related services to private and public clients.	303-444-0524 www.interwestgrp.com	Terry Rodrigue, president	2002
10	The Cain Travel Group Inc. 2990 Center Green Court Boulder, CO 80301	24%	\$155,526,426	\$125,730,000	38	Full-service travel agency featuring complete corporate travel management, meeting and incentive planning, vacations, discount vendor negotiations.	303-443-2246 www.caintravel.com	Linda Cain, CEO	1985

Regions surveyed include Boulder and Broomfield counties.

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Mercury 100 Fastest-Growing Private Companies — Flight II

Companies with 2019 revenue between \$6,000,001 and \$16,000,000.

Boulder Valley

Rank	Company	2-year revenue growth	Revenue 2019 Revenue 2017	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Ionex Research Corp. 1301 Eastwind Drive Lafayette, CO 80026	349%	\$14,100,000 \$3,140,880	61	Air-filtration systems used in environmental protection and clean-up of hazardous chemicals, nuclear waste, and military nerve agents.	303-666-5550 www.ionexres.com	Matthew Porrey, president 1978
2	PG Arnold Construction Inc. 3109 28th St. Boulder, CO 80304	187%	\$15,800,000 \$5,500,000	30	Commercial general contractor.	303-818-3042 www.pgarnold.com	Paul Arnold, president; Shannon Rogers, executive vice president 2015
3	Blue Spruce Construction Services 7101 La Vista Place, Suite 100 Niwot, CO 80503	180%	\$6,164,593 \$2,200,881	6	General contractor specializing in commercial tenant finish, residential remodeling and restaurants.	303-652-1150 www.bluespruceconst.com	Sandra Weeks, president 1997
4	Feel the World Inc., dba Xero Shoes 100 Technology Drive, Suite 315 Broomfield, CO 80021	118%	\$12,059,300 \$5,537,102	38	Performance and casual footwear.	303-447-3100 www.xeroshoes.com	Steven Sashen, CEO 2009
5	Acertara Acoustic Laboratories LLC 1950 Lefthand Creek Lane Longmont, CO 80501	104%	\$9,092,073 \$4,462,398	44	Advanced testing, measurement and contract engineering of diagnostic ultrasound, including FDA 510(k) submission. Transducer test equipment, repair and sales to hospitals and OEMs.	303-834-8413 www.acertaralabs.com	G. Wayne Moore, president & CEO 2011
6	Jorgensen, Brownell & Pepin PC 900 S. Main St., Suite 100 Longmont, CO 80501	91%	\$6,752,856 \$3,535,155	34	As a full-service law firm, our dedicated attorneys are ready to fight for you and your case.	303-678-0560 www.jbplegal.com	Anne Jorgensen, managing shareholder 1989
7	DevelopIntelligence LLC 2675 Northpark Drive Lafayette, CO 80026	57%	\$9,870,000 \$6,273,583	20	Design, deliver, develop and manage technical talent development programs for software development and engineering organizations looking to attract, retain and grow top technical talent.	720-445-4360 www.developintelligence.com	Kelby Zorgdrager, CEO/ founder 2003
8	Bolder BioPath Inc. 5541 Central Ave., Suite 160 Boulder, CO 80301	55%	\$12,900,000 \$8,300,000	13	Contract-research lab specializing in inflammatory diseases, such as arthritis, as well as cancer.	303-633-5400 www.bolderbiopath.com	Phillip Bendele, CEO/CFO 2003
9	Avocet Communications Co. 425 Main St. Longmont, CO 80501	31%	\$10,284,580 \$7,839,000	9	Integrated marketing communications.	303-678-7102 www.avocetcommunications.com	Lori Sutorius Jones, president/CEO 1980
10	Caplan and Earnest LLC 3107 Iris Ave., Suite 100 Boulder, CO 80301	28%	\$10,350,934 \$8,085,292	45	Education law, health law, litigation, estate planning, immigration, small business law, corporate law, and real estate law.	303-443-8010 www.celaw.com	Jim Branum, managing member 1969

Regions surveyed include Boulder and Broomfield counties.

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Mercury 100 Fastest-Growing Private Companies — Flight III

Companies with 2019 revenue between \$2,350,001 and \$6,000,000.

Boulder Valley

Rank	Company	2-year revenue growth	Revenue 2019 Revenue 2017	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	F9 Productions 825 Crisman Drive, Unit 100 Longmont, CO 80501	386%	\$3,432,701 \$706,697	8	Architectural-design firm.	507-358-3124 www.f9productions.com	Lance Cayko; Alex Gore, co-owners 2009
2	GreenPlay LLC 1021 E. South Boulder Road, Suite N Louisville, CO 80027	100%	\$3,119,617 \$1,556,450	9	Consulting in parks, recreation, open space, trails, and other quality of life public services.	303-439-8369 www.greenplayllc.com	Teresa Penbrooke, CEO/ founding managing member 1999
3	Verblio Inc. 5353 Manhattan Circle, #200 Boulder, CO 80303	96%	\$4,572,878 \$2,337,000	5	Content-creation platform with 3,000+ freelance writers to support businesses with their written content needs. Verblio provides a complete approach to digital content marketing.	720-469-5032 www.verblio.com	Steve Pockross, CEO 2011
4	Executivevents Inc. 137 Second Ave. Niwot, CO 80544	81%	\$3,800,000 \$2,100,000	28	Conference planning, exhibit sales, trade show management, event staffing and event registration services.	303-530-0205 www.executivevents.com	Deb Bartlett, president 1996
5	Harris Dewart LLC P.O. Box 381 Nederland, CO 80466	53%	\$2,363,167 \$1,539,812	6	Residential and commercial construction.	303-258-3588 www.harrisdewart.com	Andrew Dewart, owner; Hunter Harris 2016
6	Sopher Sparn Architects LLC 1731 15th St., Suite 250 Boulder, CO 80302	46%	\$4,111,640 \$2,818,692	19	Architecture, sustainable design, entitlement and rezoning, planning and development, interior design, 3D rendering, graphic design.	303-442-4422 www.sophersparn.com	Stephen Sparn; Adrian Sopher, principals 1978
7	TNC Drywall Inc. 7209 Valtec Court, Suite C Boulder, CO 80301	42%	\$2,557,000 \$1,803,000	8	Steel framing and all aspects of drywall installation and finish.	303-444-9873 www.tncdrywall.com	Joseph Mullins, president 1980
8	SPEC Inc. (Stratton Park Engineering Co.) 3022 Sterling Circle, Suite 200 Boulder, CO 80301	33%	\$6,000,000 \$4,500,000	15	Electro-optical instruments for atmospheric research. Government contracts for airborne research.	303-449-1105 www.specinc.com	Paul Lawson, president 1979
9	Insight Designs Web Solutions LLC 2006 Broadway, Suite 300 Boulder, CO 80302	29%	\$3,655,928 \$2,823,242	19	Web design and development, iOS and Android app design and development, digital marketing, branding and business strategy.	303-449-8567 www.insightdesigns.com	Beth Krodel, partner 1999
10	GrafXGroup/Photo Craft Imaging 2901 55th St. Boulder, CO 80301	29%	\$2,364,398 \$1,835,772	15	Large-format commercial printing. Flat-bed printing and CNC cutting. Displays, custom framing, photographic and fine art printing. Graphic installations. Wall murals/paper, floor and window graphics.	303-442-6410 www.pcigrafx.com	Jesse Diamond, owner 1974

Regions surveyed include Boulder and Broomfield counties.

Researched by BizWest

PG Arnold, from 26

Throughout Arnold's experience in the field he has noticed that the construction market ebbs and flows and that upturns typically last seven to 10 years.

"I knew — starting the company in 2014 during arguably the hottest construction market that Denver's ever seen — I knew that with every upswing, there's always a downturn," Arnold said.

But the downturn arrived early with the global COVID-19 pandemic. Revenues are down by 40 to 50%, Rogers said. Arnold said that projects disappeared overnight, losing nine projects over the course of a month.

In March, PG Arnold had a \$20 million backlog that decreased to \$3 million in April, he said. Right before COVID-19, the company was at its peak headcount with 30 employees. About 10 workers were laid off. Predictions based on the first quarter this year pointed to the company doubling its revenues, Rogers said.

Restaurant renovations normally add a great deal to PG Arnold's project pipeline, but with the impact of COVID-19 on the industry, there aren't many new projects in that sector.

Though new clients and projects aren't where they used to be, PG Arnold has ongoing contracts. One is a \$2.5 million construction contract with the town of Superior for the 1500 Coalton Road renovation project on the former Land Rover dealership property. According to

Superior's website, the town plans to create a mixed-use space and community center.

Rogers said that during this downturn, PG Arnold is strengthening its workplace environment. A work culture, full of team collaboration and work-life balance, will be the company's north star as it moves into the future.

"We are in this foundational building mode, where we're building the foundation of the organization. And one of the key elements — if not the key element — is our talent, and that alignment to the culture of the company," Rogers said.

As management, Rogers and Arnold ask their staff to follow "professional courtesy." In other words, they have a hands-off approach to managing in exchange for employees to be self-reliant and have the freedom to complete tasks with their own style.

Arnold and Rogers want to continue PG Arnold's growth but not at the cost of losing the environment they're building. It's uncertain whether growth will return to its pre-pandemic levels, but that's just fine for PG Arnold. The company isn't aiming to ramp up at an unmanageable speed, Rogers said. Arnold added that they aren't interested in growing for the sake of growth.

"Despite COVID-19, Paul and I remain very optimistic about what he and I can do and what the people of this company can do," Rogers said. "We're excited about the future."

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Mercury 100 Fastest-Growing Private Companies — Flight IV

Companies with 2019 revenue between \$1,100,001 and \$2,350,000.

Boulder Valley

Rank	Company	2-year revenue growth	Revenue 2019 Revenue 2017	Number of local employees	Products/Services	Phone Website	Person in charge Title Year founded
1	Buffalo Security 2510 Baseline Road Boulder, CO 80305-3324	100%	\$1,500,000 \$750,000	9	Provides the full security continuum from traditional locksmith services, safes, access control and surveillance systems to innovative, even disruptive new technologies, including intelligent keys with an emphasis on sustainable security solutions.	303-494-0707 www.buffalolockandkey.com	Cindy Angell president/CEO 1975
2	Workshop8 1720 15th St. Boulder, CO 80302	75%	\$1,648,891 \$941,923	9	Architecture, urban planning, interior design, graphic design, public art (residential, commercial, multifamily, mixed use).	303-442-3700 www.workshop8.us	Brandy LeMae; Brandy LeMae; Joseph Vigil CEO, creative director; owner; president/ architect 2010
3	Limina Application Office LLC 350 Terry St., Suite 300-B Longmont, CO 80501	73%	\$2,332,043 \$1,348,636	10	Limina specializes in user-experience systems design. Services: user research, content strategy, visual & interaction design, project management, technology implementation and training.	202-269-9064 www.limina.co	Jon Fukuda co-founder and partner 2003
4	Cadence Labs LLC 1035 Pearl St., Suite 202 Boulder, CO 80302	46%	\$1,488,549 \$1,022,859	3	Digital agency specializing in e-commerce website development on the Magento and Shopify platforms.	719-286-0751 www.cadence-labs.com	Alan Barber CEO 2014
5	Studio NYL Structural Engineers Inc. 2995 Baseline Road, Ste. 314 Boulder, CO 80303	37%	\$2,342,000 \$1,713,000	11	Structural engineering and facade consulting firm specializing in high-end architecture. Offering a wide variety of building types and specialty structures.	303-558-3145 www.studionyl.com	Julian Lineham; Christopher OHara principals 2004
6	Tensitron 733 S. Bowen St. Longmont, CO 80501	32%	\$1,650,000 \$1,247,000	9	Manufactures, sells, and services precision mechanical and electronic instruments for measuring tension in straps, filaments, wires, and cables from 0 g. to 2000-lb. tension.	303-702-1980 www.tensitron.com	James Knight CEO 1935
7	PCD Engineering Inc. 323 Third Ave., Suite 100 Longmont, CO 80501	27%	\$2,064,000 \$1,623,155	9	Mechanical/electrical engineering, commissioning, energy modeling, building performance verification	303-678-1108 www.pcdengineering.com	Peter D'Antonio president 2000
8	Bray Architecture Inc. 1300 Yellow Pine Ave., Unit C Boulder, CO 80304	25%	\$1,500,000 \$1,200,000	8	Architecture, specializing in detailed design for complex buildings that demand integrated systems.	303-444-1598 www.brayarchitecture.net	Jim Bray president 2005
9	Koglin Group LLC 547 County Road Louisville, CO 80027	24%	\$1,499,347 \$1,204,587	1	Project management, point of sale installation, electrical, cabling, data services.	303-551-3073 www.koglingroupllc.com	Lynn Koglin owner 2009
10	Clausen & Associates CPAs PC 916 S. Main St., Suite 202 Longmont, CO 80501	21%	\$1,257,000 \$1,035,000	11	Tax planning and preparation, financial statement audits, reviews and compilations and business consulting.	303-678-5392 www.clausenpc.com	Barbara Clausen; Nicole Mandile partners 2002

Regions surveyed include Boulder and Broomfield counties.

Researched by BizWest

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Mercury 100 Fastest-Growing Private Companies — Flight V

Companies with 2019 revenue up to \$1,100,000.

Boulder Valley

Rank	Company	2-year revenue growth	Revenue 2019 Revenue 2017	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	JKA Design LLC 1526 Spruce St. Boulder, CO 80302	252%	\$225,000 \$64,000	2	Full-service architectural firm providing custom residential design, remodeling, renovations and additions as well as commercial design and consulting.	303-440-5497 www.jkadesign.net	Jeffrey Abrams, architect 1972
2	Velosport Imports LLC 6560 Odell Place, Unit E1 Boulder, CO 80301	167%	\$800,000 \$300,000	10	Distributor of bicycle-related products.	303-819-6821 www.velosportimports.com	John Siegrist, owner 2017
3	Green Alpha Advisors LLC 263 Second Ave., Suite 106B Niwot, CO 80544	90%	\$740,025 \$388,740	3	Investing in companies that create or enable innovative solutions to the risks of climate change, resource scarcity and degradation, and widening inequality.	303-993-7856 www.greenalphaadvisors.com	Jeremy Deems, co-founder/CFO/portfolio manager 2007
4	Errand Services Biz Inc., dba e-Services 1319 Lambert Circle Lafayette, CO 80026	74%	\$125,000 \$71,875	1	A corporate and personal errand-service company that helps people and pets live better, with four different divisions: pet & senior care, corporate and personal services.	720-299-1780 www.errandservicebiz.com	Rhonnie McCauley, owner/president 1999
5	Topographic Inc.¹ 1300 Plaza Court N., Suite 101 Lafayette, CO 80026	55%	\$1,006,880 \$651,550	7	Surveying and civil engineering — commercial, residential, municipal, institutional energy.	303-551-8910 www.topographic.com	1958
6	Turning the Corner LLC 3340 Mitchell Lane Boulder, CO 80301	48%	\$974,500 \$659,605	7	HR consultants, management training, resume writing, career coaching, interview prep, recruiting.	720-446-8876 www.turningthecornerllc.com	Kendra Prospero, CEO & Founder 2011
7	All County Property Management of Boulder 6650 Gunpark Drive, Suite 200 Boulder, CO 80301	41%	\$858,900 \$607,188	9	Residential property management serving Boulder County and nearby communities.	720-428-2100 www.allcountyboulder.com	Simon Heart, owner/president 2012
8	Tool Studios Inc. 263 Second Ave., Suite 1 Niwot, CO 80544	37%	\$725,000 \$529,000	5	Consulting, Web development and branding.	303-652-8353 www.toolstudios.com	Charles Bell, owner 2001
9	Infusion Food Group P.O. Box 19466 Boulder, CO 80308	33%	\$200,000 \$150,000	1	Training for professionals and home cooks. State of Colorado private vocational school. Studio an online training unique to the curriculum. Consultation for natural food industry product development.	303-444-8068 www.naturalcooking.com	Julianna Satie, founder 1983
10	Cheetahfit Training & Massage Center 5603 Arapahoe Ave., Unit 5 Boulder, CO 80303	21%	\$340,000 \$280,000	10	Personal training, massage therapy, sport strength and conditioning, corrective exercise, weight loss, rolfing.	303-475-4578 www.cheetahfit.com	Matt Hoskins, manager 2005

Regions surveyed include Boulder and Broomfield counties.
1 Acquired Brown Civil Engineering in July 2020.

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Necessity sparked fast-growing FoCo company

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

FORT COLLINS — Necessity sparked the invention of TurboTenant Inc., an all-in-one free property management tool, for CEO and founder Samen Steinbarth, who needed help juggling hundreds of units. Serving independent landlords like himself led the Fort Collins company to become one of the fastest growing businesses in Northern Colorado.

TurboTenant reported a two-year growth of 190% to BizWest. The company said that its \$922,593 in revenue in 2017 increased to \$2,680,000 last year, placing it on the BizWest Mercury 100 fastest growing company list.

Property management goes way back for Steinbarth, who was 19 years old and still in college when he acquired his first property. He played the role of landlord and housemate, renting out three rooms in his house.

He started a property management company in Helena, Montana, while managing his own sites. At the age of 22, Steinbarth and his wife, Liv Steinbarth, purchased a 29-unit apartment complex. A few months after, the couple added a 13-unit apartment complex.

Steinbarth also moved into real estate training, educating other property owners, real estate agents and



Sarnen Steinbarth, CEO and founder of TurboTenant, and Sarah McTate, director of operations.

brokers. His management company encompassed 300 units.

He relocated to Fort Collins and sought property near Colorado State University. At the time, he and his wife personally managed nine units but used a “fancy big property management company software” for the entire company.

“I still wanted some of the benefits of that, but I was no longer managing for other people,” Steinbarth said. “TurboTenant was kind of born on my own need to have software that I’d like as a small landlord with nine units.”

Steinbarth started creating TurboTenant in 2015, launching later the following year, though the idea is 15 years old. Today, TurboTenant has more than 250,000 landlords and 5 million renters in the U.S. using the software, he said.

For TurboTenant, growth is attributed to its user base: the independent property owner. Most of its landlords are 100-unit owners and have one to five properties. Steinbarth said that independent landlords are both the largest and most underserved market in the rental world.

Todd Richardson, acting general

deputy assistant secretary for Policy Development and Research for the U.S. Department of Housing and Urban Development, researched who manages U.S. rentals. Research looked at the 10.6 million taxpayers who declared rental income in 2015 for 17.7 million properties, according to the HUD website.

He estimated “there are between 10 million and 11 million individual investor landlords managing an average of two units each, many with just one unit.” For business entity landlords, he estimated that there are fewer than 1 million business entity landlords, and they likely own an average of more than 20 units, with many managing hundreds of units.

TurboTenant boasts quick and convenient interactions between renters and landlords with a streamlined application process, tenant screening and online payments.

Steinbarth said that the platform brings the rental process into the modern era by going paperless. He said it’s attractive to renters because it helps “to bring these old school landlords into kind of the 21st century of technology.” It’s a quality that he thinks short term rentals and hotels adopted more quickly.

“When was the last time you used the paper form and mailed a check

Please see **TurboTenant**, page 37

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Mercury 100 Fastest-Growing Private Companies — Flight I

Companies with 2019 revenue above \$16,000,001.

Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2019 Revenue 2017	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	ECI Site Construction Management Inc. 2526 14th St. SE Loveland, CO 80537	108%	\$46,414,983 \$22,362,647	47	General contractor and construction manager of multi-faceted infrastructure and recreation projects.	970-669-6291 www.ecisite.net	Selina Cook, chief operating officer; Ted Johnson, president 1980
2	Bentley Welding Inc. 611 Eighth St., Suite 2 Greeley, CO 80631	74%	\$20,042,961 \$11,536,924	60	Roustabout services, mobile/field welding, in-house fabrication. Heavy hauling, boom-truck services.	970-353-5122 www.bentleyweldinginc.com	Kyle Bentley, president 2014
3	Elder Construction Inc. 7380 Greendale Road Windsor, CO 80550	54%	\$43,964,000 \$28,500,000	38	Commercial general contractor. Scope of work includes everything from site developments, ground up construction, tenant improvements and renovations.	970-744-4731 www.elderconstructioninc.com	Christopher Elder, president & CFO 1994
4	Symmetry Builders Inc. 5069 Silver Peak Ave., Suite 1 Dacono, CO 80514	48%	\$35,000,000 \$23,700,000	45	Commercial general contractor serving Colorado & Texas, offering design-build, design-assist, etc.	303-444-1044 www.symmetrybuilders.net	Henry Zurburgg, president; CJ McCray, partner; Andy Wood, vice president; Brad Choje, partner; Jack Hiett, partner; Josh Brasseal, partner 2011
5	Dairy Specialists LLC 3309 Empire St. Evans, CO 80620	43%	\$27,356,170 \$19,100,432	65	Dairy equipment, supplies, service and maintenance. Agricultural waste specialists, equipment and supplies. Design services.	970-330-1870 www.dairyspecialists.com	Randy Sorensen, CEO 1991
6	Madwire/Marketing 360 3405 S. Timberline Road Fort Collins, CO 80525	41%	\$102,489,685 \$72,546,000	525	Marketing 360 is a combination of integrated marketing software and professional marketing services.	970-541-3284 www.madwire.com	2009
7	Lind's Plumbing and Heating Inc. 1414 Blue Spruce Drive, Unit A Fort Collins, CO 80524	41%	\$19,023,202 \$13,478,396	135	Commercial and residential plumbing.	970-221-1735 N/A	Kellan Moore, president/CEO; Rick Scaglione, President/COO; Kellan Moore, president & CEO; Kellan Moore, president and CEO 1984
8	Baessler Homes 3780 W. 10th St., Suite 200 Greeley, CO 80634	36%	\$58,000,000 \$42,800,000	43	Home builder, including single-family and multifamily.	970-353-1492 www.BaesslerHomes.com	Jamie Baessler, CEO 1968
9	Hensel Phelps Construction Co. 420 Sixth Ave. Greeley, CO 80631	32%	\$518,243,210 \$393,649,000	357	Planning and design, construction and facility management.	720-592-2000 www.henselphelps.com	Michael Choutka, president & CEO 1937
10	Landmark Homes 6341 Fairgrounds Ave., Suite 100 Windsor, CO 80550	29%	\$72,000,000 \$56,000,000	45	Home builder and developer.	970-460-0567 www.mylandmarkhomes.net	Jon Mosier, president; Jason Sherrill, CEO 2005

Regions surveyed include Larimer and Weld counties.

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Mercury 100 Fastest-Growing Private Companies — Flight II

Companies with 2019 revenue between \$6,500,001 and \$16,000,000.

Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2019 Revenue 2017	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	NITROcrete LLC 4862 Innovation Drive Fort Collins, CO 80525	731%	\$13,758,513 \$1,655,654	37	NITROcrete is a patent-pending nitrogen cooling admixture for concrete that delivers unmatched efficiency by applying liquid nitrogen directly to the aggregate during the concrete batching process.	970-587-7863 www.nitrocrete.com	Drew Nelson, CEO 2017
2	Advanced Interiors Inc. 7287 Greenridge Road, Unit 1 Windsor, CO 80550	97%	\$8,982,378 \$4,551,593	15	Interior Design. Retail and contract sales of flooring and interior products.	970-482-6242 www.advancedinteriorsinc.net	Shawn Matz, president 2002
3	Associates in Building & Design Ltd. 4803 Innovation Drive, Suite 1 Fort Collins, CO 80525	95%	\$7,806,210 \$4,010,619	14	Design/build residential remodeling, custom homes and light commercial.	970-225-2323 www.abd-ltd.com	Bob Peterson, president 1990
4	Longs Peak Lawn Care Inc., dba Longs Peak Landscape 4325 Hilltop Road Longmont, CO 80504	93%	\$8,553,596 \$4,426,261	77	Landscape construction, maintenance and design. Snow removal, restoration services, renovation, maintenance, commercial, residential, HOAs.	303-682-2857 www.LongsPeakLandscape.com	Mike DePriest, president 1994
5	Lion Home Service 4600 Innovation Drive, Suite 102 Fort Collins, CO 80525	89%	\$15,363,319 \$8,118,142	54	HVAC, plumbing, electrical, roofing, radon, septic.	970-399-9940 www.lionhomeservice.com	Barton Palmer, general manager 1999
6	Roberts Excavation Corp. 1801 First St. Berthoud, CO 80513	82%	\$10,889,914 \$5,974,752	39	Development work, commercial earthwork and site utilities.	970-532-1440 www.robertsx.com	Gerald Roberts, president/general manager 1991
7	Allen Service, Plumbing, Heating and Air Inc. 101 S. Link Lane Fort Collins, CO 80524	80%	\$11,350,000 \$6,300,000	68	Plumbing and HVAC Home Services for service, repair and replacement of plumbing, sewer/drains, HVAC systems.	970-484-4841 www.allenservice.com	Jeff Allen, CEO 1962
8	Hayden Outdoors LLC 501 Main St., Unit A Windsor, CO 80550	61%	\$12,415,592 \$7,713,365	30	Hayden Outdoors offers real estate services for buyers and sellers of rural real estate, including farms, ranches, country estates, recreational properties, cabins, waterfront and land.	970-674-1990 www.haydenoutdoors.com	Dax Hayden, managing partner 1976
9	Diamond Spas Inc. 4409 Coriolis Way Frederick, CO 80504	36%	\$11,211,000 \$8,260,000	40	Diamond Spas manufactures custom stainless-steel & copper spas, pools, glass walled spas & pools, swim spas, cold therapy pools, water features and luxury custom indoor and outdoor bath fixtures.	720-864-9115 www.diamondspas.com	Tom Bennett, vice president/co-founder; Stephanie Bennett, president & co-founder 1996
10	DaVinci Sign Systems Inc. 4496 Bent Drive, Unit A Windsor, CO 80550	32%	\$7,200,000 \$5,446,718	37	LED message centers, signs for schools, hospitals, financial institutions and retail. Custom metal fabrication, stone masonry. Electronic signage for interior and exterior applications. LCD displays.	970-203-9292 www.davincisign.com	John Shaw, president 2004

Regions surveyed include Larimer and Weld counties.

Researched by BizWest

TurboTenant, from 34

in to book a hotel? It's been a long time. But yet that was still the industry norm in the rental space. Paper checks, paper rental applications," he said.

Steinbarth was inspired by Airbnb Inc., the popular San Francisco-based online marketplace for vacation rentals. It was founded in 2008, just seven years before TurboTenant got its start.

Like Airbnb, TurboTenant is free to use. It takes a cut of some transactional fees such as money from rental applications rather than requiring a subscription. Basically, TurboTenant charges if it works.

The COVID-19 pandemic resulted in a downturn for TurboTenant in March and April, declining in revenues by 50% of what the company projected for that period. But, Steinbarth said that due to pent up demand from renters, TurboTenant bounced back in May. He said that there was a slight uptick from what TurboTenant projected based on its growth patterns.

TurboTenant sees its highest growth when renters are moving. That period usually starts in the summer and lasts through September, Steinbarth said. In the time of coronavirus, he thinks that TurboTenant can facilitate social distancing practices. With the platform allowing for online, background checks, rent payments and other services, TurboTenant is "COVID-friendly," he said.

TurboTenant doubled its staff in May, mostly in the software develop-

ment department. Previously, there was one software development team of five people. There are now 16 employees split between three teams, Steinbarth said. There are now around 26 employees in total.

One of the newest additions to the staff is Seamus Nally, who serves as chief product officer. Steinbarth and Nally both competed in the finals for the Galvanize — Pitchers & Pitches competition in San Francisco. At the time, Nally was the CEO of Qwip It Inc., an enterprise conversation platform.

"It's been exciting to grow from myself, as the first and only person without a paycheck, to a team of 26," Steinbarth said.

One of the best decisions when building TurboTenant for Steinbarth was hiring employees, who bring skills to the table that can help take work off of his plate. As a property manager, not a software developer, some early-stage issues stemmed from tech problems. He recalls a two-week period where gmail users email confirmations ended up in junk inboxes. Steinbarth joked that some of those issues were comical. Now he has staff that he can rely on.

"We now have people at the company who know 100 times more about software than I do, and I trust them," he said. "So I can certainly sleep better at night because we have in house people who are certainly software experts. I no longer need to be a software expert. I was never a software expert. I'm still not a software expert, but at least I don't need to be."

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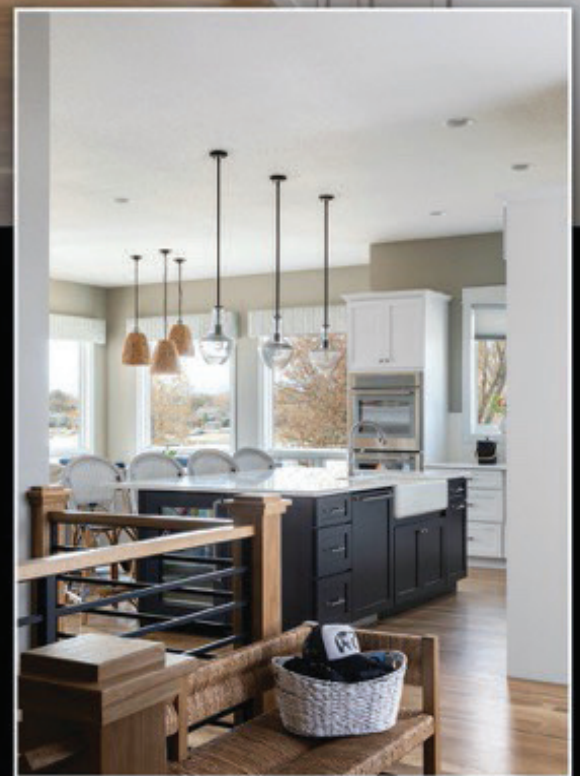


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Mercury 100 Fastest-Growing Private Companies — Flight III

Companies with 2019 revenue between \$2,400,001 and \$6,500,000.


Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2019 Revenue 2017	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Turbo Tenant P.O. Box 1576 Fort Collins, CO 80522	190%	\$2,680,000 \$922,593	12	TurboTenant is an all-in-one online property-management tool that streamlines the rental process. Features include marketing syndication, rental applications, tenant screening, and rent payments.	719-966-7368 http://www.turbotenant.com	Sarnen Steinbarth, founder/CEO 2015
2	Conduct All Electric 7352 Greenridge Road, Suite A2 Windsor, CO 80550	158%	\$4,128,400 \$1,600,000	21	Electrical services for commercial and residential projects.	970-685-4490 www.conductall.com	Evan Worsley, President 2019
3	Waypoint Real Estate LLC 125 S. Howes St., Suite 500 Fort Collins, CO 80521	150%	\$2,434,051 \$972,105	19	Full-service real estate company providing commercial real estate brokerage, property management, property maintenance and investment services.	970-632-5050 www.waypointre.com	Josh Guernsey, managing partner, founder; Joshua Guernsey, managing broker
4	High Mark Manufacturing Inc. 4940 Weld County Road 46 Johnstown, CO 80534	74%	\$2,712,000 \$1,560,000	10	Commercial laundry fixtures and furnishings.	970-587-9044 www.highmarkmanufacturing.com	Pete Valconesi, president 2002
5	Pelican Lake Ranch 16502 Beebe Draw Farms Parkway Platteville, CO 80651	69%	\$2,647,622 \$1,563,000	2	Fully developed lots, home building	720-244-3336 www.pelicanlakeranch.com	Christine Hethcock, manager 1999
6	CorKat Data Solutions LLC 108 W. Fifth St. Loveland, CO 80537	58%	\$5,301,266 \$3,346,488	18	Managed IT services, private cloud servers, datacenter services, backup/disaster recovery and professional services.	970-776-3777 N/A	Mark Grundy; Mark Grundy, presidents 2011
7	NeuMark Commercial Builders LLC 6379 Rockwell Court Loveland, CO 80538	50%	\$6,000,000 \$4,000,000	8	General contractor.	970-449-1610 www.NeuMarkCB.com	Scott Neuenschwander, president 2016
8	eduPresent LLC, dba Bongo 222 E. Fourth St., Suite 300 Loveland, CO 80537	45%	\$5,818,739 \$4,002,590	32	Bongo is a video-based learning and assessment solution for K-12, higher-education and corporate training. This platform helps learners apply their knowledge and improve their soft skills online.	970-225-1175 www.bongolearn.com	Josh Kamrath, CEO 2009
9	RPD Services Inc., dba EnviroPest 561 E. Garden Drive, Unit J Windsor, CO 80550	35%	\$3,457,935 \$2,563,410	27	Pest control and wildlife management.	970-545-3065 N/A	Kevin Lemasters; Kevin Lemasters, presidents 1989
10	AgPro Environmental Services LLC, dba AGPROfessionals 3050 67th Ave. Greeley, CO 80634	29%	\$3,907,539 \$3,023,687	24	Agriculture rural commercial and renewable-energy turnkey development consulting includes: real estate & site selection, public relations, planning & zoning, surveying, engineering, environmental.	970-535-9318 www.agpros.com	Thomas Haren; Thomas Haren, CEOs 2006

Regions surveyed include Larimer and Weld counties.

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Mercury 100 Fastest-Growing Private Companies — Flight IV

Companies with 2019 revenue between \$1,350,001 and \$2,400,000.

Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2019 Revenue 2017	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Aerosol Devices Inc. 430 N. College Ave., Suite 430 Fort Collins, CO 80524	308%	\$1,613,338 \$395,378	8	Instruments designed for efficient, concentrated collection of nanometer to micrometer-sized aerosol particles, including inhalable bioaerosols: virus, bacteria and fungal spores.	970-744-3244 www.aerosoldevices.com	Patricia Keady, co-founder, president & CEO 2014
2	Sandbox Solar LLC 430 N. College Ave. Fort Collins, CO 80524	300%	\$2,000,000 \$500,000	18	Solar-energy sales, design, installation, innovation, community solar gardens.	970-673-7733 www.sandboxsolar.com	Ian Skor, co-founder 2015
3	Northern Colorado Real Estate Brokers LLC 216 E. Oak St. Fort Collins, CO 80524	186%	\$2,000,000 \$700,000	5	Real estate services.	970-495-1700 www.ncoloradobrokers.com	Kay Osentowski, owner/broker 1996
4	Semantic Arts Inc. 11 Old Town Square, Suite 200 Fort Collins, CO 80524	136%	\$2,374,361 \$1,005,825	6	Professional services, helping firms transform their information systems from being application-centric to being data-centric.	970-490-2224 www.semanticarts.com	Dave McComb, president 2000
5	Wild Zora Foods LLC 325 E. Fourth St Loveland, CO 80537	106%	\$2,191,411 \$1,063,998	22	Portable meals & snacks that are also healthy.	970-541-9672 www.wildzora.com	Zora Tabin, chairperson 2014
6	Old Town Media Inc. 400 Remington St. Fort Collins, CO 80524	63%	\$1,918,148 \$1,177,983	15	Marketing, branding, design and PR agency.	970-568-5250 N/A	Miles Kailburn, CEO 2007
7	1-800-GOT-JUNK? 4009 S. Valley Drive Longmont, CO 80504	57%	\$2,000,000 \$1,275,786	20	Locally & female-owned and operated, full-service junk-hauling specializing in reusing/recycling/repurposing.	303-827-5573 www.1800gotjunk.com	Lilly Wallace, franchise owner 2005
8	Infusion Architects 206 E. Fourth St., Suite 250 Loveland, CO 80537	50%	\$1,951,000 \$1,297,000	10	Architectural services.	970-775-2925 www.infusionarchitects.com	Randell Johnson, principal; Lee Hardies, Principal 2014
9	Mueller Pye & Associates CPA LLC 762 W. Eisenhower Blvd. Loveland, CO 80537	36%	\$1,467,882 \$1,081,527	8	Tax and business advisory practice specializing in cloud accounting support, profit improvement and tax minimizing strategies	970-667-1070 www.muellerpyecpa.com	Teresa Mueller, chief operating officer 2008
10	Horse & Dragon Brewing Co. 124 Racquette Drive Fort Collins, CO 80524	33%	\$1,353,891 \$1,020,914	9	Craft beer, craft-beer brand merchandise.	970-683-8038 www.horseanddragonbrewing.com	Tim Cochran; Carol Cochran; Tim Cochran, co-owners 2014

Regions surveyed include Larimer and Weld counties.

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COVID Snake Oil Salesman

The term snake oil salesman come from the California gold rush when they would lie about the false cures that their “snake oil” could produce. With COVID, there are many new innovations taking place that are promising. So how do you sort the facts from fiction?

Many companies have entered the market to “fog” buildings. The premise is that COVID is everywhere and by fogging you can kill all of it. You’ll have to vacate your building, and no one can enter for 5 to 24 hours after the treatment.

The facts are that COVID is very fragile outside the human body. When aerosolized it can hang in the air for up to two hours, but usually less. This is not an airborne disease so fogging the air isn’t necessary.

COVID can live on paper and textiles up to 24 hours and on hard surfaces like your desk, door handles or restroom fixtures up to 72 hours. Fogging is subject to Newton’s law of gravity. The fog will settle on the tops of surfaces. Think of all the things you grab or touch that aren’t facing up. Fogging doesn’t reach those surfaces.

No disinfectant no matter how strong can penetrate dirt. The soiling can be as simple as body oil from your hands that forms a protective surface over the virus allowing it to live despite being fogged. It could be gross contamination like food smeared on a surface or the residue of hand soap on a restroom counter. The best practice is to clean first, then disinfect.

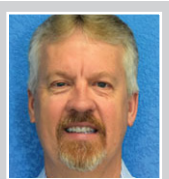
A better alternative is electrostatic spraying. In this process a disinfectant is electrically charged as it is sprayed as it reaches surfaces the positive charge of the spray is attracted to the negative charge of the surface. The positive charge causes the spray to wrap around and under the object creating 360-degree coverage.

But is electrostatic spraying even necessary? In some high use buildings this tool can be used in conjunction with a regular deep cleaning and disinfection process or to mitigate a COVID contamination when you have a positive case.

If the next COVID/snake oil salesperson is selling you fogging without manual cleaning first, just know that you’re not operating out of an abundance of caution. You’re wasting your money and leaving your building only partially protected if at all.

- Do you clean before you spray?
- Are you using an electrostatic sprayer? If not, how do you get the back and underside of objects?
- Is your product EPA registered as effective against SARS COV-2? You can ask for the product manufacturer and name and look it up yourself.

If the answer to any of these questions is no, reach out to Total Facility Care and we can help you assess your cleaning and disinfection program and craft solutions that are right for your facility.



Pete Gazlay
Total Facility Care

Pete Gazlay, President
Total Facility Care
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LAW

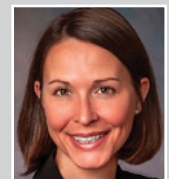
Easements: What’s Snow Got to Do With It?

It is increasingly common for property owners to divide their properties into two or more lots. While the resulting lots are owned by a single owner or related parties, there is not a lot of thought given to access and maintenance of the lots. However, as the lots begin to be sold to unrelated parties, issues can arise. To avoid issues later, the subdividing property owner should record an Access and Utility Easement Agreement (“Easement Agreement”) which will apply to the newly created lots at the time they are created.

The division of property into smaller lots requires the recording of a new plat (essentially a map) depicting the property lines of the new lots. Often these new plats create access and utility easements by marking an easement area and including a note on the plat. However, these newly created easements rarely make it clear what the rights and responsibilities are of each lot owner. In order to ensure each lot owner has a clear understanding of how cost sharing or performance of repairs, general maintenance, improvements, and even snow removal will be addressed, the sub-dividing owner should execute and record an Easement Agreement. If this wasn’t done, the new owners of the lots can enter into an agreement between themselves.

An Agreement between two lot owners may be simple and straightforward. The benefiting party generally bears the burden of costs and repairs. However, when an easement crosses or benefits multiple lots, cost sharing and maintenance responsibilities become more complicated. Do you want to share costs equally or establish a formula related to use? Should unimproved lots (construction of a residence or other building has not yet begun) be exempt from costs until a set time? Does the easement allow for expansion of the use of the property from that at the time the easement was created?

Establishing an easement can be simple, how one will manage and maintain it raises many questions. This can be done either by the sub-dividing owner or the purchasers of the lots. Avoid confusion later by establishing an Easement Agreement in the beginning.



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TECHNOLOGY

SMBC Cybersecurity

The pandemic has created a rise in remote work, online shopping, and people becoming more digitally connected than ever. While these trends can be seen as positive changes, there is also a lot of potential for negative impact. The biggest issue being that cyberattacks have since skyrocketed. Cybercriminals have taken this opportunity to up their attacks, both in frequency and scope.

SMBs (small to medium-sized businesses) are particularly vulnerable to cybercrime, often suffering devastating losses from lax security. Why? Because small businesses tend to lack the resources and security expertise needed to secure a network. This article highlights current strategies working for SMBs and practical guidance to immediately better your security posture:

Know Your Risk - it isn’t always about how sensitive or important the data is to somebody else. It’s cybercriminals’ knowledge that without data or systems, your business can’t function and therefore the cybercriminal has the leverage to demand a ransom payment. Another emerging trend is that once the payment is extracted, cybercriminals release your data regardless, so preventing these attacks is becoming increasingly important.

SMBs should analyze their data by looking at the following questions from the hackers point of view:

- What is my data worth from a social perspective?
- What is my data worth from a financial perspective?
- What is the ease of obtaining my data?

Knowing your risk, and knowing what data you need to protect are crucial first steps to mounting the right type of defense. Once SMBs know the risk of a cybersecurity attack on their business, (think social, financial, etc) above, you can now start to plan and take security steps for the future:

Empower employees - Your team members should be empowered to speak up. They are the users of the system and will be the targets of such attacks and will see the patterns and trends on the frontline. Fostering a culture of dialog or having a standard reporting process for such security concerns builds a stronger organization.

Plan for loss - “Nothing works” is seldom planned for. Do you know how long and to what extent your business could function without its data or business systems available? A great way to approach this is to plan for different levels of loss (1 day, 1 week, 1 month). Doing so will help you to organize and prepare your security efforts by seeing the impact that different levels of downtime will have on your business.

Hire a professional team - What complicates things for SMBs, even more, is that they don’t have the need or means to retain full-time IT staff. That is why learning the best ways to protect you and your company’s data is so critical nowadays and working with cybersecurity professionals is more important than ever. To ensure business continuity, SMBs need to work with partners that can help them navigate this complex process.

The pandemic is having many lasting effects. One of those is that we now know how vital cybersecurity is, especially in times when we are more vulnerable. To mitigate risks, SMBs must develop a strategy to improve their cybersecurity posture. Investment in cybersecurity can often feel like a daunting task for SMBs but its not something that can be overlooked. For help assessing the security and efficiency of your business technology, contact Connecting Point.

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BW LIST

Mercury 100 Fastest-Growing Private Companies — Flight V

Companies with 2019 revenue up to \$1,350,000.

Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2019 Revenue 2017	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	LandOne Engineering LLC 361 71st Ave., #100 Greeley, CO 80634	465%	\$671,025 \$118,850	6	Land development, civil engineering, consulting.	970-632-2311 www.landone.co	Daniel Hull, principal/owner 2017
2	All County Fort Collins Property Management 126 W. Harvard Drive, Suite 3 Fort Collins, CO 80525	238%	\$326,387 \$96,564	6	Residential property management serving Larimer and Weld counties.	970-825-1000 www.allcountyfc.com	Simon Heart, President/Owner 2015
3	Eger CPA 2726 Illinois Drive, Suite 201 Fort Collins, CO 80525	60%		10	Accounting services.	970-223-4913 www.egercpas.com	Jason Eger, CEO, CFO 2009
4	C2D Architects LLC 1703 61st Ave., Suite 101 Greeley, CO 80634	58%	\$510,756 \$323,571	4	Architecture and planning services.	970-515-6675 www.c2darchitects.com	Robb Casseday, principal/owner 2004
5	Onsite Property Management Services 2121 Midpoint Drive, Suite 302 Fort Collins, CO 80525	53%	\$1,345,799 \$880,096	23	A full-service property-management company specializing in HOAs, commercial and residential management.	970-282-8281 www.onsiteproperty.com	Ryan Williamson, president 1998
6	New Media One Web Services 720 Austin Ave., Suite 202 Erie, CO 80516	52%	\$375,593 \$246,426	6	Web hosting, Web development, Web design, Google Cloud, Google apps, real estate websites, IRES/REcoloado, IDX, mobile-app development (iPhone, Android, Mobile Web) e-commerce, geolocation, API.	303-828-9882 www.newmediaone.net	Peter Janett, president 1997
7	Crafted Leadership LLC 5301 Giddings Road Fort Collins, CO 80524	50%	\$191,660 \$127,490	1	Leadership consulting and training	303-709-3145 www.craftedleadership.com	Nancy Kepner 2017
8	WildRock Public Relations & Marketing 2120 Milestone Drive, Unit 103 Fort Collins, CO 80525	43%	\$868,000 \$605,000	10	Our vision is to make our clients ridiculously happy as their PR and marketing partner! Established in 2012, WildRock is a boutique, public relations and marketing firm that rocks results. We offer superior strategies, more imagination, solid media relationships and relentless execution. Whether we are providing a high-level communication plan or full public relations, social media or marketing implementation, we win when you win and we like to win big!	970-449-6870 www.wildrockpr.com	Kristin Gollither, CEO/founder 2012
9	America's Kids Belong 1540 Main St., Unit 218 #331 Windsor, CO 80550	40%	\$1,337,437 \$954,681	8	Connects children in foster care with their forever family.	970-556-8204 www.americaskidsbelong.org	Shelby Mavis, business impact manager 2015
10	PHI-D&E Inc., dba Crown Jade Design & Engineering 1314 Red Cedar Circle Fort Collins, CO 80524	37%	\$680,000 \$495,000	6	Architectural drafting and structural engineering firm specializing in alternative construction, including Passive House, straw bale, timber, log, rammed earth tires, Superior Walls.	970-472-2394 www.crownjade.com; www.roundfoothomes.com	Mark Benjamin, PE 2004

Regions surveyed include Larimer and Weld counties.

