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THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

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QUOTABLE

"After the fires ran through the mountains this past year, what's going to happen this year? We could be looking at floods. I was really excited to be part of this committee that invited me so quickly because you have to pre-plan."

Kara Franker, CEO of Visit Estes Park. **Page 4**



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EXECUTIVEPROFILE

Dr. Baldwin brings passion for animals to job of state veterinarian

By Shelley Widhalm

news@bizwest.com

JOHNSTOWN — Dr. Maggie Baldwin of Johnstown spends her work day thinking about the state's herd animals, then goes home to her small herd of five goats, one horse, two cats and a snake.

"These guys are companion animals. We call them the Misfits of Wise Acres," Baldwin said about the rescues she raises on her hobby farm, where she lives with her husband, Jason, and their two children.

Baldwin works with herd animals in a regulatory capacity as the state's first-ever female state veterinarian for the Colorado Department of Agriculture, a role in place since 1954 to support the mission of CDA's Animal Health Division. Formerly the assistant state veterinarian, Baldwin replaces Dr. Keith Roehr, who retired May 1. She's been with the Animal Health Division since January 2017.

"The state veterinarian is really a regulatory veterinary medicine role," Baldwin said. "Our job is to protect the herd of Colorado ... to promote and protect the health, welfare and marketability of Colorado's livestock."

Agriculture is the second leading economic industry in the state, making the Animal Health Division's work important in its overseeing of livestock, companion animals and exotic animals, Baldwin said.

Baldwin manages the Animal Health Division by planning, budgeting, directing and executing its programs, policies and cooperative agreements with other governmental agencies. She oversees the division's work in several areas that include providing livestock disease prevention and control, animal disease traceability and disease surveillance. The division also coordinates livestock emergency incident preparedness and response, collaborates toward predator control services, licenses aquaculture facilities and oversees the Bureau of Animal Protection.

"All of the work we do is a collaborative team effort. We work with practicing veterinarians, livestock producers, animal owners and other state and federal agencies," Baldwin said.

In her new role, Baldwin plans to enhance animal disease traceability, education and stakeholder engagement. She also will prioritize the implementation of secure food supply and emergency response plans in the case of a large-scale livestock disease outbreak, allowing for animals to continue to move in a safe, low-risk manner, she said.

"All movement of animals is stopped for a period of time until we access the risk of disease transmission, but we can't hold them for long,"



XX/FOR BIZWEST

Dr. Maggie Baldwin works with herd animals in a regulatory capacity as the state's first-ever female state veterinarian for the Colorado Department of Agriculture; she has been with the Animal Health Division since January 2017.

Baldwin said, adding that when animals cannot go into processing, for example, they end up backed up on farms, affecting their health and safety. "We have to make sure the continuity of business can resume in a safe, low-risk manner."

The division deals with reportable