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Highest-Paid Executives

Ranked by total compensation

Rank	Executive Title Company	Total 2019 2018	Base salary 2019 2018	Bonus 2019 2018	Stock awards 2019 2018	Option awards 2019 2018	Non-equity incentive plan compensations 2019 2018	Other 2019 Other 2018
1	John A. Hayes president & CEO Ball Corp.	\$11,855,919 \$10,941,645	\$1,331,364 \$1,299,013	N/A N/A	\$2,899,995 \$2,800,014	\$2,900,001 \$2,800,000	\$4,152,075 \$3,902,076	\$572,486 \$140,542
2	Daniel P. Caruso CEO Zayo Group Holdings Inc.*	\$11,246,476 \$9,737,927	\$17,500 \$17,500	N/A N/A	\$11,228,859 \$9,720,252	N/A N/A	N/A N/A	\$117 \$175
3	William W. Lovette president & CEO Pilgrim's Pride Corp.	\$7,775,736 \$7,405,096	\$247,308 \$1,000,000	N/A N/A	N/A \$6,079,253	N/A N/A	N/A \$250,000	\$7,528,428 \$75,843
4	Patrick J. Mahaffy CEO Clovis Oncology Inc.	\$6,907,470 \$6,267,458	\$718,640 \$688,583	\$454,024 \$389,928	N/A N/A	\$5,712,960 \$5,173,524	N/A N/A	\$21,846 \$15,423
5	Andrew Rees president & CEO Crocs Inc.	\$6,217,747 \$9,100,814	\$950,000 \$950,000	N/A N/A	\$3,409,982 \$6,132,539	N/A N/A	\$1,831,980 \$1,995,000	\$25,785 \$23,275
6	Thomas A. Gendron president, CEO & chairman Woodward Inc.	\$6,041,605 \$6,101,564	\$950,577 \$925,000	N/A N/A	N/A N/A	\$3,350,919 \$3,930,177	\$1,603,945 \$1,135,324	\$136,164 \$111,063
7	Matt Steinfert chief financial officer Zayo Group Holdings Inc.*	\$4,921,737 \$2,673,472	\$240,000 \$229,773	N/A N/A	\$4,680,124 \$2,344,549	N/A N/A	N/A \$93,750	\$1,613 \$5,400
8	Jonathan W. Thayer vice chairman, corporate communications Woodward Inc.	\$4,774,805 N/A	\$391,346 N/A	N/A N/A	N/A N/A	\$3,930,438 N/A	\$334,307 N/A	\$118,714 N/A
9	Yuval Wasserman CEO/president Advanced Energy Industries Inc.**	\$4,613,425 \$4,316,713	\$721,000 \$700,000	N/A N/A	\$3,246,873 \$2,880,846	N/A N/A	\$635,000 \$725,000	\$10,552 \$10,867
10	Jack Waters president of Zayo Networks and chief operating officer Zayo Group Holdings Inc.*	\$4,561,741 \$4,050,094	\$325,000 \$325,000	N/A N/A	\$4,213,158 \$3,657,194	N/A N/A	\$20,000 \$62,500	\$3,583 \$5,400
11	Jason Penn president & CEO Pilgrim's Pride Corp.	\$4,418,343 N/A	\$859,385 N/A	N/A N/A	N/A N/A	\$2,691,000 N/A	\$863,836 N/A	\$4,122 N/A
12	Daniel L. Jablonsky president & CEO Maxar Technologies Inc.	\$3,954,024 N/A	\$684,424 N/A	N/A N/A	\$2,314,981 N/A	N/A N/A	\$909,300 N/A	\$45,319 N/A
13	Fabio Sandri chief financial officer Pilgrim's Pride Corp.	\$3,716,815 \$4,588,456	\$507,615 \$475,654	N/A N/A	\$2,691,000 \$3,978,477	N/A N/A	\$507,125 \$113,424	\$11,075 \$20,901
14	Robert A. Katz CEO Vail Resorts Inc.	\$3,624,696 \$3,378,398	\$961,896 \$929,367	N/A N/A	\$1,315,920 \$1,209,885	\$999,961 \$999,945	\$316,115 \$210,000	\$30,804 \$29,192
15	Howard L. Lance former president & CEO Maxar Technologies Inc.	\$3,601,855 \$2,214,029	\$155,991 \$1,013,462	N/A N/A	\$342,076 N/A	N/A N/A	N/A \$917,500	\$3,103,788 \$283,067
16	Paul E. Gross executive vice president & general counsel Clovis Oncology Inc.	\$3,585,598 N/A	\$457,866 N/A	\$218,354 N/A	\$2,317,037 N/A	\$571,182 N/A	N/A N/A	\$21,159 N/A
17	Daniel W. Muehl senior VP of finance Clovis Oncology Inc.	\$3,579,671 \$1,509,583	\$453,683 \$424,000	\$216,359 \$156,169	\$2,317,037 \$525,870	\$571,182 \$388,014	N/A N/A	\$21,410 \$15,530
18	Scott C. Morrison senior vice president & chief financial officer Ball Corp.	\$3,506,730 \$3,206,982	\$716,485 \$699,072	N/A N/A	\$663,999 \$640,006	\$663,994 \$639,997	\$1,152,471 \$1,132,758	\$309,780 \$95,149
19	Biggs C. Porter Maxar Technologies Inc.	\$3,483,624 \$2,101,708	\$600,001 \$214,616	N/A \$195,137	\$2,273,895 \$1,284,419	N/A \$389,907	\$584,550 N/A	\$25,178 \$17,629
20	Daniel W. Fisher senior VP, COO Global Beverage Packaging Ball Corp.	\$3,071,972 \$3,306,521	\$693,096 \$645,769	N/A N/A	\$639,980 \$1,197,449	\$639,997 \$599,999	\$917,973 \$807,647	\$180,563 \$55,657
21	Thomas G. Cromwell vice chairman, chief operating officer Woodward Inc.	\$2,910,855 N/A	\$342,788 N/A	\$500,000 N/A	N/A N/A	\$1,101,015 N/A	\$292,827 N/A	\$674,225 N/A
22	Lindsey Rolfe executive vice president and chief medical officer Clovis Oncology Inc.	\$2,685,510 \$1,819,011	\$504,656 \$486,505	\$240,553 \$195,720	\$1,544,691 \$642,730	\$380,788 \$474,240	N/A N/A	\$14,822 \$19,816
23	Kevin T. Longe president & CEO DMC Global Inc.	\$2,683,684 \$2,075,023	\$550,000 \$510,000	N/A N/A	\$1,382,300 \$719,650	N/A N/A	\$640,200 \$767,000	\$111,184 \$78,373
24	Gillian C. Ivers-Read executive vice president of technical operations Clovis Oncology Inc.	\$2,638,893 \$1,764,020	\$464,692 \$448,060	\$221,354 \$180,098	\$1,544,691 \$642,730	\$380,788 \$474,240	N/A N/A	\$27,368 \$18,892
25	Sandi Mays chief customer experience and information officer Zayo Group Holdings Inc.*	\$2,526,623 N/A	\$180,000 N/A	N/A N/A	\$2,337,702 N/A	N/A N/A	\$6,300 N/A	\$2,621 N/A

Source: U.S. Securities and Exchange Commission

* Digital Colony and EQT took Zayo private in March 2020.

** Relocated corporate headquarters to Denver in early 2020.

Researched by BizWest



Publicly Traded Companies

Companies based in Boulder, Broomfield, Larimer and Weld counties, plus Westminster, ranked by 2019 revenue

Rank	Company	Revenue 2019	Net income 2019	52-week high	Phone	Stock ticker	Industry
		Revenue 2018	Net income 2018	52-week low	Website	Stock exchange	CEO
						Employees Worldwide	
1	Ball Corp. 10 Longs Peak Drive Broomfield, CO 80021	\$11,474,000,000.00 \$11,635,000,000.00	\$536,000,000.00 \$453,000,000.00	\$82.82 \$51.26	303-469-3131 www.ball.com	BLL NYSE 18,300	Packaging and containers John A. Hayes; Rob Strain president & CEO; president, Aerospace
2	Pilgrim's Pride Corp. 1770 Promontory Circle Greeley, CO 80634-9039	\$11,409,219,000.00 \$10,937,784,000.00	\$456,536,000.00 \$246,804,000.00	\$15.78 \$14.87	970-506-8000 www.pilgrims.com	PPC Nasdaq 31,900	Meat processing William W. Lovette president & CEO
3	Woodward Inc. 1081 Woodward Way Fort Collins, CO 80524	\$2,900,197,000.00 \$2,325,873,000.00	\$259,602,000.00 \$180,378,000.00	\$113.94 \$46.05	970-482-5811 www.woodward.com	WWD Nasdaq 9,000	Aerospace/defense products and services Thomas A. Gendron president, CEO & chairman
4	Zayo Group Holdings Inc.* 1805 29th St., Suite 2050 Boulder, CO 80301	\$2,578,000,000.00 \$2,604,000,000.00	\$150,000,000.00 \$101,900,000.00	\$35.01 \$27.66	303-381-4683 www.zayo.com	ZAYO NYSE 3,781	Networking and communication devices Daniel P. Caruso CEO
5	Vail Resorts Inc. 390 Interlocken Crescent, Suite 1000 Broomfield, CO 80021	\$2,271,575,000.00 \$2,011,553,000.00	\$323,493,000.00 \$401,230,000.00	\$255.37 \$125.00	303-404-1800 www.vailresorts.com	MTN NYSE 6,600	Resorts and casinos Robert A. Katz CEO
6	Maxar Technologies Inc. 1300 W. 120th Ave. Westminster, CO 80234	\$1,666,000,000.00 \$1,804,000,000.00	\$109,000,000.00 (\$1,250,000,000.00)	\$28.12 \$6.33	303-684-4000 www.maxar.com	MAXR NYSE 5,800	Aerospace/defense products and services Dan Jablonsky CEO
7	Crocs Inc. 13601 Via Varra Broomfield, CO 80020	\$1,230,593,000.00 \$1,088,205,000.00	\$119,497,000.00 \$50,437,000.00	\$43.79 \$8.40	303-848-7000 www.crocs.com	CROX Nasdaq 3,803	Textile - apparel footwear and accessories Andrew Rees president & CEO
8	Advanced Energy Industries Inc.** 1625 Sharp Point Drive Fort Collins, CO 80525	\$788,948,000.00 \$718,892,000.00	\$64,941,000.00 \$147,111,000.00	\$82.26 \$33.38	970-221-4670 www.advanced-energy.com	AEIS Nasdaq 10,917	Diversified electronics Yuval Wasserman CEO/president
9	Noodles & Co. 520 Zang St., Suite D Broomfield, CO 80021	\$462,411,000.00 \$457,841,000.00	\$1,647,000.00 (\$8,441,000.00)	\$9.31 \$3.14	720-214-1900 www.noodles.com	NDLS Nasdaq 8,900	Restaurants Dave Boennighausen CEO
10	DMC Global Inc. 11800 Ridge Parkway, Suite 300 Broomfield, CO 80021	\$397,550,000.00 \$326,429,000.00	\$34,041,000.00 \$30,473,000.00	\$54.11 \$20.15	303-665-5700 www.dmcglobal.com	BOOM Nasdaq 741	Metal fabrication Kevin T. Longe president & CEO
11	Clovis Oncology Inc. 5500 Flatiron Parkway, Suite 100 Boulder, CO 80301	\$143,006,000.00 \$95,388,000.00	(\$400,424,000.00) (\$368,009,000.00)	\$17.37 \$2.93	303-625-5000 www.clovisoncology.com	CLVS Nasdaq 484	Biotechnology Patrick J. Mahaffy CEO
12	Heska Corp. 3760 Rocky Mountain Ave. Loveland, CO 80538	\$122,661,000.00 \$127,446,000.00	(\$1,465,000.00) \$5,850,000.00	\$110.90 \$50.00	970-493-7272 www.heska.com	HSKA Nasdaq 386	Medical laboratories and research Kevin S. Wilson president & CEO
13	S&W Seed Co. 2101 Ken Pratt Blvd., Suite 201 Longmont, CO 80501	\$109,700,000.00 \$64,100,000.00	(\$9,305,000.00) (\$4,725,000.00)	\$3.98 \$1.67	720-506-9191 www.swseedco.com	SANW Nasdaq 126	Agribusiness Mark Wong CEO
14	Charlotte's Web Holdings Inc. 1600 Pearl St., Suite 300 Boulder, CO 80302	\$94,600,000.00 \$69,500,000.00	(\$15,600,000.00) \$11,800,000.00	\$18.40 \$2.75	720-484-8930 www.charlottesweb.com	OTCQX CWBHF 307	Cannabis Deanie Elsner CEO
15	Gaia Inc. 833 W. South Boulder Road Louisville, CO 80027	\$53,979,000.00 \$41,997,000.00	(\$18,150,000.00) (\$33,793,000.00)	\$12.79 \$4.70	303-222-3600 www.gaia.com	GAIA Nasdaq 135	Catalog and mail order houses Jirka Rysavy chairman & CEO
16	AeroGrow International Inc. 6075 Longbow Drive, Suite 200 Boulder, CO 80301	\$39,214,000.00 \$34,366,000.00	\$57,000.00 (\$291,000.00)	\$6.09 \$0.61	720-444-7755 www.aerogrow.com	AERO OTC 40	Lawn and Garden Tractor Michael Wolfe president & CEO
17	Surna Inc. 1780 55th St., Suite C Boulder, CO 80301	\$15,224,000.00 \$9,582,000.00	\$1,339,000.00 (\$4,744,000.00)	\$0.13 \$0.02	303-993-5271 www.surna.com	SRNA OTC 15	Cultivation technologies Anthony McDonald president & CEO
18	Brickell Biotech Inc. 5777 Central Ave., Suite 102 Boulder, CO 80301	\$7,917,000.00 \$10,888,000.00	(\$23,877,000.00) (\$9,236,000.00)	\$6.51 \$0.71	720-505-4755 www.brickellbio.com	BBI Nasdaq 15	Biotech Robert Brown CEO
19	Encision Inc. 6797 Winchester Circle Boulder, CO 80301-2350	\$7,670,206.00 \$8,802,456.00	\$198,312.00 \$236,096.00	\$0.95 \$0.35	303-444-2600 www.encision.com	ECIA OTC 30	Medical instruments and research Greg Trudel president & CEO
20	Global Healthcare REIT Inc. 6800 N. 79th St., Suite 200 Niwot, CO 80503	\$6,929,710.00 \$3,623,391.00	(\$868,031.00) (\$2,007,006.00)	N/A N/A	303-449-2100 www.gbcsreit.com	GBCS OTC 166	Health-care real estate. Lance Baller interim CEO
21	miRagen Therapeutics Inc. 6200 Lookout Road Boulder, CO 80301	\$4,461,000.00 \$8,386,000.00	(\$41,873,000.00) (\$32,703,000.00)	\$2.27 \$0.31	303-531-5952 www.miragenrx.com	MGEN Nasdaq 46	Bioscience William S. Marshall, Ph.D. president and CEO
22	Strategic Environmental & Energy Resources Inc. 370 Interlocken Blvd., Suite 680 Broomfield, CO 80021	\$4,300,000.00 \$5,300,000.00	(\$2,700,000.00) (\$3,100,000.00)	\$0.15 \$0.04	303-277-1625 www.seer-corp.com	SENR OTC 22	Energy, Clean Tech J. John Combs, III president & CEO
23	SOBR Safe Inc. 885 Arapahoe Road Boulder, CO 80302	\$0.00 \$0.00	(\$1,249,032.00) (\$558,965.00)	\$5.50 \$0.23	844-762-7723 www.sobrsafe.com	SOBR OTCMKTS 2	Alcohol Detection Kevin Moore CEO
24	Arca Biopharma Inc. 11080 Circle Point Road, Suite 140 Westminster, CO 80020	\$0.00 \$0.00	\$5,482,000.00 (\$7,933,000.00)	\$22.00 \$2.21	720-940-2100 www.arcabiopharma.com	ABIO Nasdaq 13	Biotechnology Michael R. Bristow president & CEO
25	Urban-gro Inc*** 1751 Panorama Point G Lafayette, CO 80026	N/A \$20,050,776.00	N/A (\$3,895,873.00)	N/A N/A	720-390-3880 www.urban-gro.com	N/A FINRA-BB 49	Cannabis Bradley Natrass CEO

* Digital Colony and EQT took Zayo private in March 2020.

** Relocated corporate headquarters to Denver in early 2020.

*** Urban-gro Inc. has not yet filed its 10-K for the year ended 2019.



Public-Sector Employers

Ranked by number of full-time employees

Rank	Employer	Number of employees in region	Type	Phone Website Headquarters	Person in charge, Title
1	University of Colorado Boulder 565 UCB, University of Colorado Boulder Boulder, CO 80309	9,473 ¹	Public university.	303-492-6893 www.colorado.edu Boulder, CO	Philip DiStefano, chancellor
2	Colorado State University 200 W. Lake St. Fort Collins, CO 80523	7,676 ²	Public university.	970-491-1111 www.colostate.edu Fort Collins, CO	Anthony (Tony) Frank, Dr., chancellor; Joyce McConnell, president
3	Boulder Valley School District 6500 Arapahoe Ave. Boulder, CO 80303	4,500	Public school district.	303-447-1010 www.bvdsd.org Boulder, CO	Rob Anderson, Ed.D., superintendent
4	Poudre School District-R1 2407 Laporte Ave. Fort Collins, CO 80521	3,492 ³	Public school district.	970-490-3620 www.psdschools.org Fort Collins, CO	Sandra Smyser, Ph.D., superintendent
5	St. Vrain Valley School District 395 S. Pratt Parkway Longmont, CO 80501-6527	3,393	Public school district.	303-776-6200 www.stvrain.k12.co.us Longmont, CO	Don Haddad, superintendent
6	Thompson School District-R2J 800 S. Taft Ave. Loveland, CO 80537	2,455 ³	Public school district.	970-613-5000 www.thompsonschoools.org Loveland, CO	Marc Schaffer, superintendent
7	Weld County School District 6 (Greeley-Evans) 1025 Ninth Ave. Greeley, CO 80631	2,017	Public school district.	970-348-6000 www.greeleyschools.org Greeley, CO	Deirdre Pilch, superintendent of schools
8	Boulder County 2020 13th St. Boulder, CO 80302	1,959 ⁴	County government.	303-441-3500 www.bouldercounty.org Boulder, CO	Deb Gardner; Elise Jones; Matt Jones, commissioners
9	Larimer County 200 W. Oak St. Fort Collins, CO 80521	1,799 ⁵	County government.	970-498-7010 www.larimer.org Fort Collins, CO	Linda Hoffmann, county manager
10	City of Fort Collins 300 Laporte Ave. Fort Collins, CO 80522	1,743 ⁶	Municipal government.	970-221-6505 www.fcgov.com Fort Collins, CO	Darin Alan Atteberry, city manager; Wade Troxell, mayor
11	City of Longmont 350 Kimbark St. Longmont, CO 80501	1,625	Municipal government.	303-776-6050 longmontcolorado.gov Longmont, CO	Harold Dominguez, city manager; Brian Bagley, mayor
12	Weld County 1150 O St. Greeley, CO 80631	1,591 ⁷	County government.	970-356-4000 www.co.weld.co.us Greeley, CO	Barbara Kirkmeyer, Commissioner chair
13	University of Northern Colorado 1862 10th Ave. Greeley, CO 80639	1,444 ⁸	Public university.	970-351-1890 www.unco.edu Greeley, CO	Andy Feinstein, president
14	City of Boulder 1777 Broadway Boulder, CO 80306	1,351 ⁹	Municipal government.	303-441-3090 www.bouldercolorado.gov Boulder, CO	Jane S. Brautigam, city manager; Suzanne Jones, mayor
15	University Corporation for Atmospheric Research (UCAR) 1850 Table Mesa Drive Boulder, CO 80305	1,187 ¹⁰	Research and development related to atmospheric sciences, provides advanced research facilities for the science community, technology transfer.	303-497-1000 www.ucar.edu Boulder, CO	Antonio Busalacchi, president
16	National Center for Atmospheric Research (NCAR) 1850 Table Mesa Drive Boulder, CO 80305	1,187 ¹⁰	Scientific research laboratory. Mission is to understand the behavior of the atmosphere and related systems.	303-497-1000 ncar.ucar.edu Boulder, CO	Everette Joseph, director
17	City and County of Broomfield 1 DesCombes Drive Broomfield, CO 80020	1,000 ¹¹	County and municipal government.	303-469-3301 www.broomfield.org Broomfield, CO	Charles Ozaki, city and county manager; Randy Ahrens, mayor
18	Front Range Community College 4616 S. Shields St. Fort Collins, CO 80526	984	Public college with degrees that transfer to colleges and universities; career/technical degrees in in-demand career fields and customized training for business and industry.	970-226-2500 www.frontrange.edu Westminster, CO	Andrew Dorsey, president
19	City of Greeley 1000 10th St. Greeley, CO 80631	922 ¹²	Municipal government.	970-350-9770 www.greeleygov.com Greeley	Roy H Otto, city manager; John Gates, mayor
20	NOAA Earth System Research Laboratory 325 Broadway Boulder, CO 80305-3337	867 ¹³	Formed to pursue a broad and comprehensive understanding of the Earth system. This system comprises many physical, chemical and biological processes.	303-497-6000 N/A Boulder, CO	Robert Webb, director
21	National Oceanic & Atmospheric Administration (NOAA) 325 Broadway Boulder, CO 80305	867	Research, services and technology development related to oceans, atmosphere and geophysical environments.	303-497-6000 www.boulder.noaa.gov Boulder, CO	Timothy Gallaudet, acting administrator
22	City of Loveland 500 E. Third St., Suite 330 Loveland, CO 80537	859 ¹⁴	Municipal government.	970-962-2000 www.cityofloveland.org Loveland, CO	Stephen Adams, city manager; Jacki Marsh, mayor
23	National Institute of Standards and Technology (NIST) 325 Broadway Boulder, CO 80305-3337	750	A non-regulatory federal agency that promotes U.S. innovation and industrial competitiveness by advancing measurement science, standards and technology in ways that enhance economic security.	303-497-5507 www.nist.gov Gaithersburg, MD	Walter Copan, director
24	Aims Community College 5401 W. 20th St. Greeley, CO 80634	514 ¹⁵	Public college.	970-339-6404 www.aims.edu Greeley, CO	Leah Bornstein, Dr., president
25	City of Brighton 500 S. Fourth Ave. Brighton, CO 80601	384	Governmental services — utilities, water, sewer, streets, development within city.	303-655-2000 www.brightonco.gov Brighton, CO	Marv Falconburg, acting city manager; Greg Mills, mayor

Region surveyed Boulder, Broomfield, Larimer and Weld counties and the city of Brighton.

1 Estimate. CU laid off 10 and furloughed 498 in June 2020. Furloughed workers are included in this number

2 Estimate, did not respond

3 Source: 2019 audit

4 Source: 2020 budget

5 Source: County annual report

6 Source: 2019-20 budget

7 Estimate. Didn't respond to survey

8 Estimate. Includes 91 positions cut in spring 2019 and 65 layoffs in 2020.

9 Before 737 temporary furloughs and 56 layoffs resulting from COVID-19

10 Includes NCAR and UCAR

11 Before 235 furloughs in March

12 Source: 2019 audit report. Greeley did experience furloughs and layoffs of seasonal, temporary workers.

13 Includes NOAA

14 Following furloughs, layoffs resulting from COVID-19

15 estimate

16 estimated

Researched by BizWest



Public-Sector Employers

Ranked by number of full-time employees

Rank	Employer	Number of employees in region	Type	Phone	Website	Headquarters	Person in charge, Title
26	Laboratory for Atmospheric and Space Physics (LASP) 1234 Innovation Drive Boulder, CO 80303-7814	325	Planetary, atmospheric and space sciences research; engineering division designs and builds space flight hardware; mission operations division operates spacecrafts.	303-492-6412	lasp.colorado.edu	Boulder, CO	Daniel Baker, director
27	CU Joint Institute for Laboratory Astrophysics (JILA) CU Campus Box 440 Boulder, CO 80309-0440	303	Basic research and development in five areas: atomic molecular experimental physics, atomic and molecular theory, precision and gravitational measurement and astrophysics.	303-492-7789	jila.colorado.edu	Boulder, CO	Tom Perkins, chair; Julia Bachinski, administrative officer
28	Town of Erie 645 Holbrook St. Erie, CO 80516	219 ³	Municipal government.	303-926-2769	www.erieco.gov	Erie, CO	Jennifer Carroll, mayor; Malcolm Fleming, town administrator
29	National Ecological Observatory Network Inc. (NEON) 1685 38th St., Suite 100 Boulder, CO 80301	200	Enable understanding and forecasting of the impacts of climate change, land use and invasive species on continental-scale ecology by providing infrastructure and consistent methodologies.	720-746-4844	www.neoninc.org	Boulder, CO	
30	City of Lafayette 1290 S. Public Road Lafayette, CO 80026	199 ¹⁶	Municipal services.	303-661-1225	www.cityoflafayette.com	Lafayette, CO	Fritz Sprague, city administrator; Jamie Harkins, mayor
31	Town of Windsor 301 Walnut St. Windsor, CO 80550	187	Municipality.	970-674-2400	www.windsorgov.com	Windsor, CO	Shane Hale, town manager; Kristie Melendez, mayor
32	USDA Agricultural Systems Research Unit (ASRU) 2150 Centre Ave., Building D, Suite 200 Fort Collins, CO 80526	169	ASRU exists to provide leadership in systems research for developing sustainable and adaptive integrated agricultural systems.	970-492-7300	www.ars.usda.gov	Fort Collins, CO	Laurence Chandler, area director
33	Town of Estes Park 170 MacGregor Ave. Estes Park, CO 80517	150 ¹⁶	Municipal government and utility provider.	970-586-5331	www.estes.org	Estes Park, CO	Frank Lancaster, town administrator; Todd Jirsa, mayor
34	Cooperative Institute for Research in Environmental Sciences (CIRES) CIRES Building, Room 318 Boulder, CO 80309	126	Identifies and pursues innovative research in earth system science and foster public awareness of these processes.	303-492-1143	www.cires.colorado.edu	Boulder, CO	Waleed Abdalati, director
35	USDA National Wildlife Research Center 4101 LaPorte Ave. Fort Collins, CO 80521	120	Provides federal leadership and scientific expertise to resolve wildlife conflicts that threaten public health and safety, natural resources and agriculture.	970-266-6000	www.aphis.usda.gov/wildlifedamage/nwrc/	Fort Collins, CO	Larry Clark, director
36	USDA Forest Service, Rocky Mountain Research Station 240 W. Prospect Road Fort Collins, CO 80526	110	Administers and conducts research on experimental forests, ranges and watersheds while maintaining long-term databases for these areas. Oversees activities on more than 260 research natural areas.	970-498-1100	www.fs.fed.us/rmrs	Fort Collins, CO	John Phipps, director
37	City of Evans 1100 37th St. Evans, CO 80620	109 ¹⁵	Municipal government.	970-475-1170	www.evanscolorado.gov	Evans, CO	Jim Becklenberg, city manager; Brian Rudy, mayor
38	Centers for Disease Control and Prevention Lab (CDC/DVBD) 3156 Rampart Road Fort Collins, CO 80521	101	Collaborating to create the expertise, information and tools that people and communities need to protect their health through health promotion, prevention of disease, injury and disability and preparedness for new health threats.	800-232-4636	www.cdc.gov/nceid/dvbd/index.html	Atlanta, GA	Lyle Petersen, MD, MPH, director of Division of Vector-Borne Diseases
39	UNAVCO 6350 Nautilus Drive Boulder, CO 80301	81	Facilitate geoscience research and education using geodesy. Help with mitigation of hazards and managing natural resources.	303-381-7500	www.unavco.org	Boulder, CO	M. Meghan Miller, president
40	City of Fort Lupton 130 S. McKinley Ave. Fort Lupton, CO 80621	72	Municipal government.	303-857-6694	www.fortlupton.org	Fort Lupton, CO	Zo Stieber, mayor; Chris Cross, city administrator
41	Town of Frederick 401 Locust St. Frederick, CO 80530	56	Electric, water and storm water utilities. Events, community services, planning, engineering, finance, police, public works.	720-382-5500	www.frederickco.gov	Frederick, CO	Tony Carey, mayor; Bryan Ostler, town manager
42	NTIA Institute for Telecommunication Sciences (NTIA-ITS) 325 Broadway Boulder, CO 80305	56	Promotes advanced telecommunications and information infrastructure development in the U.S.	303-497-5216	www.its.blrdoc.gov	Boulder, CO	Keith Gremban, director
43	Town of Firestone 151 Grant Ave. Firestone, CO 80520	50	Municipality.	303-833-3291	www.firestoneco.gov	Firestone, CO	A.J. Krieger, interim town manager; Bobbi Sindelar, mayor
44	Town of Wellington 3735 Cleveland Ave. Wellington, CO 80549	46	Municipal government.	970-568-3381	www.townofwellington.com	Wellington, CO	Ed Cannon, town administrator/clerk; Troy Hamman, mayor
45	Town of Berthoud 807 Mountain Ave. Berthoud, CO 80513	43	Municipal government.	970-532-2643	www.berthoud.org	23	William Karspeck, mayor; Christopher Kirk, Town Administrator
46	Town of Johnstown 450 S. Parish Ave. Johnstown, CO 80534	36 ¹⁵	Government - water, sewer, trash - business licenses, building permits, elections	970-587-4664	www.townofjohnstown.com	Johnstown, CO	Gary Lebsack; Matt LaCerf, interim town manager
47	Town of Superior 124 E. Coal Creek Drive Superior, CO 80027	35	Municipal government.	303-499-3675	www.superiorcolorado.gov	Superior, CO	Matt Magley, town manager; Clint Folsom, mayor
48	City of Dacono 512 Cherry Ave. Dacono, CO 80514	35	Municipal government.	303-833-2317	www.cityofdacono.com	Dacono, CO	Joe Baker, mayor
49	Town of Platteville 400 Grand Ave. Platteville, CO 80651	28	Municipal government.	970-785-2245	www.plattevillegov.org	Platteville, CO	Adrienne Sandoval, mayor
50	Town of Mead 441 Third St. Mead, CO 80542	27	Municipal government	970-535-4477	www.townofmead.org	Mead, CO	Helen Migchelbrink, town manager; Gary Shields, mayor

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13 Includes NOAA

14 Following furloughs, layoffs resulting from COVID-19

15 estimate

16 estimated

Researched by BizWest



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region	Employees worldwide	Products/Services	Phone	Website	Headquarters	Person in charge, Title	Year founded
1	UCHealth 12401 E. 17th Ave. Aurora, CO 80045	8,557*	24,867	Hospital system.	N/A	N/A	Aurora, CO	Elizabeth Concordia N/A	
2	JBS USA 1770 Promontory Circle Greeley, CO 80634	6,000**	24,800	Animal meat producer and exporter.	970-506-8000	www.jbssa.com	Greeley, CO	Andre Nogueira, CEO 1953	
3	Banner Health Western Region - Corporate 7251 W. Fourth St. Greeley, CO 80634	4,000***	50,000	Health care.	970-336-4331	www.bannerhealth.com	Phoenix, AZ	Margo Karsten, president, Western region 1995	
4	UCHealth Medical Group — Loveland 2695 Rocky Mountain Ave., Suite 110 Loveland, CO 80538	2,751****	24,867	Medical administrative group.	970-624-4420	www.uchealth.org	Aurora, CO	Elizabeth Concordia, president & CEO 2009	
5	Vestas Blades America Inc. 11140 Eastman Park Drive Windsor, CO 80550	2,500*****	25,000	Wind turbines, blades, nacelles, towers.	970-674-6100	www.vestas.com	Denmark	Anders Runevad, CEO 1979	
6	Medtronic Inc. 6135 Gunbarrel Ave. Boulder, CO 80301	2,470*****	105,000	Health-care products.	303-305-2200	www.medtronic.com	Dublin, Ireland	Bryan Hanson, president 1967	
7	Boulder Community Health 4747 Arapahoe Ave. Boulder, CO 80303	2,380	2,380	Hospital and physician clinics making use of multiple technologies to aid in patient care.	303-415-7000	www.bch.org	Boulder, CO	Robert Vissers, president & CEO 1922	
8	UCHealth Poudre Valley Hospital 1024 S. Lemay Ave. Fort Collins, CO 80524	2,225	24,867	A regional medical center offering a wide array of treatments, surgeries and diagnostic tests in more than three dozen medical specialties.	970-495-7000	www.uchealth.org	Aurora, CO	Elizabeth Concordia, president & CEO, UCHealth; Kevin Unger, president & CEO 1925	
9	CenturyLink 1025 Eldorado Blvd. Broomfield, CO 80021	1,850	42,500	Telecommunication services.	720-888-2750	www.centurylink.com	Monroe, LA	Jeffrey Storey, CEO 1998	
10	Broadcom Inc. 4380 Ziegler Road Fort Collins, CO 80525	1,747*****	19,000	Designs and develops analog, digital, mixed signal and opto-electronics components and subsystems, with a focus in III-V compound semiconductor design and processing.	970-288-2575	www.broadcom.com	San Jose, CA	Hock Tan, CEO/ president 2005	
11	UCHealth Medical Center of the Rockies 2500 Rocky Mountain Ave. Loveland, CO 80538	1,699	24,867	A 187-bed medical center offering a wide array of treatments, surgeries and diagnostic tests. Specializes in trauma and cardiac care.	970-624-2500	www.uchealth.org	Aurora, CO	Elizabeth Concordia, president & CEO, UCHealth; Kevin Unger, president & CEO 2007	
12	Oracle Corp. 500 Eldorado Blvd. Broomfield, CO 80021	1,620	136,000	Hardware, software, services, consulting, industry-specific solutions.	303-464-4000	www.oracle.com	Redwood Shores, CA	Lawrence Ellison, CEO/director; Safra Katz; Mark Hurd 1977	
13	Ball Aerospace & Technologies Corp. 1600 Commerce St. Boulder, CO 80301-2734	1,600	2,693	Develops and manufactures spacecraft, advanced instruments and sensors, components, data exploitation systems and RF solutions for strategic, tactical and scientific applications.	303-939-6100	www.ballaerospace.com	Boulder, CO	John Hayes, CEO, president 1956	
14	Woodward Inc. 1081 Woodward Way Fort Collins, CO 80524	1,590*****	9,000	Components and systems that enable energy control, efficient operations and lower emissions in large industrial engines.	970-482-5811	www.woodward.com	Fort Collins, CO	Thomas Gendron, president, CEO & chairman 1870	
15	SCL Health System Office 500 Eldorado Blvd., Suite 4300 Broomfield, CO 80021	1,530	N/A	Health care.	866-665-2636	www.sclhealth.org	Broomfield, CO	Lydia Jumonville, president & CEO 2013	
16	Banner Health — North Colorado Medical Center 1801 16th St. Greeley, CO 80631	1,443	50,000	Cancer, orthopedics, trauma, burn, heart and lung, gynecology, urology, gastroenterology, neurology, general surgery. Robotic and laparoscopic services.	970-810-4121	www.bannerhealth.com/ncmc	Phoenix, AZ	Margo Karsten, CEO 1904	
17	IBM Corp. 6300 Diagonal Highway Boulder, CO 80301	1,400	352,600	Computer software, hardware and services.	303-924-6300	www.ibm.com	Armonk, NY	Ginni Rometty, chairman/CEO 1911	
18	SCL Health — Good Samaritan Medical Center 200 Exempla Circle Lafayette, CO 80026	1,400	1,400	Cardiovascular services, cardiac rehabilitation. Center for Childbirth with neonatal intensive care. Level II trauma center. Joint replacement. General surgery.	303-689-4000	www.goodsamaritancolorado.org	Lafayette, CO	Jennifer Alderfer, president, Good Samaritan Medical Center 2004	
19	Google Boulder 2590 Pearl St., Suite 110 Boulder, CO 80302	1,350	118,899	Organize the world's information and make it universally accessible and useful.	303-245-0086	www.google.com	Mountain View, CA	Larry Page, CEO; Bhavna Chhabra, site manager 1998	
20	Seagate Technology PLC 389 Disc Drive Longmont, CO 80503	1,300	43,000	Data-storage company.	720-684-1900	www.seagate.com	Cupertino, CA	Stephen Luczo, CEO/president 1979	
21	Hewlett Packard Enterprise 3404 E. Harmony Road, Bldg. 6 Fort Collins, CO 80528-9544	1,280	61,600	Offers worldwide IT, technology and enterprise products and solutions.	970-898-3800	www.hpe.com	Palo Alto, CA	Antonio Neri, CEO 1939	
22	Columbine Health Systems 802 W. Drake Road, Suite 101 Fort Collins, CO 80526	1,155	1,155	Rehabilitation, independent and assisted living, nursing home, medical and nonmedical home care, pharmacy, medical equipment, outpatient therapy.	970-482-0198	www.columbinehealth.com	Fort Collins, CO	J. Robert Wilson, owner/CEO 1971	
23	State Farm Insurance Co. 1555 Promontory Circle Greeley, CO 80638	1,100	58,000	State Farm and its affiliates are the largest providers of auto and home insurance in the United States, ranked No. 33 on 2017 Fortune 500.	970-395-5000	www.statefarm.com	Bloomington, Ill.	Denise Hardin, senior vice president 1922	
24	Maxar Technologies Inc. 1300 W. 120th Ave. Westminster, CO 80234	1,070	5,800	Provides high-resolution satellite imagery.	303-684-4000	www.maxar.com	Westminster, CO	Dan Jablonsky, CEO 1992	
25	Hunter Douglas Inc., Window Fashions Division 1 Duette Way Broomfield, CO 80020	980	22,500	Window shades and blinds, window shadings, modern Roman shades, privacy sheers, Hunter Douglas Platinum technology.	303-466-1848	www.hunterdouglas.com	Pearl River, NY	Doug Barr, president & general manager 1946	



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region	Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
26	Ball Corp. 10 Longs Peak Drive Broomfield, CO 80021	960	18,300	Aerospace and defense.	303-469-3131 www.ball.com Broomfield, CO	John Hayes, president & CEO; Rob Strain, president, Aerospace 1880
27	Halliburton Energy Services Inc. 2990 Weld County Road 27 Fort Lupton, CO 80621	900	55,000	Providers of products and services to the global energy industry.	303-825-4346 www.halliburton.com Houston, TX	1919
28	Hach Co. 5600 Lindbergh Drive Loveland, CO 80539	880	4,200	Water-analysis systems and hydro lab instruments.	970-669-3050 www.hach.com Loveland, CO	Kevin Klau, president 1947
29	Qualfon 4401 Innovation Drive Fort Collins, CO 80525	800	14,000	Customer sales and support. Call center.	970-206-9000 www.centerpartners.com Highland Park, MI	Mike Marrow, CEO 1997
30	Emerson Process Management, Micro Motion Division 7070 Winchester Circle Boulder, CO 80301	790	76,500	Coriolis flow and density measurement technology.	03-530-8400 www.micromotion.com St. Louis, MO	David Farr, CEO 1977
31	Imagine! 1400 Dixon Ave. Lafayette, CO 80026	761	761	Support to people of all ages with cognitive, developmental, physical and health-related needs.	303-665-7789 www.imaginecolorado.org Lafayette, CO	Rebecca Novinger, CEO 1963
32	Intrado Corp. 1601 Dry Creek Drive Longmont, CO 80503	760	9,659	9-1-1 support services.	720-494-5800 www.west.com/safety-services Omaha, NE	Mark Scott, senior VP & general manager 1979
33	Tolmar Inc. 701 Centre Ave. Fort Collins, CO 80526	750	750	Fully integrated pharmaceutical company. Product development, clinical trial expertise and manufacturing.	970-212-4500 www.tolmar.com Fort Collins, CO	Anil D'Souza, CEO 2006
34	Vail Resorts Inc. 390 Interlocken Crescent, Suite 1000 Broomfield, CO 80021	740	6,600	International ski-area operations.	303-404-1800 www.vailresorts.com Broomfield, CO	Robert Katz, CEO 1997
35	Otter Products LLC 209 S. Meldrum St. Fort Collins, CO 80521	680	10,000	Creates waterproof, protective cases for phones and other electronic devices.	970-493-8446 www.otterbox.com Fort Collins, CO	Steve Nisbet, president; Curt Richardson, founder & chairman; Jim Parke, CEO 1998
36	Centura Health — Longmont United Hospital 1950 Mountain View Ave. Longmont, CO 80501	671	21,000	Provides comprehensive medical care to the Longmont community.	303-651-5111 www.luhcares.org Longmont, CO	Christina Johnson, CEO 1959
37	Danone North America 12002 Airport Way Broomfield, CO 80021	670	6,000	Natural, organic food products.	303-635-4000 www.danonenorthamerica.com Broomfield, CO	Emmanuel Faber, CEO 2004
38	Nutrien Ltd. 3005 Rocky Mountain Ave. Loveland, CO 80538	650	22,000	Marketer and distributor of fertilizer, seed and crop protection products.	970-685-3300 www.nutrien.com Saskatoon, Saskatchewan, Canada	Charles Magro, CEO/president 1978
39	Aurora Dairy Corp. dba Aurora Organic Dairy 1919 14th St., Ste. 300 Boulder, CO 80302	650	800	Organic milk and butter.	720-564-6296 www.auroraorganic.com Boulder, CO	Scott McGinty, CEO 2003
40	SCL Health — Platte Valley Medical Center 1606 Prairie Center Parkway Brighton, CO 80601	589	13,464	Hospital services.	303-498-1600 www.pvmc.org Brighton, CO	John Hicks, CEO/president 1960
41	UCHealth Greeley Hospital 6767 W. 29th St. Greeley, CO 80634	583	24,867	Full-service hospital offering array of services, surgeries and diagnostic tests. Features emergency department, acute care unit, intensive care unit, birth center.	970-652-2000 www.uchealth.org Aurora, CO	Elizabeth Concordia, president & CEO; Marilyn Schock, president, UCHealth Greeley Hospital 2019
42	UCHealth Longs Peak Hospital 1750 E. Ken Pratt Blvd. Longmont, CO 80504	580	24,867	Full-service 51-bed hospital featuring an intensive-care unit, a Level III trauma center and emergency department, operating rooms, advanced birth center, surgery center, pharmacy, lab and imaging.	720-718-7000 www.uchealth.org Aurora, CO	Lonnie Cramer, CEO 2017
43	TSYS Business Solutions LLC 12202 Airport Way, Suite 100 Broomfield, CO 80021	580	24,000	Payment-solutions provider.	303-625-8000 www.tsys.com Columbus, GA	M. Troy Woods, president & CEO 1983
44	Anheuser-Busch Fort Collins Brewery 2351 Busch Drive Fort Collins, CO 80524	570	172,603	Brewing company.	970-490-4500 www.anheuser-busch.com Leuven, Belgium	Eugene Bocis, general manager 1852
45	North Range Behavioral Health 1300 N. 17th Ave. Greeley, CO 80631	560	560	Provides comprehensive mental-health and addiction services for all ages in several Weld locations.	970-347-2120 www.northrange.org Greeley, CO	Larry Pottorff, executive director 1972
46	Leprino Foods 1302 N. First Ave. Greeley, CO 80631	550	4,000	Dairy food and ingredient company.	970-351-6041 www.leprinofoods.com Denver, CO	Mike Durkin, president 1950
47	Madwire/Marketing 360 3405 S. Timberline Road Fort Collins, CO 80525	525	525	Marketing 360 is a combination of integrated marketing software and professional marketing services.	970-541-3284 www.madwire.com Fort Collins, CO	2009
48	VMware Inc. 380 Interlocken Crescent, Suite 500 Broomfield, CO 80021	500	24,200	Software-defined data center, end user computing, hybrid cloud computing.	303-942-4600 www.vmware.com Palo Alto, CA	Patrick Gelsinger, CEO 1998
49	Broadcom Inc. 4 Brocade Parkway Broomfield, CO 80021	500	19,000	Provides network solutions.	720-558-8000 www.broadcom.com San Jose, CA	Lloyd Carney, CEO 1995
50	A&W Water Service Inc. 13025 Weld County Road 16 Fort Lupton, CO 80621	500**	7,000**	Water-works equipment supplier.	303-659-6523 www.awwaterservice.com Houston, TX	1954



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region	Employees worldwide	Products/Services	Phone	Website	Headquarters	Person in charge, Title	Year founded
51	Select Energy Services LLC 3031 First Ave. Greeley, CO 80631	500	5,100	Range of oilfield services. Water and mud hauling, frac tank cleaning, roustabout crews.	970-330-0532	www.selectenergyservices.com	Houston, TX	Kevin Bothwell, area manager	2007
52	LogRhythm Inc. 4780 Pearl East Circle Boulder, CO 80301	500***	650***	Security intelligence company that empowers organizations around the globe to rapidly detect, respond to and neutralize damaging cyber threats.	303-413-8745	www.logrhythm.com	Boulder, CO	Andy Grolnick, president & CEO	2003
53	LPR Construction Co. 1171 Des Moines Ave. Loveland, CO 80537	500	500	Steel erection and heavy industrial construction.	800-577-1844	www.lprconstruction.com	Loveland, CO	Linc Turner, CEO	1979
54	Mental Health Partners — Boulder Office 1333 Iris Ave. Boulder, CO 80304	500	500	Nonprofit organization providing comprehensive mental health and wellness services in Boulder and Broomfield counties.	303-443-8500	www.mhpcolorado.org	Boulder, CO		1962
55	Noodles & Co. 520 Zang St., Suite D Broomfield, CO 80021	497***	8,900	Fast-casual restaurant chain.	720-214-1900	www.noodles.com	Broomfield, CO	Dave Boennighausen, CEO	1995
56	TTEC Holdings Inc. 2400 W. 29th St., Suite 100 Greeley, CO 80631	490	51,000	Offers consulting, technology, care services and growth services.	970-347-2908	www.ttec.com	Englewood, CO	Kenneth Tuchman, chairman	1984
57	Banner Health — McKee Medical Center 2000 N. Boise Ave. Loveland, CO 80538	476	50,000	Acute-care hospital.	970-820-4640	www.bannerhealth.com/McKee	Phoenix, AZ	Margo Karsten, CEO	1976
58	Occidental Petroleum Corp. 4000 Burlington Ave. Evans, CO 80620	468*****	14,400***	Oil and natural gas producer.	970-330-0614	www.anadarko.com	Woodlands, TX	Al Walker, president & CEO	1960
59	McLane Western Inc. 2100 E. Ken Pratt Blvd. Longmont, CO 80504	460	30,000	Distribution center.	303-682-7500	www.mclaneco.com	Temple, TX	Stuart Clark; Keith Pearson, presidents	1894
60	Noble Energy Inc. 2115 117th Ave. Greeley, CO 80634	450*****	2,282	Oil and natural gas exploration and production.	970-304-5000	www.nobleenergyinc.com	Houston, TX	Mike Guinn, district manager	2000
61	Orthopaedic & Spine Center of the Rockies 2500 E. Prospect Road Fort Collins, CO 80525	446	446	Comprehensive orthopaedic, spine, sports medicine, concussion, and podiatry care. Orthopaedic care for on-the-job injuries. 2 Surgery-recovery centers, MRI, digital x-ray, PT-OT, cast-brace-splints.	970-493-0112	www.orthohealth.com	Fort Collins, CO	Michael Bergerson, CEO	1969
62	Intel Corp. 4701 Technology Parkway Fort Collins, CO 80528	415***	110,800	Data-storage solutions.	970-267-2267	www.intel.com	Santa Clara, CA		1968
63	ASRC Federal Holding Co. 3420 E. Harmony Road Fort Collins, CO 80525	400	7,000	Contractor to federal intelligence, aerospace and health-care information-technology agencies.	301-837-5500	www.comcast.com	Beltsville, MD	Billy Morrissen, president and general manager, federal civilian activities	1972
64	Carestream Health Inc. 2000 Howard Smith Ave. West Windsor, CO 80550	400***	7,000	Medical film.	970-304-4600	www.carestream.com	Rochester, NY		2007
65	FNBO 205 W. Oak St. Fort Collins, CO 80521	400***	5,000	Wealth-management services: investment management, financial planning, estate planning, trusts, retirement planning services, business-succession planning.	970-494-6300	www.fnbo.com	Omaha, Nebraska	Marietta Luellen, managing director, wealth management; Todd Silliman, lead director, wealth management	1881
66	Sierra Nevada Corp. Space Systems 1722 Boxelder St. Louisville, CO 80027	400	4,000	SNC's Space Systems is a full-service space mission provider & product supplier of space technologies & advanced spacecraft for civil, commercial & national security applications.	303-530-1925	www.sncspace.com	Sparks, NV	Eren Ozmen, owner and president; Fatih Ozmen, owner and CEO	1963
67	Circle Graphics 120 Ninth Ave. Longmont, CO 80501-4594	400	800	Billboards, wall decor, business & retail signs & banners.	303-532-2370	www.circlegraphicsonline.com	Longmont, CO	Andrew Cousin, CEO	2000
68	Fresca Foods 195 CTC Blvd. Louisville, CO 80027-3144	400***	450***	Investor, manufacturer, and marketer of natural and organic food brands.	303-996-8881	www.frescafoodsinc.com	Louisville, CO	Todd Dutkin, CEO	1993
69	Associates in Family Medicine — Administration Office 1300 Riverside Ave., Suite 102 Fort Collins, CO 80524	380	380	Administrative office.	970-224-1670	www.afmnoco.com	Fort Collins, CO	Craig Luzinski, CEO	1962
70	NetApp Inc. 1048 Pearl St., Suite 250 Boulder, CO 80302	375***	10,800	All-flash storage systems built for the Next Generation Data Center.	720-523-3278	www.solidfire.com	Sunnyvale, CA		2009
71	Crocs Inc. 13601 Via Varra Broomfield, CO 80020	375	3,803	Casual footwear.	303-848-7000	www.crocs.com	Niwot, CO	Andrew Rees, president & CEO	2002
72	Naropa University 2130 Arapahoe Ave. Boulder, CO 80302	365	365	Higher education.	303-546-3572	www.naropa.edu	Boulder, CO	Charles Lief, president	1974
73	SummitStone Health Partners — Administration 4856 Innovation Drive, Suite B Fort Collins, CO 80525	365	365	Outpatient, comprehensive mental-health and addiction treatment for adults, children, adolescents and families. Behavioral-health urgent care. Mobile crisis services. Suicide-prevention training.	970-494-4200	www.summitstonehealth.org	Fort Collins, CO	Michael Allen, CEO	1957
74	Sunrise Community Health 2930 11th Ave. Evans, CO 80620	358	358	Services include medical, dental, behavioral health, laboratory, radiology, pharmacy, care management, WIC, groups visits and health education.	970-350-4606	www.sunrisecommunityhealth.org	Evans, CO	Mitzi Moran, CEO; Fatima Groom, Policy & Public Relations Manager	1973
75	Hensel Phelps Construction Co. 420 Sixth Ave. Greeley, CO 80631	357	3,749	Planning and design, construction and facility management.	720-592-2000	www.henselphelps.com	Greeley, CO	Michael Choutka, president & CEO	1937



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region	Employees worldwide	Products/Services	Phone	Website	Headquarters	Person in charge, Title	Year founded
76	AveXis Inc. 4000 Nelson Road Longmont, CO 80503	354	N/A	Gene therapy.	847-572-8280	www.avexis.com	Bannockburn, IL		2010
77	New Belgium Brewing Co. 500 Linden St. Fort Collins, CO 80524	351	691	Belgian-style, hoppy and experimental craft beers.	970-221-0524	www.newbelgium.com	Fort Collins, CO	Lion Little World Beverages, owner	1991
78	Corden Pharma Colorado Inc. 2075 55th St. Boulder, CO 80301-2880	350***	6,000***	Develops and produces pharmaceutical intermediates and active ingredients.	303-442-1926	www.cordenpharma.com	Boulder, CO	Brian McCudden, CEO	1946
79	Salud Family Health Center Administration Office 203 S. Rollie Ave. Fort Lupton, CO 80621	350***	350***	Delivery of medical, dental and behavioral health services throughout Northeastern Colorado. Locations in Brighton, Estes Park, Fort Collins, Fort Lupton and Frederick.	303-892-6401	www.saludclinic.org	Fort Lupton, CO		1970
80	ArcherDX Inc. 2477 55th St., Suite 202 Boulder, CO 80301	337	337	Genomic sequencing assays and analysis software.	303-357-9001	www.archerdx.com	Boulder, CO	Jason Myers, president & CEO	2013
81	Spectra Logic Corp. 6285 Lookout Road Boulder, CO 80301	312***	380***	Scalable "deep storage" solutions that utilize automated tape libraries and disk systems to store data.	303-449-6400	www.spectrallogic.com	Boulder, CO	Nathan Thompson, CEO	1979
82	Charlotte's Web Holdings Inc. 1600 Pearl St., Suite 300 Boulder, CO 80302	307	307	Produces and distributes hemp-based cannabidiol wellness products.	720-484-8930	www.charlottesweb.com	Boulder, CO	Deanie Elsner, CEO	2011
83	Conga 390 Interlocken Crescent, Suite 500 Broomfield, CO 80021	300	1,800	Conga's AI-powered suite of solutions helps companies digitally transform by automating and optimizing their documents, contracts, and the processes around them.	303-465-1616	www.conga.com	Broomfield, CO and San Mateo, CA	Frank Holland, CEO	2015
84	Carefree of Colorado 2145 W. Sixth Ave. Broomfield, CO 80020	300***	350***	Develops, manufactures, markets and sells shade products and accessories in recreational, residential and commercial applications.	303-469-3324	www.carefreeofcolorado.com	Broomfield, CO		1971
85	Boulder Medical Center — Broadway 2750 Broadway Boulder, CO 80304	300	300	Locally owned and operated, allowing staff and physicians to engage in patient-centered, compassionate health care. Spectrum of primary and specialty medical care services.	303-440-3000	www.bouldermedicalcenter.com	Boulder, CO	Patrick Menzies, CEO	1949
86	Frasier 350 Ponca Place Boulder, CO 80303	300	300	Vibrant senior living: independent living, assisted living, memory support, long-term care/skilled nursing, therapy services, wellness center, chef-inspired dining venues, robust activity schedule.	303-499-4888	www.frasiermeadows.com	Boulder, CO	Timothy Johnson, president and CEO	1960
87	Gogo Business Aviation LLC 105 Edgeview Court, Suite 300 Broomfield, CO 80021	300	300	Gogo provides in-flight connectivity and wireless entertainment services for commercial and business fleets around the world.	888-328-0200	www.business.gogoair.com	Chicago, IL	Sergio Aguirre, GM and EVP, Gogo Business Aviation	1991
88	Via Mobility Services 2855 N. 63rd St. Boulder, CO 80301	300	300	Nonprofit. On-demand, driver-assisted, wheelchair accessible transportation. Mobility options information and referral. For hire for accessible group trips.	303-447-2848	www.viacolorado.org	Boulder, CO	Frank Bruno, CEO	1979
89	Estes Park Health 555 Prospect Ave. Estes Park, CO 80517	297	297	Full-service hospital and Level IV Trauma Center.	970-586-2317	www.eph.org	Estes Park, CO	Larry Learning, CEO	1975
90	The Group Inc. Real Estate 2803 E. Harmony Road Fort Collins, CO 80528	280**	280**	Residential and commercial real estate brokerage services.	970-223-0700	www.thegroupinc.com	2803 E. Harmony Road	Brandon Wells, president	1976
91	The Genetic Locker Inc., dba Terrapin Care Station 5370 Manhattan Circle, Suite 104 Boulder, CO 80303	270	270	Consumer-focused cultivator, processor and provider of medical and retail cannabis products.	855-599-2273	www.terrapiincarestation.com	Boulder, CO	Chris Woods, CEO	2009
92	Blue Canyon Technologies Inc 2550 Crescent Drive Lafayette, CO 80026	260	260	Provides turnkey small satellite solutions, including nanosatellites, microsatellites, and ESPA-class.	(720) 458-0703	www.bluecanyontech.com	Lafayette, CO	George Stafford, CEO and president; Dwayne Pendleton	2008
93	Ward Electric Co. Inc. 3690 Stagecoach Road Longmont, CO 80504	260	260	Electrical contractor.	303-682-0066	www.wardelectriccompany.com	Longmont, CO	Mark Ward, CEO; Matt Ward, VP	2005
94	Foothills Gateway Inc. 301 W. Skyway Drive Fort Collins, CO 80525	258***	258***	Helps improve the lives of people with intellectual and development disabilities.	970-226-2345	www.foothillsgateway.org	Fort Collins, CO	Erin Eulenfeld, chief operating officer — services; Debbie Lapp, chief operating officer — case management; Debbie Klein, chief administrative officer	1972
95	Platte River Power Authority 2000 E. Horsetooth Road Fort Collins, CO 80525	251**	251**	Not-for-profit wholesale electricity generation and transmission provider.	970-226-4000	www.prpa.org	Fort Collins, CO	Jason Frisbie, general manager/CEO	1973
96	J.M. Smucker Co. 2900 Peak Ave. Longmont, CO 80504	250	7,300	Manufactures Uncrustables.	720-652-4400	www.jmsmucker.com	Orrville, OH	Jeff Nagle, plant manager	1897
97	Ranger Energy Services 3333 Center Drive Milliken, CO 80543	250*****	700	Oilfield services.	970-587-5813	www.rangerenergy.com	Houston, TX	Erik Sollenberg, CEO	1996
98	Clinica Family Health 1735 S. Public Road Lafayette, CO 80026	250	650	Full primary health care, including behavioral health services, dental care, nutrition services and pharmacy. Offers all forms of telehealth and is providing COVID-19 testing to the public.	303-650-4460	www.clinica.org	Lafayette, CO	Simon Smith, president/CEO	1977
99	Colorado Premium Foods 2035 Second Ave Greeley, CO 80631-7201	250***	475***	Provides a variety of fresh, frozen or consumer-ready meats to major U.S. retailers, restaurant chains and food-service companies worldwide.	970-313-4400	www.coloradopremium.com	Greeley, CO	Kevin LaFleur, co-founder & president	1998
100	1888 Industrial Services LLC 800 Eighth Ave., Suite 301 Greeley, CO 80631	250	250	Drilling support services, completion, and production-related tasks for oil and natural gas companies	970-834-1817	www.1888is.com	Greeley, CO		2008



Private-Sector Employers

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Rank	Company	Employees in region	Employees worldwide	Products/Services	Phone	Website	Headquarters	Person in charge, Title	Year founded
101	Agfinity Inc. 260 Factory Road Eaton, CO 80615	250	250	Agricultural cooperative serving both the urban and rural communities of Northern Colorado. Business units that work in retail, animal nutrition, refined fuels, propane, car-care centers, grain and agronomy.	970-454-4000	www.agfinityinc.com	Eaton, CO	Jason Brancel, CEO/ President	1905
102	Noosa Yoghurt LLC 4120 County Road 25E Bellvue, CO 80512	250***	250***	Cultured dairy products.	970-493-0949	www.noosayoghurt.com	Bellvue, CO	Wade Groetsch, president/COO	2010
103	Renewable Energy Systems Americas Inc. 11101 W. 120th Ave., Suite 400 Broomfield, CO 80021	250***	250***	Development, engineering, construction, and operations services to the utility-scale wind, solar, transmission, and energy storage markets across the Americas.	303-439-4200	www.res-group.com	Broomfield, CO	Graham Reid, CEO	1997
104	Mile High Labs International Inc. 2555 Midway Blvd. Broomfield, CO 80020	244	244	Private-label production of CBD tinctures, CBD gummies, CBD softgels and CBD topicals.	833-223-1011	www.milehighlabs.com	Broomfield, CO	Stephen Mueller, CEO	2016
105	SpotX 8181 Arista Place, Suite 400 Broomfield, CO 80021	240	595	SpotX's platform features modern ad serving, programmatic infrastructure and other digital video monetization tools, including solutions for over-the-top and outstream video ad units.	303-345-6650	www.spotx.tv	Broomfield, CO	Michael Shehan, CEO & co-founder; Steve Swoboda, COO/co-founder	2007
106	Global Healthcare Exchange LLC 1315 W. Century Drive Louisville, CO 80027	237***	654***	Medical software for automating manual processes.	720-887-7000	www.ghx.com	Louisville, CO	Bruce Johnson, CEO & president	2000
107	Good Samaritan Society — Loveland Village 2101 S. Garfield Ave Loveland, CO 80537	235	235	Secured memory care, physical, occupational and speech therapies, long-term and skilled care. Assisted living, Colorado home care, independent living.	970-69-9100	www.good-sam.com	Sioux Falls, S.D.	Lisa Melby, executive director	1972
108	Nexus Controls LLC, a Baker Hughes company 1800 Nelson Road Longmont, CO 80501	232	N/A	Power generation and energy technology.	303-678-7600	www.bakerhughesds.com/nexus-controls	Longmont, CO		1892
109	Stantec 370 Interlocken Blvd., Suite 300 Broomfield, CO 80021	231	20,092	Strategic consulting, technical engineering and construction services firm.	303-410-4000	www.stantec.com	Edmonton, Alberta, Canada	Clint Strachan, vice president, mining; Daniel Aizenman, senior principal; Bob Armstrong	1954
110	Eye Center of Northern Colorado PC 1725 E. Prospect Road Fort Collins, CO 80525	230***	230***	Ophthalmology, optometry, optical, LASIK, plastic and reconstructive surgery.	970-221-2222	www.eyecenternoco.com	Fort Collins, CO	Dan Karpel, CEO	1962
111	Wiland Inc. 7420 E. Dry Creek Parkway Niwot, CO 80503	225	225	Provides multichannel marketing audiences, marketing optimization and business intelligence.	303-485-8686	www.wiland.com	Niwot, CO	Phil Wiland, chairman & CEO	1971
112	Zoll Data Management 11802 Ridge Parkway, Suite 400 Broomfield, CO 80021	225***	N/A	Manufactures and develops medical devices and software solutions focused on clinical quality assurance, optimized operations and data-driven analytics.	303-801-4000	www.zolldata.com	Chelmsford, MA	Alex Moghadam, president	1984
113	Northrop Grumman Mission Systems Inc. 6120 Longbow Drive Boulder, CO 80301	220***	30,000***	Satellite ground stations supporting missile warning and missile defense.	720-622-6008	www.ngc.com	Baltimore, MD	Janet Grondin, director, OPIR Exploitation Systems	1939
114	Partners Group (USA) Inc. 1200 Entrepreneurial Drive Broomfield, CO 80021	220	1,513	Global private markets investment manager.	303-606-3600	www.partnersgroup.com	Zug, Switzerland	Anthony Shontz, managing director	1996
115	BC Services Inc. 550 Disc Drive Longmont, CO 80503	220	220	Accounts-receivable management.	303-532-3500	www.bcservice.com	Longmont, CO	John Boettcher, owner	1925
116	McGuckin Hardware 2525 Arapahoe Ave., Unit D-1 Boulder, CO 80302	217	217	Hardware store.	303-443-1822	www.mcguckin.com	Boulder, CO	Dave Hight, owner	1955
117	Xilinx Inc. 3100 Logic Drive Longmont, CO 80503	215	4,891	All programmable FPGAs, SoCs, 3DICs, design tools.	720-652-3600	www.xilinx.com	San Jose, CA	Moshe Gavrielov, president/CEO	1984
118	Connell Resources Inc. 7785 Highland Meadows Parkway, Suite 100 Fort Collins, CO 80528	215***	215***	Asphalt, paving, utilities, excavation, aggregates, general contracting.	970-223-3151	www.connellresources.com	Fort Collins, CO	Richard Connell, president	1949
119	Home Instead Senior Care 251 Boardwalk Drive Fort Collins, CO 80525	215	215	Licensed non-medical home care.	970-494-0289	www.homeinstead.com/northerncolorado	Fort Collins, CO	Mike Maguire, president	2001
120	O-I Glass Container 11133 Eastman Park Drive Windsor, CO 80550-3398	208***	24,000***	Glass containers	970-674-3800	N/A	Perrysburg, OH		2005
121	Maxar Technologies Inc. 1601 Dry Creek Drive, Suite 260 Longmont, CO 80503	206	5,800	Provides high-resolution satellite imagery.	303-684-4000	www.digitalglobe.com	Westminster, CO	Dan Jablonsky, president	1992
122	UCHealth Broomfield Hospital 11820 Destination Drive Broomfield, CO 80021	204	24,867	Full-service hospital offering advanced care, including an emergency department, outpatient surgery center, laboratory services, operating suites, intensive care, radiology suite & orthopedic care.	303-460-6000	www.uchealth.org/locations/uchealth-broomfield-hospital	Aurora, CO	Lonnie Cramer, CEO	2016
123	sovrn Holdings, Inc. 1750 29th St., Suite 2036 Boulder, CO 80301	203	203	sovrn works with online publishers of all shapes and sizes to help them better understand and engage their audiences and grow their businesses with effective site monetization.	303-493-5490	www.sovrn.com	Boulder, CO	Walter Knapp, CEO	2006
124	Pfizer Boulder Research & Development 3200 Walnut St. Boulder, CO 80301	200***	88,300	Discovers, develops and commercializes targeted small molecule drugs to treat patients afflicted with cancer.	303-381-6600	www.arraybiopharma.com	Boulder, CO	Ron Squarer, CEO	1998
125	Micron Technology Inc 1900 Pike Road Longmont, CO 80501	200	37,000	Memory and storage solutions.	720-494-5000	www.micron.com	Boise, ID	Sanjay Mehrotra, CEO	1978



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region	Employees worldwide	Products/Services	Phone	Website	Headquarters	Person in charge, Title	Year founded
126	PharMerica Corp. www.niteize.com Longmont, CO 80501	200	5,500	Regional billing office.	303-651-3535	www.pharmerica.com	Louisville, KY	Jon Rousseau, CEO	2006
127	Viega LLC 12303 Airport Way, Suite 395 Broomfield, CO 80021	200	4,000	Manufactures pipe-fitting installation technology.	800-976-9819	www.viega.us	Broomfield, CO	Dave Garlow, president & CEO	1899
128	Pinnacle Agriculture Holdings LLC 1800 Fall River Drive, Suite 100 Loveland, CO 80538	200***	1,500***	Agricultural retail distribution business created through acquisitions and greenfield retail establishments.	970-800-4300	www.pinnacleag.com	Loveland, CO	Robert Marchbank, president & CEO	2012
129	Hotel Boulderado 2115 13th St. Boulder, CO 80302	200	500	Hotel resort, performance and event venue, with restaurants and bars.	303-442-4344	www.boulderado.com	Boulder, CO	Genevieve Belou, senior sales manager; Mia Opalka, senior catering sales manager	1909
130	ARC Colorado Inc. 7040 Weld County Road 20 Fireston, CO 80504	200*****	200*****	Metal injection molding.	303-833-6000	www.aftmim.com	Deland, FL	Jed Rust, executive vice president	1993
131	Nite Ize Inc. 5660 Central Ave. Boulder, CO 80301	200	200	Nite Ize designs and manufactures inventor-driven products that organize your life, protect your gear, light your way, and creatively solve your everyday problems.	303-449-2576	www.niteize.com	Boulder, CO	Rick Case, CEO & founder	1989
132	The Eye Laser Center of Northern Colorado 6125 Sky Pond Drive, Suite 160 Loveland, CO 80538	200***	200***	Lasik and refractive surgery, cosmetic and reconstructive surgery of the eyelids, orbit and lacrimal system.	970-663-3262	www.eyecenternoco.com	Fort Collins, CO	Dan Karpel, CEO	1996
133	Nichols Aluminum — Golden 1405 E. 14th St. Fort Lupton, CO 80621	198	3,600	Aluminum coil manufacturing.	303-654-8301	www.quanex.com	Fort Lupton, CO		1983
134	DMC Global Inc. 11800 Ridge Parkway, Suite 300 Broomfield, CO 80021	197	741	Explosion welding, explosion-welded clad products and advanced perforating systems and components.	303-665-5700	www.dmcglobal.com	Broomfield, CO	Kevin Longe, president & CEO	1965
135	Times-Call 2500 55th St., Suite 110 Boulder, CO 80301	192	192	Print and digital newspaper.	303-776-2244	www.timescall.com	Boulder, CO	Albert Manzi, president and CEO	Prairie Mountain Media 1957
136	Oskar Blues 1800 Pike Road Longmont, CO 80501	191**	191**	Craft brewer.	303-776-1914	www.oskarblues.com	Longmont, CO	Dale Katechis, owner	1997
137	Measured Progress Inc. 2950 Colorful Ave., Suite 500 Longmont, CO 80504	190**	500***	Nonprofit organization that connects K-12 the educational community with assessment solutions.	303-772-5300	www.measuredprogress.org	Dover, NH		1983
138	Gallegos Sanitation Inc. 1941 Heath Parkway Fort Collins, CO 80524	190**	190**	Waste hauler, portable toilet services, Construction Waste RECYCLING with (2) accredited LEED specialists provide reports for your construction waste management program, plus training & signage.	970-484-5556	www.gsiwaste.com	Fort Collins, CO	Gallegos Family, owners	1959
139	Kodak Alaris 9952 Eastman Park Drive Windsor, CO 80551	185**	4,000***	Imaging	970-686-7611	www.kodakalaris.com	Hemel Hemstead, London, England	Stephen Kozak, Kodak Alaris site manager	2013
140	Brinkman Construction 3528 Precision Drive, Suite 100 Fort Collins, CO 80528	180	180	Brinkman Construction is a 100% employee owned company providing commercial construction services for a wide range of product types along the Front Range.	970-267-0954	www.brinkmanconstruction.com	Fort Collins, CO	Jim Ciesla, president & CEO	2005
141	Dellenbach Motors 3111 S. College Ave. Fort Collins, CO 80525	180	180	New-car franchisee of Chevrolet, Cadillac and Subaru. Includes service, parts and body shop.	970-226-2438	www.dellenbach.com	Fort Collins, CO	Michael Dellenbach, dealer principal	1965
142	Northern Colorado Rehabilitation Hospital 4401 Union St. Johnstown, CO 80534	179	179	Hospital provides rehabilitative services for patients with functional deficits.	970-619-3400	www.ncrh.ernesthealth.com	Albuquerque, NM	Brenda Simon, CEO	2005
143	Boulder Scientific Co. 4161 Specialty Place Longmont, CO 80504	177**	177**	Manufacturer of advanced organometallic catalysts, ligands, and co-catalysts.	970-535-4494	www.bouldersci.com	Longmont, CO	Don Morrison, director of business development	1972
144	SomaLogic Inc. 2945 Wilderness Place Boulder, CO 80301	176	200	Develops clinical diagnostics and research tools based on its proprietary and novel proteomics technologies.	303-625-9000	www.somallogic.com	Boulder, CO	Byron Hewett, CEO	2000
145	Agilent Technologies Inc., Nucleic Acid Solutions Division 5555 Airport Road Boulder, CO 80301	175**	12,500***	Flexible therapeutic oligonucleotide development services and manufacturing for the biotech and pharmaceutical industries.	303-222-4900	www.agilent.com	Santa Clara, CA		1999
146	Walker Manufacturing Co. 5925 E. Harmony Road Fort Collins, CO 80528	175	181	Manufacturer of commercial-grade riding lawn mowers and attachments.	970-221-5614	www.walker.com	Fort Collins, CO		1959
147	Pedersen Toyota-Scion-Volvo 4455 S. College Ave. Fort Collins, CO 80525	170	170	Full service dealership.	970-223-3100	www.pedersentoyota.com	Fort Collins, CO	Mark Pedersen, president/general manager	1972
148	United Power Inc. 500 Cooperative Way Brighton, CO 80603	169	169	Electric distribution cooperative.	303-659-0551	www.unitedpower.com	Brighton, CO	Bryant Robbins, acting CEO, COO	1938
149	Intel Corp. 1921 Corporate Center Circle, Suite 3B Longmont, CO 80501	165	110,800	Data-storage solutions.	503-264-1330	www.intel.com	Santa Clara, CA		1968
150	Markley Motors Inc. 3401 S. College Ave. Fort Collins, CO 80525	165	165	Full-service dealership.	888-500-4584	www.markleymotors.com	Fort Collins, CO	Eric Baumgart, general manager	1936



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region	Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
151	Twitter Boulder 1031 Walnut St. Boulder, CO 80302	160*** 3,900***		Hom base of Twitter's data and enterprise solutions team, formerly Gnip, including data science and analytics, design, research and infrastructure engineering.	303-997-7488 www.twitter.com San Francisco, CA	Eric Ryan, engineering site lead 2006
152	PDC Energy Inc. 3801 Carson Ave. Evans, CO 80620	160*** 600***		Independent exploration and production company.	970-506-9272 www.pdce.com Denver, CO	1969
153	Employment Solutions 3600 Mitchell Drive Fort Collins, CO 80525	160 490		Industrial & manufacturing staffing services.	970-407-9675 www.employmentsolutions.com Fort Collins, CO	Katherine Wagner, majority owner 1994
154	Animal Health International Inc. 822 Seventh St., Suite 740 Greeley, CO 80631	160***** N/A		Distributes animal-health products.	970-353-2600 www.animalhealth.com Greeley, CO	Kevin Pohlman, president & CEO 2010
155	Gloo LLC 831 Pearl St. Boulder, CO 80302	158 158		Personal-growth platform.	720-505-1762 www.gloo.us Boulder, CO	Scott Beck, co- founder & CEO 2012
156	Banner Fort Collins Medical Center 4700 Lady Moon Drive Fort Collins, CO 80528	157 50,000		Trauma, orthopedics, general surgery, gynecology, obstetrics, gastroenterology, urology, head and neck, heart and lung.	970-821-4000 www.BannerHealth.com/FortCollins Phoenix, AZ	Margo Karsten, president 2015
157	Sill-TerHar Motors Inc. 150 Alter St. Broomfield, CO 80020	157 157		Full-service dealership.	303-469-1801 www.sthmotors.com Broomfield, CO	John TerHar Jr., owner; Greg Larson, vice president 1960
158	Lemay Avenue Health & Rehab Facility 4824 S. Lemay Ave. Fort Collins, CO 80525	154 154		Services include 24-hour skilled nursing care, physical, occupational, respiratory, and speech-language therapy, secure memory units, group and individual activities, and transportation to medical appointments.	970-482-1584 www.columbinehealth.com Fort Collins, CO	1971
159	Weld County Garage 2699 47th Ave. Greeley, CO 80634	154*** 154***		Full service dealership.	970-352-1313 www.weldcountygaraage.com Greeley, CO	Warren Yoder, owner/general manager 1908
160	Western Disposal Services Inc. 5880 Butte Mill Road Boulder, CO 80301	154 154		Commercial and residential collection of trash, recycling and compostable material. Operates a public trash, recycling and organics drop-off center.	303-444-2037 www.westerndisposal.com Boulder, CO	Bryce Isaacson, vice president of sales and marketing 1970
161	Western Digital Corp. 1951 S. Fordham St., #400 Longmont, CO 80503	153*** 61,800		Flash storage and other data-storage solutions.	303-827-0321 www.wdc.com Milpitas, CA	Stephen Milligan, CEO 1970
162	TRU Community Care 2594 Trailridge Drive East, Suite A Lafayette, CO 80026	151*** 151***		Our experienced staff understands the unique physical, emotional & spiritual needs of terminally ill people & their families. We provide individualized support & our services are available 24/7.	303-442-0961 www.trucare.org Lafayette, CO	Michael McHale, president & CEO 1976
163	Splunk Inc. 3400 Valmont Road, Suite 200 Boulder, CO 80301	150***** 5,800		Real-time incident-management platform.	877-318-0960 www.victorops.com San Francisco, CA	Todd Vernon, founder/CEO at VictorOps 2012
164	Hungenberg Produce Inc. 976 N. Balsam Ave. Greeley, CO 80631	150*** 150***		Fresh carrots, cabbage.	970-356-6616 www.hungenbergproduce.com Greeley, CO	Paul Hungenberg, secretary/treasurer 1974
165	IBMC College 3842 S. Mason St. Fort Collins, CO 80525	150*** 150***		Certificate, diploma and degree programs in cosmetology, dental, medical assisting, medical billing and coding, massage, business and paralegal.	970-223-2669 www.ibmc.edu Fort Collins, CO	Diana Gunderson, vice president of education; Steven Steele, CEO 1987
166	Life Care Center of Greeley 4800 25th St. Greeley, CO 80634	150 150		Inpatient and outpatient rehabilitation with physical, occupational and speech-language pathology.	970-330-6400 lcca.com/locations/co/greeley/careers Greeley, CO	1998
167	Odell Brewing Co. Inc. 800 E. Lincoln Ave. Fort Collins, CO 80524	150*** 150***		Ale, wholesale and retail sales.	970-498-9070 www.odellbrewing.com Fort Collins, CO	Wynne Odell, CEO 1989
168	The Neenan Co. 3325 S. Timberline Road, Suite 100 Fort Collins, CO 80525-4427	150 150		Design, construction, development.	970-493-8747 www.neenan.com Fort Collins, CO	David Shigekane, president 1966
169	Biodesix Inc. 2970 Wilderness Place, Suite 100 Boulder, CO 80301	148 148		Molecular diagnostic tests for advanced lung cancer.	303-417-0500 www.biodesix.com Boulder, CO	Scott Hutton, CEO 2006
170	North Shore Health & Rehab Facility 1365 W. 29th St. Loveland, CO 80538	146 146		Skilled rehabilitation, long-term care, hospice unit, physical and occupational therapy, speech language pathology, registered dietician, wound care, NP and physician services, activities program.	970-667-6111 www.columbinehealth.com Fort Collins, CO	Clinton Dale, administrator 1962
171	Interface Communications Co. 5400 Mt. Meeker Road Suite A Boulder, CO 80301-3753	145 145		Provides design, engineering and construction services in the telecommunications industry with experience in voice, data, video, AV, security, DAS and traffic signalization.	303-530-4212 www.interface.cc Boulder, CO	Jeffrey Morgan, CEO 1995
172	Leanin' Tree Inc. 6055 Longbow Drive Boulder, CO 80301	145 145		Greeting cards.	303-729-3412 www.leanintree.com Boulder, CO	Ed Trumble, founder & chairman 1989
173	Good Day Pharmacy — Corporate Office 3780 E. 15th St., Suite 102 Loveland, CO 80538	142 142		Rx compounding, vaccinations, assisted-living services, hormone replacement, multi-dose packaging.	970-461-1975 www.gooddaypharmacy.com Loveland, CO	Vicki Einhellig, CEO 1985
174	Circadence Corp. 1900 Ninth St., Suite 300 Boulder, CO 80302	141 141		Cyber-security software and training.	303-413-8800 www.circadence.com Boulder, CO	Michael Moniz, president & CEO 1993
175	Good Samaritan Society — Fort Collins Village 508 W. Trilby Road Fort Collins, CO 80525	140 27,000		Independent and assisted living apartments, skilled nursing, rehab, therapy, and home care services.	970-226-4909 www.good-sam.com/fortcollinsvillage Sioux Falls, SD	Fred Pitzl, administrator 1973 in Fort Collins



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region	Employees worldwide	Products/Services	Phone	Website	Headquarters	Person in charge, Title	Year founded
176	FCI Constructors Inc. 4015 Coriolis Way Frederick, CO 80504	140	430	Commercial and industrial design-builder, general contractor and construction manager.	970-535-4725	www.fcicol.com	Grand Junction, CO	Jeff Erker, senior vice president	1978
177	Bobo's Oat Bars 6325 Gunpark Drive, Suite B Boulder, CO 80301	140	160	Manufactures non-GMO, vegan, wheat-free and gluten-free breakfast/energy bars using non-refined ingredients.	303-938-1977	www.eatbobos.com	Boulder, CO	Beryl Stafford, president/founder	2003
178	The Women's Clinic of Northern Colorado 2500 Rocky Mountain Ave., Suite 150140 Loveland, CO 80538	140		OB-GYN care, mammography, ultrasounds.	970-493-7442	www.womensclinicnoco.com	Fort Collins, CO	Scott Kenyon, executive director	1970
179	The Allen Co. Inc. 525 Burbank St. Broomfield, CO 80020	139	139	Manufactures hunting, shooting, tactical, archery, fishing and outdoor products.	303-469-1857	www.allencompany.net	Broomfield, CO	George Cavanaugh, owner	1971
180	Hyde Engineering + Consulting Inc. 6260 Lookout Road, Suite 120 Boulder, CO 80301	139	N/A	Engineering services.	303-530-4526	www.hyde-ec.com	Boulder, CO	John Hyde, chairman/founder	1993
181	Gaia Inc. 833 W. South Boulder Road Louisville, CO 80027	135	135	Goods and services for a healthy lifestyle.	303-222-3600	www.gaia.com	Louisville, CO	Jirka Rysavy, chairman & CEO	1988
182	Journey Homes/J&J Construction of Northern Colorado/Crow Creek Construction 7251 W. 20th St., Unit L-200 Greeley, CO 80634-4626	135	135	Homebuilding, land development.	970-352-7072	www.journeyhomes.com	Greeley	Jeff Demaske, CEO/partner; Larry Buckendorf, General Counsel/Partner; Joe Schumacher, general manager/partner	1998
183	Lind's Plumbing and Heating Inc. 1414 Blue Spruce Drive, Unit A Fort Collins, CO 80524	135	135	Commercial and residential plumbing.	970-221-1735	N/A	Fort Collins, CO	Kellan Moore, president/CEO; Rick Scaglione, President/COO; Kellan Moore, president & CEO; Kellan Moore, president and CEO	1984
184	Varra Cos. Inc. 8120 Gage St. Erie, CO 80516	135	135	Sand, gravel, ready-mix concrete.	303-666-6657	www.varracompanies.com	Frederick, CO	Chris Varra, president	1949
185	Mark Young Construction Inc. 7200 Miller Place Frederick, CO 80504	133***	133***	General commercial construction.	303-776-1449	www.markyoungconstruction.com	Frederick, CO	David Guida, president	1989
186	TRC 123 N. College Ave., Suites 206 & 208 Fort Collins, CO 80524	130***	4,100***	Environmental consulting.	970-484-3263	www.trcsolutions.com	Lowell, MA	Christopher Vincze, chairman/CEO	1961
187	Avery Brewing Co. 4910 Nautilus Court N Boulder, CO 80301-3242	130	158	Craft-beer manufacturing and sales to distributors. Retail beer sales, tap room and restaurant with draft and growler beer sales, full-service food and retail merchandise	303-440-4324	www.averybrewing.com	Boulder, CO	Adam Avery, president/owner	1993
188	Boulder Theater 2032 14th St Boulder, CO 80302	130***	130***	Z2 Entertainment operates the Boulder and Fox Theatres. In addition to live entertainment, the Boulder Theater hosts corporate meetings and events, private parties and celebrations, speakers, one-day or multiple day conferences, pitch events and more. Seated capacity 850, seated dinner events up to 275.	303-998-9416	www.bouldertheater.com, www.foxtheatre.com	Boulder, CO	Cheryl Liguori, CEO BT; 1995 Fox Theater 1992 Z2 Entertainment was formed in 2010 merging the two venue businesses.	
189	Keller Williams 1st Realty 606 Mountain View Ave., Suite 100 Longmont, CO 80501	130***	130***	Real estate, property management, HOA management.	303-776-3200	www.kellerwilliams1strealty.com	Longmont, CO	Bronwyn Schuetze, managing broker	1989
190	King Buick GMC 4175 Byrd Drive Loveland, CO 80538	130***	130***	Automotive retailer.	970-667-8905	www.kinggm.com	Loveland, CO	Rex King, president	1998
191	Tharp Cabinet Co. 380 W. 37th St. Loveland, CO 80538	130***	130***	Full-service manufacturer of custom residential, commercial, and specialty cabinets.	970-239-3216	www.tharpcabinets.com	Loveland, CO	Garth Rummery, president	1971
192	Boulder Associates Architects 1426 Pearl St., Suite 300 Boulder, CO 80302	129	129	Architecture, interior design and graphic design for health-care and senior-living facilities.	303-499-7795	www.boulderassociates.com	Boulder, CO	Tim Riddle, president	1983
193	Fort Collins Dodge Chrysler Jeep 3835 S. College Ave. Fort Collins, CO 80525	128***	128***	Full service dealership.	970-226-5340	www.fortcollinsdodgechryslerjeep.com	Fort Collins, CO	Steve Hardy, general manager	2009
194	Transpro Burgener Trucking 7301 S.W. Frontage Road Fort Collins, CO 80528	126***	242***	Dry bulk trucking.	970-482-4888	www.gotranspro.com	Fort Collins, CO	Curt Burgener, CEO/president	1946
195	C3 Real Estate Solutions 200 S. College Ave., Suite 160 Fort Collins, CO 80524	126***	126***	Residential and commercial real estate transactions.	970-689-3521	www.mycolorhome.com	Fort Collins, CO	John Simmons, owner/employing broker	2012
196	Dawson School 10455 Dawson Drive Lafayette, CO 80026	126	126	Challenging college-preparatory academics, robust arts and athletics programs, and renowned outdoor and experiential education for students K-12.	303-665-6679	www.dawsonschool.org	Lafayette, CO	George Moore, head of school	1970
197	Advanced Micro Devices Inc. 2950 E. Harmony Road, No. 300 Fort Collins, CO 80258	125***	11,400	Design and integrate technology that powers millions of intelligent devices, including personal computers, game consoles and cloud servers.	970-226-9500	www.amd.com	Sunnyvale, CA	Lisa Su, president & CEO	1969
198	Creative Foam Composite Systems 2221 Clayton Place Berthoud, CO 80513	125***	1,400***	Manufactures foam core for wind-energy and aerospace companies.	970-444-4711	www.creativefoam.com	Fenton, MI	Dave Stuck, general manager	1969
199	Horizon Discovery 2650 Crescent Drive, No. 100 Lafayette, CO 80026	125*****	500*****	Clinical and diagnostic equipment.	303-604-9680	www.horizondiscovery.com	Cambridge, U.K.		1995
200	Heart-Centered Counseling PC 320 W. Olive St. Fort Collins, CO 80521	125	275	Professional counseling (individual, marital, couples, child, family). Psychiatric care. All major insurances accepted, Medicaid and Medicare, self payor rates.	970-310-3406	www.heartcenteredcounselors.com	Fort Collins, CO	Carl Nassar, founder/director	1997



Private-Sector Employers

Ranked by number of employees in region

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201	CCX Corp. 1399 Horizon Ave. Lafayette, CO 80026	125*** 225***		Fiber-optic cables, wire harness, data cables.	303-666-5206	www.ccxcorp.com	Lafayette, CO	Dave Videon, president 1995	
202	Northern Colorado Water Conservancy District 220 Water Ave. Berthoud, CO 80513	125 145		Provides water for agricultural, municipal, industrial and domestic use in northeastern Colorado.	800-369-7246	www.northernwater.org	Berthoud, CO	Brad Wind, general manager 1937	
203	CooperSmith's Pub & Brewing 5 Old Town Square Fort Collins, CO 80524-2446	125*** 125***		Full-service restaurant and brewpub.	970-498-0483	www.coopersmithspub.com	Fort Collins, CO	Dwight Hall, brewer/president 1989	
204	Centre Avenue Health & Rehab Facility 815 Centre Ave. Fort Collins, CO 80526	122 122		24-hour skilled nursing care, physician, nurse practitioner services, clinical social services staff, group and individual activities, registered dietitians, physical, occupational and speech therapy.	970-494-2140	www.columbinehealth.com	Fort Collins, CO	Joy Carpenter, Administrator 2001	
205	First RF Corp. 6150 Lookout Road Boulder, CO 80301	122 122		Advanced technologies company specializing in antennas and RF systems.	303-449-5211	www.firstrf.com	Boulder, CO	Mike Sharkey, president; Farzin Lalezari, CEO 2003	
206	Holland & Hart LLP 1800 Broadway, Suite 300 Boulder, CO 80302	122 972		Patent, Trademark, Real Estate Finance & Development, Tax & Estate Planning, Corporate, Employment.	303-473-2700	www.hollandhart.com	Denver, CO	Larry Tronco, administrative partner; Chris Balch, firm chair; Lucy Stark, managing partner 1947	
207	Envision, Creative Support for People with Developmental Disabilities 1050 37th St. Evans, CO 80620	121*** 121***		Provide services to people with intellectual and developmental disabilities/delays in Weld County Colorado	970-339-5360	www.envisionco.org	Evans, CO	Celeste Ewert, Executive Director 1964	
208	Sun Construction & Design Services Inc. 1232 Boston Ave. Longmont, CO 80501	121*** 121***		Construction and renovation of industrial and commercial buildings.	303-444-4780	www.sunconstruction.com	Longmont, CO	Andrew Welch, president 1985	
209	Mentor, a Siemens business 1811 Pike Road, Suite 2F Longmont, CO 80501-6781	120 5,700		Electronic design automation software.	720-494-1000	www.mentor.com	Wilsonville, OR	1981	
210	Interstates 1409 Duff Drive Fort Collins, CO 80524	120 1,200		Providing electrical engineering, controls, and construction to industrial clients.	970-221-1776	www.interstates.com	Sioux Center, IA	Joshua Barber, regional director 1953	
211	Carbon Black Inc. 1433 Pearl St. Boulder, CO 80302	120 1,100		Carbon Black combines unfiltered data collection, predictive analytics and cloud-based delivery to provide endpoint protection.	N/A	www.carbonblack.com	Waltham, MA	Patrick Morley, CEO 2002	
212	Air Comfort Inc. 150 Rome Court Fort Collins, CO 80524-1434	120 120		Heating and air conditioning for large and small commercial projects, multi-family, high-end residential, including geothermal.	970-490-1458	www.aircomfortcolorado.com	Fort Collins, CO	Matt Rausch, CEO 2007	
213	Burris Co. Inc 1015 39th Ave. Greeley, CO 80634-4403	120 120		Optics, scopes, binoculars.	970-356-1670	www.burrisoptics.com	Greeley, CO	Bill Mullenix, General Manager 1979	
214	Columbine West Health & Rehab Facility 940 Worthington Circle Fort Collins, CO 80526	120 120		Rehabilitation, dementia unit, hospice, transportation, activities, beauty shop, courtyards, and music therapy, PT, OT, and Speech Language Pathology. NP Services. Wound Care. Discharge planning	970-221-2273	www.columbinehealth.com	Fort Collins, CO	Lauren Shimp, administrator 1988	
215	Double J Meat Packing Inc. 726 W. Main St. Pierce, CO 80650	120*** 120***		Custom butchering and processing of beef, bison and lamb.	970-834-1388	doublejcuts.com	Pierce, CO	Jay Hasbrouck, president 2002	
216	Flood & Peterson Insurance Inc. 4687 W. 18th St. Greeley, CO 80634	120 120		Commercial insurance, employee benefits, surety bonding, and personal insurance.	970-356-0123	www.floodpeterson.com	Greeley, CO	Royal Lovell, chairman & CEO; Brett Kemp, president 1939	
217	The Suites Fort Collins 4880 Ziegler Road Fort Collins, CO 80528	120 120		The Suites bridges the gap between hospital and home, offering personalized therapy and nursing programs.	970-223-4376	www.thesuiteshc.com	Fort Collins, CO	Emily Kantor, administrator 2017	
218	Z2 Entertainment, Boulder & Fox Theatres 2032 14th St. Boulder, CO 80302	120*** 120***		Live entertainment venues.	303-786-7030	www.bouldertheater.com	Boulder, CO	Cheryl Liguori, CEO 1992 & 1995	
219	Larry H. Miller Toyota Boulder 2465 48th Court Boulder, CO 80301	120*** N/A		Full service dealership.	303-443-3250	www.bouldertoyota.com	Sandy, UT	Steve Doersam, general manager 1987	
220	Clovis Oncology Inc. 5500 Flatiron Parkway, Suite 100 Boulder, CO 80301	117 484		Acquires, develops and commercializes innovative anti-cancer agents.	303-625-5000	www.clovisoncology.com	Boulder, CO	Patrick Mahaffy, CEO 2009	
221	Avid4Adventures 1877 Broadway, Suite 100 Boulder, CO 80302	116 116		Organizes summer camps for kids.	720-249-2412	www.avid4.com	Boulder, CO	N/A	
222	Heska Corp. 3760 Rocky Mountain Ave. Loveland, CO 80538	115*** 386		Advanced veterinary diagnostic and other specialty veterinary products; diagnostic blood analyzers, point-of-care diagnostic tests, vaccines and other pharmaceuticals.	970-493-7272	www.heska.com	Loveland	Kevin Wilson, president & CEO 1988	
223	Columbine Therapy Services 802 W. Drake Road, Suite 145 Fort Collins, CO 80526	115 115		Outpatient physical, occupational and speech therapy rehabilitation services.	970-494-6449	http://columbinehealth.com/rehabilitation/	Fort Collins, CO	Yvonne Myers, health systems director N/A	
224	Family Home Health LLC 1790 30th St., Suite 350 Boulder, CO 80301	115*** 115***		Skilled home health, nonskilled personal-care workers, caregiver CNA programs.	720-274-5974	www.familyhh.net	Boulder, CO	Luther Stanton, president; Joe Stanton, Vice President-Operations 2009	
225	Fisher Honda & Acura 6025 Arapahoe Road Boulder, CO 80303	115 115		Full service dealership.	303-443-0530	www.fisherauto.com	Boulder, CO	Craig Fisher, president 1973	



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region	Employees worldwide	Products/Services	Phone	Website	Headquarters	Person in charge, Title	Year founded
226	Total Facility Care LLC 453 N. Denver Ave. Loveland, CO 80537	114	114	Commercial cleaning and building maintenance.	970-800-3801	www.TotalFacilityCare.com	Loveland, CO	Pete Gazlay, president	2010
227	Inscripta Inc. 5500 Central Ave., Suite 220 Boulder, CO 80301	111	111	CRISPR-based platform for scalable digital genome engineering.	720-759-4088	www.inscripta.com	Boulder, CO	Kevin Ness, CEO	2015
228	Norfolk Iron & Metal Co. 31181 Weld County Road 39-1/2 Greeley, CO 80631	110***	1,300***	Steel service center, carbon steel distribution.	970-352-6722	www.norfolkiron.com	Norfolk, NE	Ron Wildeman, general manager	1917
229	CML Security LLC 1785 W. 160th Ave., Suite 700 Broomfield, CO 80023	110	240	Security electronics, detention equipment.	720-466-3650	www.cmlsecurity.us	Broomfield, CO	James (JJ) Ramsey, executive vice president; Keith Thoene, president	2015
230	Encore Electric Inc. 225 N. Lemay Ave., Unit 5 Fort Collins, CO 80524	110	110	Electrical construction, service and maintenance.	970-221-3311	www.encoreelectric.com	Lakewood, CO	Andrew Gordon, director of Wyoming and Northern Colorado	2003
231	Metal Container Corp. 1201 Metal Container Court Windsor, CO 80550	110***	110***	Aluminum cans.	970-686-1500	www.anheuser-busch.com	St. Louis, MO		1987
232	Tetra Tech Inc. 1900 S. Sunset St., Suite 1-E Longmont, CO 80501	110***	110	Provider of consulting, engineering, program management, construction management and technical services worldwide.	303-772-5282	www.tetrattech.com	Pasadena, CA	Dan Batrack, president/CEO	1966
233	Muller Technology Colorado Inc. 3939 Automation Way Fort Collins, CO 80525	110*****	N/A	Manufactures high speed robots and downstream automation systems for the plastics injection molding industry.	970-229-9500	www.muller-technology.com	Fort Collins, CO		1970
234	Front Range Orthopedics & Spine 1610 Dry Creek Drive Longmont, CO 80503	109	109	Orthopedic & spine care; joint replacement; physical therapy.	303-772-1600	www.fronrangeorthopedics.com	Longmont, CO	Mike Bergerson, CEO	1970
235	Re/Max of Boulder Inc. 2425 Canyon Blvd., Suite 110 Boulder, CO 80302	109	109	Real estate sales.	303-449-7000	www.boulderco.com	Boulder, CO	Jay Kalinski, employing broker	1977
236	Tecomet Inc. 6165 Lookout Road Boulder, CO 80301	107***	2,800***	Contract manufacturing for medical companies.	303-222-1260	www.mountainsidemed.com	Wilmington, MA	David Capkowitz, general manager	2006
237	Emergency Physicians of the Rockies 1024 S Lemay Ave. Fort Collins, CO 80524	107	107	Emergency medicine.	970-495-8006	www.eprockies.com	Fort Collins, CO	Betsy Coldren	1992
238	Molecular Biosciences Inc. 4699 Nautilus Court Boulder, CO 80301-5308	107***	107***	Manufactures products that investigate cellular function and homeostasis mechanisms.	303-581-7722	www.molbio.com	Boulder, CO	David Kachensky, vice president	1994
239	Sterling-Rice Group Inc. 1801 13th St., Suite 400 Boulder, CO 80302-5130	107	107	SRG is a brand consultancy and creative agency. Services include insights, strategy, innovation/new product development, culinary, data science, advertising, and design.	303-381-6400	www.srg.com	Boulder, CO	Cindy Judge, president and CEO; Joan Bleacher, chief operating officer; Rick Sterling, founder	1984
240	Children's Hospital Colorado North Campus 469 W. Colorado Highway 7 Broomfield, CO 80023	106***	6,000	A nonprofit pediatric health system devoted 100% to children. Services include: 24/7 urgent care, specialist care, observation and inpatient care up to 72 hours, rehabilitation and sports physical therapy, diagnostics and imaging.	720-777-1340	www.childrenscolorado.org	Aurora, CO	Jena Hausmann, CEO	2008
241	Oldcastle Infrastructure Inc. 1820 E. Colorado Highway 402 Loveland, CO 80537	105***	85,000***	Precast concrete underground utility structures, septic tanks, small buildings, architectural work, specialty products.	970-669-0535	www.oldcastleinfrastructure.com	Atlanta, GA	Chris Schneider, regional general manager	1975
242	Complete Home Health Care LLC 2095 W. Sixth Ave., Suite 209 Broomfield, CO 80020	105***	450***	Provides home-health services that include skilled nursing, physical, occupational and speech therapy.	720-457-3200	www.completehhc.com	Broomfield, CO		2001
243	Forney Industries Inc. 2057 Vermont Drive Fort Collins, CO 80525	105***	200***	Distributor of products to the retail and industrial sectors specializing in hardware, automotive after market and farm/ranch.	970-482-7271	www.forneyind.com	Fort Collins, CO	Steve Anderson, CEO/president	1932
244	Mountain High Products LLC dba Wana Brands 1668 Valtec Lane, Suite A Boulder, CO 80301	103	103	Producer of cannabis-infused forms, including edibles, vapes and capsules, offering a range of CBD/THC ratios, onset times and duration.	917-971-7852	www.wanabrands.com	Boulder, CO	Nancy Whiteman, CEO	2010
245	SurveyGizmo 4888 Pearl East Circle, Suite 100 Boulder, CO 80301	102***	115***	Software-as-a-service company offering a survey, data-collection and business-intelligence tool.	720-496-2990	N/A	Boulder, CO	Nicole Craine, COO; Christian Vanek, CEO/founder	2006
246	Harmony Foundation Inc. 1600 Fish Hatchery Road Estes Park, CO 80517	102	102	Detox services, residential inpatient treatment, intensive outpatient treatment, recovery support.	970-586-4491	www.harmonyfoundationinc.com	Estes Park, CO	Jim Geckler, president/CEO	1969
247	Namaste Solar Electric Inc. 6707 Winchester Circle, Suite 700 Boulder, CO 80301	101***	101***	Employee-owned solar energy company.	303-447-0300	www.namastesolar.com	Boulder, CO	Blake Jones, co-owner, co-founder; Jason Sharpe, co-owner & CEO	2004
248	Hexcel Corp. 31815 Great Western Drive Windsor, CO 80550	100***	6,200***	Manufactures prepregs, which are epoxy resins reinforced with glass or carbon fibers, used to manufacture shells and spars of wind-turbine blades.	970-686-9988	www.hexcel.com	Stamford, Conn.	Steve Corbiere, plant manager	1948
249	Pilatus Business Aircraft Ltd. 11755 Airport Way Broomfield, CO 80021	100***	2,283***	Aircraft company.	303-438-5965	www.pilatus-aircraft.com	Broomfield, CO	Thomas Bosshard	1996
250	Labor Ready 445 Main St. Longmont, CO 80501	100	1,000	Construction, manufacturing, residential, production, landscape, maintenance, janitorial, housekeeping, snow removal, logistics.	303-651-6722	www.laborready.com	Tacoma, WA	David Dawson, manager	1989



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region	Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
251	Galvanize 1023 Walnut St. Boulder, CO 80302	100***	300***	Bootcamp, Web development, data science, coworking, etc.	303-749-0038 www.galvanize.com Denver, CO	Emilie Kintner, general manager, CO 2012
252	Uplight Inc. 2560 55th St. #100 Boulder, CO 80301	100*****	274	The Tendril Platform delivers real-time, ever-evolving data about the home and how people use energy in it	303-951-4360 www.uplight.com Boulder, CO	Adrian Tuck, CEO 2004
253	AlsoEnergy Inc. 5400 Airport Blvd., Suite 100 Boulder, CO 80301	100***	230***	Provides energy-monitoring and asset-management solutions for renewable-energy financiers, developers, EPCs and inverter manufacturers.	866-303-5668 www.alsoenergy.com Boulder, CO	Robert Schaefer, CEO 2007
254	Noffsinger Manufacturing Co. 500 Sixth Ave. Greeley, CO 80631	100**	200**	Manufactures equipment for the agricultural industry.	970-352-0463 www.noffsingermtg.com Greeley, CO	Dean Herl, CEO 1924
255	Advanced Manufacturing Technology 3920 Patton Ave. Loveland, CO 80538	100	100	Conveying systems for food, beverage, pharmaceutical, brewery, household products and more. Anysize infinite automatic guiderail systems for packaging industry.	970-612-0315 www.amtcolorado.com Loveland, CO	Luanne Mullen, president 1996
256	Audi Flatirons 13321 W. Midway Blvd. Broomfield, CO 80020	100	100	Automotive sales, servicing and parts	303-222-3321 www.audiflatirons.com Vancouver, WA	Ryan Watson, VP/general manager 2017
257	Barnes Electrical Contracting Inc. 1375 Horizon Ave. Lafayette, CO 80026	100	100	Electrical construction — single-family, multi-family, commercial.	303-665-6188 www.barneselectrical.com Lafayette, CO	David Barnes, president 1986
258	BoulderCentre for Orthopedics and Spine 4740 Pearl Parkway, Suite 200 Boulder, CO 80301	100	100	Full spectrum of orthopedic services, including MRI, PT/OT, DME and outpatient surgery on the premises.	303-449-2730 www.bouldercentre.com Boulder, CO	Catherine Higgins, CEO/CFO 1968
259	Co's Auto Group Inc. 4150 Byrd Drive Loveland, CO 80538	100	100	BMW and Mini Cooper automobiles, sales, parts, service, pre-owned cars and trucks.	970-292-5200 www.cosbmw.com, miniofloveld.com Loveland, CO	Christina Dawkins, president/general manager 1974
260	Green Ride Boulder 4800 Baseline Road, Unit D110 Boulder, CO 80303	100**	100**	Locally owned shared-ride airport shuttle company focused on minimal environmental impact while providing transportation for residents and visitors.	303-997-0238 www.greenrideboulder.com Fort Collins, CO	2012
261	JumpCloud Inc. 361 Centennial Parkway, Suite 300 Louisville, CO 80027	100	100	JumpCloud's Directory-as-a-Service centralizes and simplifies identity management, providing users one set of credentials to securely access systems, apps, networks, etc.	720-240-5005 www.jumpcloud.com Louisville, CO	Rajat Bhargava, CEO 2012
262	Lawson Construction Co. 20 S. Sunset St. Longmont, CO 80501	100	100	Concrete curb and gutter, sidewalk, concrete paving.	303-444-8680 www.lawsonconstruction.com Longmont, CO	Lloyd Lawson, vice president 1989
263	Snaptron Inc. 960 Diamond Valley Drive Windsor, CO 80550	100	100	Electro-mechanical switch contacts. Tactile metal domes.	970-686-5682 www.snaptron.com Windsor, CO	Brett Tatman, president/CEO 1990
264	Spyder Active Sports Inc. 4740 Walnut St. Boulder, CO 80301	100	100	High-end performance skiwear, outerwear and accessories.	303-544-4000 www.spyder.com Boulder, CO	Nicholas Adcock, CEO 1978
265	Naranjo Civil Constructors Inc. 627 27th St. Garden City, CO 80631	98	98	Civil construction.	970-356-7909 www.naranjocivil.com Garden City, CO	Jerry Naranjo, president 1982
266	PTA Plastics I Colorado 7350 Dry Creek Parkway Longmont, CO 80503	98	N/A	Plastic injection molding.	303-652-2500 www.ptaplastics.com Oxford, CN	Rich Dorans, CEO 1953
267	Harsh International Inc. 600 Oak Ave. Eaton, CO 80615	97	150	Manufactures cattle-feeding equipment, hydraulic truck equipment. Arctic Cat dealer, Textron UTV dealer, Segway dealer, Bad Boy Mower dealer, and Husqvarna dealer. Sig Sauer Master Dealer	970-454-2291 www.harshenviro.com and www.harshoutdoors.com Eaton, CO	Robert Brown, president 1948
268	Bret's Electric LLC 8312 Raspberry Way, Suite A Frederick, CO 80504	95	95	Electrical contractor for design-build projects, commercial, industrial, multi-family, schools and medical facilities.	720-494-8944 www.bretselectric.com Frederick, CO	Janet Martin, vice president 1993
269	Claremont Foods LLC 6325 Monarch Place Niwot, CO 80503	95	95	Provides organic- and natural-foods contract manufacturing.	303-652-0260 www.claremontfoods.com Niwot, CO	Alex Cloth, founder & CEO 2011
270	Gregory Electric 3317 N. Lincoln Ave. Loveland, CO 80538	95	95	Electrical contractor.	970-669-7609 www.gregoryelectricinc.com Loveland, CO	Rod Bryant, president 1988
271	Sparkfun Electronics 6333 Dry Creek Parkway Niwot, CO 80503	95	95	Online retail store that sells the bits and pieces to make your electronics projects possible. Our products and resources are designed to make the world of electronics more accessible.	303-284-0979 www.sparkfun.com Boulder, CO	Nathan Seidle; Nathan Seidle, CEOs 2003
272	Special Aerospace Services 3005 30th St. Boulder, CO 80301	95	95	SAS provides a full lifecycle of services from strategic advisory to tactical engineering, systems development, software engineering, precision manufacturing and recurring program support.	(303) 625-1010 www.specialaerospaceservices.com Boulder, CO	Heather Bulk, CEO; Heather Bulk 2007
273	Cardinal Peak LLC 1380 Forest Park Circle, Suite 202 Lafayette, CO 80026	93	135	Product engineering services that reduce the risk of outsourcing an engineering project.	303-665-3962 www.cardinalpeak.com Lafayette, CO	Howdy Pierce, chairman/co-founder; Mike Perkins, chairman/co-founder; Mark Carrington, CEO 2002
274	Centers for Gastroenterology PC 3702 Timberline Road Fort Collins, CO 80525	93	93	Comprehensive services in the diagnosis, medical management and endoscopic treatment of diseases affecting the digestive system and liver.	970-207-9773 www.digestive-health.net Fort Collins, CO	Jim LaBorde, CEO 1982
275	Ehrlich Toyota 4732 W. 26th St. Greeley, CO 80634	92	92	Automotive dealer.	970-339-3900 https://ehrlichtoyota.com/?utm_source=GoogleMyBusiness&utm_medium=SERP&utm_campaign=GMB Greeley, CO	Jessica Zumbrun, general sales manager 1946



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
276	Sun Construction & Facility Services Inc. 1232 Boston Ave. Longmont, CO 80501	89 105	Commercial general contractor.	303-444-4780 www.sunconstruction.com Longmont, CO	Scott Solem, vice president of operations; Andy Welch, president 1985
277	Homewatch Caregivers of Boulder County 2945 Center Green Court, Suite D Boulder, CO 80301	89 89	Light housekeeping, meal preparation, medication reminders, personal care, mobility assistance, errands, companionship.	303-444-1133 www.homewatchcaregivers.com/boulder Boulder, CO	Julie Heidemann, president 1994
278	Morning Fresh Farms Inc. 15121 County Road 32 Platteville, CO 80651	88 88	Producer of farm-fresh eggs.	970-785-2889 www.morningfresh.com Platteville, CO	Derek Yancy, president 1978
279	New Mercer Commons 900 Centre Ave. Fort Collins, CO 80526	88 88	Assisted living and secure memory unit, personal care providers, LPNs, RNs, activities and outings, social services, registered dietician, medication management, laundry/housekeeping.	970-495-1000 www.columbinehealth.com Fort Collins, CO	Gina Digiallonardo, administrator 1994
280	Northern Colorado Anesthesia Professionals PLLC 3702 Automation Way, #103 Fort Collins, CO 80525	88 88	Anesthesia and pain-management services.	970-224-2985 www.nccaphealth.com Fort Collins, CO	Shawn Wotowey, CEO 1998
281	WorkWell Occupational Medicine LLC 164 Primrose Court Longmont, CO 80501	88 88	Occupational-medicine provider to area businesses, including workers' compensation injury care, pre/post employment and compliance services to employers.	303-827-3158 www.workwellworks.com Longmont, CO	Steve Pottenger, CEO 1997
282	Poudre Valley Rural Electric Association Inc. 7649 REA Parkway Fort Collins, CO 80528	87 87	Electric utility.	800-432-1012 www.pvrea.coop Fort Collins, CO	Jeff Wadsworth, president and CEO 1939
283	A Spice of Life Catering + Events + Corporate Dining 5541 Central Ave., Suite 272 Boulder, CO 80301	85 85	Catering and event services for weddings, corporate occasions, social affairs, nonprofit galas. Corporate Cafe Division servicing Colorado companies for inhouse dining and cafe needs.	303-443-4049 www.aspiceoflife.com Boulder, CO	David Rubin, president/CEO 1989
284	Ionex Research Corp. 1301 Eastwind Drive Lafayette, CO 80026	85 85	Air-filtration systems used in environmental protection and clean-up of hazardous chemicals, nuclear waste, and military nerve agents.	303-666-5550 www.ionexres.com Lafayette, CO	Matthew Porrey, president 1978
285	Premier Roofing Co. 3201 E. Mulberry St., Suite B Fort Collins, CO 80524	85 85	Asphalt roofing contractor, master elite GAF shingle installer, serving Northern Colorado for 15 years.	970-484-7663 www.premier-roofing.com Fort Collins, CO	Ben McFerron; Chris Tulp, owners 2005
286	Specialty Products Co. 4045 Specialty Place Longmont, CO 80504	85 85	Alignment and suspension parts and custom manufacturing.	303-772-2103 www.spcalignment.com Longmont, CO	Ben Bigelow, president & CEO 1972
287	YMCA of Northern Colorado 2800 Dagny Way Lafayette, CO 80026	85 85	YMCA of Northern Colorado is a nonprofit that strengthens community through programs and services that focus on youth development, healthy living and social responsibility.	303-664-5455 www.ymcanoco.org Lafayette, CO	Chris Coker, CEO/president 1874
288	Allen Service, Plumbing, Heating and Air Inc. 101 S. Link Lane Fort Collins, CO 80524	84 84	Plumbing and HVAC Home Services for service, repair and replacement of plumbing, sewer/drains, HVAC systems.	970-484-4841 www.allenservice.com Fort Collins, CO	Jeff Allen, CEO 1962
289	Advanced Thin Films, a unit of IDEX Corp. 5733 Central Ave. Boulder, CO 80301	80 80	Precision optical components and ion beam sputtered coatings for applications in scientific research, defense, aerospace, telecommunications, laser and semiconductor manufacturing.	303-815-1545 www.advancedthinfilms.com Lake Forest, IL	Brandon Ballagh, general manager 1992
290	MorningStar Senior Living 575 Tantra Drive Boulder, CO 80305	80 80	Private pay assisted-living and secure memory-care residential community.	720-545-1575 www.morningstarseniorliving.com Denver, CO	Tracie Roberts, executive director 2015
291	Windhorse Community Services Inc. 1501 Yarmouth Ave. Boulder, CO 80304	80 80	Supports recovery from mental-health challenges at home and in the community.	303-786-9314, ext 125 www.windhorsecommunityservices.com Boulder, CO	Polly Banerjee-Gallagher, director 1990
292	PowerBack Rehabilitation 329 Exempla Circle Lafayette, CO 80026	80 N/A	Provides a rapid-recovery alternative for patients requiring post-hospital rehabilitation and medical services related to acute illness, surgery or injury.	720 639-2200 www.powerbackrehabilitation.com Kennett Square, PA	John Adams, executive director; Benjamin Proffitt, Director of Rehabilitation 2014
293	Fort Collins Youth Clinic 1214 Oak Park Drive Fort Collins, CO 80524	79 79	Pediatrics, same-day sick, well-care appointments, immunizations, developmental pediatrics, speech therapy, psychology, occupational therapy.	970-267-9510 www.youthclinic.com Fort Collins, CO	1964
294	Longs Peak Lawn Care Inc., dba Longs Peak Landscape 4325 Hilltop Road Longmont, CO 80504	77 77	Landscape construction, maintenance and design. Snow removal, restoration services, renovation, maintenance, commercial, residential, HOAs.	303-682-2857 www.LongsPeakLandscape.com Longmont, CO	Mike DePriest, president 1994
295	Topshelf Printers 5807 W. 20th St. Greeley, CO 80634	77 77	Custom branded company products, embroidery, screen printing, wearables, vinyl, shirts, hats bags. Anything with a logo.	970-484-4110 www.topshelfprinters.com Greeley, CO	Blake Burroughs, member 2010
296	Berg Hill Greenleaf & Ruscitti LLP 1712 Pearl St. Boulder, CO 80302	75 80	Full-service law firm.	303-402-1600 www.bhgrlaw.com Boulder, CO	Giovanni Ruscitti, founding and managing partner 2001
297	IMS Heating & Air Inc. 5213 Longs Peak Road, Unit A Berthoud, CO 80513	75 80	HVAC maintenance, indoor air-quality, retrofit, new construction, commercial, duct cleaning.	970-532-0123 www.imsheatingandair.com Johnstown, CO	Daren Shawver, president 2000
298	Clear View Behavioral Health 4770 Larimer Parkway Johnstown, CO 80534	75 75	Clear View Behavioral Health is a mental-health hospital treating adults, seniors and adolescents in an inpatient setting, and offers outpatient services to adults and seniors.	970-461-5061 www.clearviewbh.com Johnstown, CO	Monica Tatum, CEO 2015
299	FreeWave Technologies Inc. 5395 Pearl Parkway, Suite 100 Boulder, CO 80301	75 75	FreeWave is a leader in industrial, secure Machine to Machine and Internet of Things wireless networking solutions.	303-381-9200 www.freewave.com Boulder, CO	Kim Niederman, CEO 1993
300	Group Publishing Inc. 1515 Cascade Ave. Loveland, CO 80538-8681	75 75	Publisher of ministry resources for Christian churches, volunteers and groups.	970-669-3836 www.group.com Loveland, CO	Thom Schultz, CEO 1974

Region surveyed includes Boulder, Broomfield, Larimer and Weld counties and the city of Brighton.

Researched by BizWest

* Regionwide, plus a small part of Wyoming.
** Includes all locations and affiliates.
*** 2019 data.
**** Includes employs throughout Colorado and Wyoming.
***** Includes Brighton plants.

***** Includes Louisville location.
***** Includes 1,313 employees and 434 contingent workers.
***** Includes facilities in Fort Collins, Loveland and Windsor.
***** Formerly West Safety Services Inc.
***** Acquired Anadarko Petroleum Corp. in August 2019.

***** BizWest estimate.
***** Formerly GE Energy Control Solutions.
***** Pfizer Inc. acquired Array BioPharma Inc. in July 2019.
***** Quanax Corp. acquired Golden Aluminum in January 2020.
***** Formerly Dharmacon.

***** Formerly Tendril Inc. and Simple Energy Inc., which merged in July 2019.
***** Formerly known as YMCA of Boulder Valley.

BW REAL DEALS

Developer builds 'oasis' in Old Town Fort Collins

By Christopher Wood
cwood@bizwest.com

FORT COLLINS — Ask developer Steve Slezak whether his latest project in Old Town Fort Collins will be his last after a 40-year career, and he'll quickly answer, "Yes."

Then he'll have second thoughts: "It's my scheduled last project," he told BizWest recently, "but will it be my last project? Probably not."

Slezak has reason to shy away from new developments: The Oasis on Olive, a \$5.5 million, seven-unit infill project at 310 W. Olive St., took about four years to complete entitlement and permitting through the city of Fort Collins. It's an experience that has left the 69-year-old developer frustrated with what he sees as landmark-preservation officials seeking to "check a box" on city approvals, sometimes requiring design changes and architectural details he believes serve no purpose, other than to show that an official had control or influence, he said.

"You've got a lot of people who are young, and they've got boxes to check, and they can't see their nose for the freckle," Slezak said. "They just don't have any common sense."

The Oasis on Olive seemingly checks a lot of boxes in terms of city goals: The infill project will bring new residents to downtown Fort Collins, with sensitivity to surrounding historic properties. But the project elicited a wave of concerns and design changes from the Landmark Preservation Commission, Slezak said.

In one case, the commission didn't like architect John Dengler's original design for windows on the project, believing that they were not in keeping with historical window designs.

"They didn't like my windows," Slezak said. "They wanted them to be two and a half feet wide and five foot tall, like the historic buildings."

So Slezak hired someone else to revise the design — Dengler refused.

"I had someone else draw it, and it looked like a toothless old man making a big smile, and windows just scattered all over the place," Slezak said.

But the commission didn't like the revised look and opted for the original design.

"That little effort cost me 10 thousand bucks in design fees," Slezak said, noting that changing the windows also required changes to floor plans.

"They're very candid about the fact that financial considerations don't play a role," he said.



COURTESY RE/MAX ALLIANCE

An artist's rendering shows The Oasis on Olive, developer Steve Slezak's latest project in Old Town Fort Collins.

Slezak also was frustrated at height limits on the project. The nearby Cortina lofts project, built in 2004, was allowed 96 feet in height, while Slezak's site was in an area that ostensibly would be allowed 86 feet. But the Landmark Preservation Commission limited him to 40 feet because that's the height of Slezak's neighboring historic buildings.

"When you're building on an incredibly expensive piece of property, and you have very little square footage to amortize the economy of scale, some additional footage, height, would have been enormous," he said.

Still, four years after initial submittals, The Oasis on Olive officially broke ground last fall, nestled behind those two other properties that Slezak owns at 227 and 231 S. Howes St. Those historic homes were converted into office space decades ago.

With Oasis on Olive, Slezak developed a boutique infill housing project in the backyards of the Howes buildings, offering high-end units. He's targeted individuals who are capable of spending \$735,000 to \$835,000 for a unit, and desiring to live in Old Town without a lot of neighbors. He's also offering them an opportunity to customize the interiors. The units cost from almost \$600 to \$1,000 per square foot, depending on finishes. Covered parking is included.

As Dohn Construction Co. nears completion of the project by Christmas, Slezak has sold three units on the third floor to one individual, who will make one large unit. That leaves four units left to sell.

The property is being marketed by Re/Max Alliance agents Jennifer Fields and David Johnson. Prices for the remaining units range from \$735,000 to \$825,000, Fields said.

Fields credits Slezak for his hands-on oversight of the project, noting that he insisted on using old brick, a certain stucco and a "timeless" design.

She said buyers are drawn to the project's location and "the uniqueness of how small it is and the ability to customize to their liking."

"There really isn't anything like it [in Old Town], she said. "That location brings value as well. It's kind of this hidden little gem."

Slezak's 40-year career includes eight years with The Neenan Co., a Fort Collins-based construction and architecture firm. He's also been involved in a wide variety of projects in Fort Collins, Greeley and Windsor. He favors projects on the smaller side but has developed projects of up to 50 units.

"What I've always tried to do is buy stuff that's not necessarily on the market, stuff that is small so that I can do something very unique and get in and get out without having enormous commitments," he said.

Projects couldn't get much smaller than the 8,500-square-foot, seven-unit (now five-unit) The Oasis on Olive, offering high-end buyers an opportunity for Old Town living without many neighbors, but with close proximity to the Lincoln Center, the financial center, Colorado State University and Old Town restaurants.

The Oasis on Olive also will feature an unusual addition to the development plan: an historic garden.

The property at 231 S. Howes St., built in 1898, was formerly occupied by Adelia Davis, Fort Collins' first female registered pharmacist and a renowned, award-winning rose gardener. Her roses survived, even after Davis' death at the age of 101 in 1986.

"These things are amazing, and they just survived like you wouldn't believe," Slezak said.

As part of the redevelopment, Slezak proposed that he be allowed to recreate the garden as a community amenity. It also meant that he would not be required to add a detention pond, which he said was unnecessary.

PROPERTYLINE

California RE company buys Amazon facility

LOVELAND — McWhinney Real Estate Services Inc. has sold its Amazon Inc. (Nasdaq: AMZN)-occupied warehouse in Loveland to a California-based real estate holding company for just over \$32.6 million.

A subsidiary of Mark IV Capital closed the sale for 4541 Viking Way on Aug. 4, according to Larimer County property records.

Amazon took over the 123,000-square-foot building late last year as a "last-mile" sorting center to connect delivery drivers in the region to packages sent from the larger distribution centers in Thornton and Aurora. It currently hosts about 200 employees.

The e-commerce giant also operates a 19,000-square-foot distribution center and a software development office in Boulder, along with the acquisition of warehouse-robotics startup Canvas Technology LLC last April.

Oldest Longmont brick building placed on market

LONGMONT — What may be the oldest brick building in Longmont may soon have a new use.

The Emerson and Buckingham Bank at 321 Main St. in Longmont is now for sale. It's owners, Jon and Peg Schallert, bought the building in 2014 for \$389,000, according to Boulder County property records.

The Schallerts, who have the property recorded under Joseph Donovan LLC, said they had an historian review the history of the building and determined that it was the oldest brick building in the city with its lineage dating to 1875. There is an older wood structure in Longmont, Jon Schallert said.

The building housed Longmont's first bank. The Schallerts, who operate The Schallert Group, a destination marketing training business, spent 21 months restoring the building. They used the building as their headquarters and conducted training there but have since transitioned to online delivery of their services.

Loveland agrees to sell former county building

LOVELAND — After several years of effort, the Loveland City Council has voted to sell the former Larimer County office building at 205 E. Sixth St. in downtown Loveland.

The property will be sold to PDQ Properties LLC, a Loveland company that specializes in buying older buildings, rehabilitating them and leasing or selling space within them.

The building will be sold for \$450,000 with no contingencies or incentives, according to the 8-1 council vote.

First phase of Longmont's South Main Station complete

LONGMONT — The first phase of South Main Station, a large, mixed-use development along Main Street at First Avenue in Longmont, is complete, according to the project's developer Mass Equities Inc.

That phase, built by Brinkman Construction Inc. and designed by Shears Adkins Rockmore Architects, includes four of the five planned apartment buildings with 253 units and 10,000 square feet of ground floor retail space.

Local home sales

This chart compares July statistics for real estate sales in Northern Colorado communities from 2019 and 2020:

	Total sales July 2019	Total sales July 2020	1-year % change ('19-'20)	Avg. Price Jan. 2019	Avg. Price Jan. 2020	1-year % Change ('19-'20)
Fort Collins	286	332	16.1%	\$429,383	\$457,794	6.6%
Timnath	27	31	14.8%	\$566,639	\$536,080	-5.4%
Wellington	37	57	54.1%	\$377,926	\$367,497	-2.8%
Greeley	179	198	10.6%	\$307,289	\$334,794	8.9%
Loveland	178	272	52.8%	\$410,281	\$425,512	3.7%
Berthoud	47	73	55.3%	\$443,372	\$481,076	8.5%
Windsor	124	122	-1.6%	\$492,023	\$490,536	-0.3%
Severance	47	66	40.4%	\$377,621	\$430,382	14.0%
Longmont	182	184	1.1%	\$463,327	\$530,035	14.4%

Source: IRES

Get ready for 'urban exodus' to impact NoCo real estate

We've seen that the COVID-19 pandemic has changed how we live. Apparently, it's also changing where we live — a demographic wave that's bound to make an impact on the Northern Colorado housing market.

Evidence is mounting to show that many Americans who live in cities — especially those for whom working from home is the new normal — are eager to relocate to the less hectic environments of suburban, exurban or rural communities. It's an urge that's also driven by a desire for access to outdoor recreation, a lower cost of living and the greater sense of health and safety for their families that corresponds with more elbow room.

This so-called "urban exodus" is underlined by the results of a recent Harris Poll, which reported that nearly one-third of the urban dwellers surveyed said they were considering



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moving to a place where the population was less dense. Other reports reinforce the trend. For instance, parts of the New York City metro area have registered a 40% increase in the number of homes for sale. In San Francisco, inventory is up 96%. And Realtor.com tells us that website views for homes in suburban Zip codes jumped 13% in May 2020 compared to May 2019.

So, where will those people choose to move?

As I see it, Northern Colorado needs to be prepared for the influx that could be spurred by this movement away from metropolitan America.

Communities in our region meet just about every criterion I listed earlier that seems to be attractive to people looking to leave Big City, U.S.A. — including access to high-speed broadband. Since technology has made it possible for increasing numbers of Americans to work remotely, many are seizing the opportunity to restructure their lives

and resettle for the future. And with interest rates at historic lows, it's even easier for people with economic stability to decide to get out of Denver ... or New York, or San Francisco.

Anecdotally, we've already seen signs of newcomer interest to Northern Colorado. At our own website — the-groupinc.com — Denver residents are recently accounting for the second-largest number of visitors, based on geographic location. Historically, Denver visitors to the website have trailed residents of other communities in our region, including Loveland, Greeley, and Longmont.

Another likely consequence of the pandemic? Wherever Americans choose to live, I expect they will be living there longer over the coming decade. By locking into low interest rates and moving into homes that were chosen to accommodate their jobs and their lifestyles, the typical homeowner will have additional motivation to stay in place for more years. Note: The median tenure for American homeowners in 2018 was 13 years, a figure that was already on the rise, up from 10 years in 2008.

A red-hot summer

Speaking of resettling, home sales in Northern Colorado and across the country are booming this summer. In July, buyers closed on 1,335 homes in Northern Colorado, an increase of 20.6% over July 2019. As the accompanying chart shows, sales growth in some local communities topped 50%. Nationally, the number was not as eye-opening, but still impressive — up 8.7% from July 2019 — according to the National Association of Realtors.

All this is happening despite a tight housing supply all across the country. No doubt, Americans are taking advantage of interest rates that have been hovering around 3% for 30-year fixed-rate mortgages.

Brandon Wells is president of The Group Inc. Real Estate, founded in Fort Collins in 1976 with six locations in Northern Colorado

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BW COMMENTARY

We all have work to do when it comes to race, diversity, social justice

It's time — well past time — for the U.S. to address issues of race and diversity, and business must do its part.

For months, with repeated police shootings of unarmed African-Americans, the U.S. population has been engaged in a conversation about racial injustice, including the fear that African-Americans experience when stopped by law enforcement.

The May killing of George Floyd in Minneapolis — as a policeman knelt on his neck for eight minutes and 46 seconds, causing his death — galvanized the country. Sadly, other examples continue to come to light, including the Aug. 23 shooting of Jacob Blake in Kenosha, Wisconsin, when a police officer fired seven bullets into his back, potentially paralyzing him for life.

Unfortunately, the national conversation has sometimes descended into tired, politically and racially charged arguments. Some choose to focus on riots, vandalism and looting, rather than shootings of unarmed Blacks by police. (Yes, rioting, vandalism and looting are bad. But shouldn't killings of Blacks rise above that in priority? At times, those most vocal about protests that get out of control have said not a word about killings of unarmed Blacks.)

We believe that most police officers are dedicated public servants with an extremely difficult and dangerous job, but we also believe that a systemic problem exists with how Blacks are targeted and treated by law enforcement. Society should demand a complete overhaul of police training, implementation of national standards to govern the use of deadly force, and ongoing training in race relations and bias.

At the local, state and national level, businesses should be outspoken about the need for such reform. But business must also examine its own ways of operating, including the hiring process.

We have seen helpful signs. Certain business sectors have launched programs to increase diversity, from startups to venture capital to the outdoor industry. Large companies have begun hiring diversity directors to evaluate and improve their performance.

But small and medium-sized companies — including BizWest — must do their part. We must examine our own hiring practices and work harder to identify qualified people of color. "We don't get any applications from people of color" isn't a valid excuse anymore.

Many organizations exist that can help businesses seeking to diversify their workforce and create a welcoming environment for people of color, from the NAACP to the Latino Chamber, etc.

And we should also explore why communities in the Boulder Valley and Northern Colorado have so few Black residents (just 1.2% to 1.6%).

Let's do our part and right a centuries-old wrong.

Brokers, bankers seek to avoid 'F-bomb'

Cover your ears if you don't want to hear this, but some experts in the real estate and financial sectors are starting to drop the F-bomb: foreclosures.

It's not a word that has been expressed much in recent years, what with a booming economy. But, for a number of reasons, many experts are expecting an uptick in the coming months, perhaps a big uptick.

On the residential side, foreclosures have been held back by the U.S. Department of Housing and Urban Development's moratorium on foreclosures of Federal Housing Administration-insured loans, along with those backed by Fannie Mae and Freddie Mac. The FHA recently announced that it would extend the ban — which was scheduled to have ended Aug. 31 — until Dec. 31. Initially, the extension was just for FHA loans, but Fannie Mae and Freddie Mac announced their own extensions, Aug. 27.

The moratorium is intended to alleviate pressure on homeowners during the COVID-19 pandemic. Additionally, federal stimulus programs, such as the recently ended \$600 a week additional unemployment benefit, enabled many homeowners to remain current on their loans.

But that extra unemployment benefit has ended, and Congress and the Trump Administration have yet to agree on a new plan, although the administration has unilaterally announced a lesser benefit.

But all of this could simply be delaying the inevitable. A recent examination of Notice of Election and Demand filings — the first step in foreclosure — for Boulder, Broomfield, Larimer and Weld counties, found some interesting data.

Through August 2019, the four counties had seen 219 such filings. Through Aug. 25 — an abbreviated time frame due to BizWest's press date — the number totaled just 100. That means that even foreclosures that we would see in a normal economy are being prevented — or, rather, postponed. It's



PUBLISHER'S NOTEBOOK
CHRISTOPHER WOOD

likely that we're just delaying the inevitable on homes that would have gone into foreclosure even when times were good.

So 2021 could be brutal in terms of residential foreclosures.

What about commercial real estate? Thus far, the numbers look pretty good. Commercial foreclosures for Boulder, Broomfield and Larimer counties are pretty much identical through Aug. 25 with what was seen a year ago. Weld County has seen a slight increase.

But can anyone look at the effect of the COVID-19 pandemic on office and retail space and not expect that landlords might be heading for some cash-flow woes? The Payroll Protection Program helped businesses weather the economic storm for a while, but businesses are struggling.

Office users have shifted workforces to work at home, and some have reduced their square footage. Retail stores and restaurants have shut down. Landlords in many cases have worked with tenants, allowing them to reduce their leased space, reducing their rent, or shifting rent obligations to the end of a lease.

Some landlords, in turn, have negotiated workout agreements or restructuring of loans with lenders.

But no one expects those arrangements to last forever. Landlords do not have as much rental income coming in, and some will have difficulty making mortgage payments. Lenders' patience will last only for so long.

Bankers already are working to build up their loan-loss reserves in anticipation of problems down the road.

Commercial foreclosures remain few in number, but we are beginning to see them crop up, from a hotel in Johnstown to a business park in Broomfield to an under-construction apartment complex in Old Town Fort Collins.

So the next time you hear someone drop the "F-bomb," cover your ears, and go "la-la-la" until they stop.

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The Boulder County Business Hall of Fame Congratulates the

Class of 2020

Our annual celebration has been postponed due to the ongoing pandemic, but we are looking forward to inducting these accomplished individuals when we can safely get together in person.

Save the Date:
We hope you will join us to honor them on May 6, 2021.



COTTON BURDEN - Burden, Inc.
Cotton Burden's family moved to Boulder County in 1963, where he graduated from Fairview High School. He then served in the Navy for four years, and was awarded the Vietnam Service Medal. Cotton went on to earn a bachelor's degree from the University of Colorado Leeds School of Business, and then a juris doctorate from Colorado Law School. He spent thirteen years practicing law, then shifted his focus to create Burden Incorporated, a family-owned real estate investment and development company. Cotton has been very active supporting Niwot schools and athletics, has served on several boards, including the Boulder County Bar Association, and created the Burden Family Fund within the Longmont Community Foundation.



TODD DUTKIN - Fresca Foods
Todd Dutkin has been CEO of Fresca Foods for almost two decades. Under his leadership, the company became a trailblazer in the natural foods industry. Prior to joining Fresca, Todd worked as a senior executive in the telecommunications industry, managing diverse teams across wide geographic regions. He believes the most important asset to an organization is its people, and he's proud of the team of creative and hard-working professionals he assembled at Fresca. This year, Todd moved into the role of Chairman, where he can focus on leading Fresca strategically as he embarks on a PhD program in Management at Case Western Reserve University.



SCOTT GREEN - Google - Retired
Scott built Google Boulder into a 1,400+ person campus that hosts several development teams. He worked on many community engagement efforts, including Google investing millions in state-issued bonds to develop affordable housing in Boulder, Google's sponsorship of the Boulder Museum, free WiFi on the Pearl Street mall, and the donation of space for the National Center of Women and Information Technology. During his 13 year tenure at Google, he received Google's Great Manager Award, and was honored as the Virginia Patterson Boulder Business Person of the Year in 2018.



LORI SUTORIUS JONES - Avocet Communications
Avocet Communications helps businesses in Boulder County, and nationwide, strategically ignite their growth and position their brands for success. CEO Lori Jones began working for her father, Kit Sutorius, who founded the agency over thirty years ago, and helped grow the business to what it is today. The company has been honored many times for its success in the marketing and communications field, as well as Lori's leadership. Avocet has managed a multitude of programs for the county and cities of Longmont and Boulder. Lori Jones is a founding member of the Forbes Agency Council, and is also host of the popular Integrate & Ignite marketing podcast.



CAROL RIGGS - Sturtz and Copeland
Carol Riggs got a part time job at Sturtz and Copeland while she was working on her bachelor's degree at CU in the 1960's. She fell in love with the pace, the plants, and the customers, and bought the business in 1976. In 1985, the greenhouses were moved to their current location off of Valmont Road, with an expanded garden center. After almost fifty years running the business, Carol's greatest joy has been her devoted staff and loyal customers. She has also enjoyed serving on several boards over the years.

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The Boulder County Business Hall of Fame is a private, nonprofit 501C3 dedicated to the encouragement of business excellence in Boulder County by recognizing and inducting Boulder County business leaders into the prestigious Hall of Fame. The Hall of Fame operates under the administration of a volunteer board of directors comprised of Boulder County business leaders. The board provides operational and fiduciary oversight as well as serving as the selection panel for the Hall of Fame honorees. Each year since its founding in 1992, the Hall of Fame board of directors has chosen and installed a select number of business leaders from a diverse field of candidates nominated by their peers, family members and associates. Candidates are evaluated against a set of criteria set forth in the Hall of Fame bylaws. Nominations are accepted from May through January inductee selections being made in February.

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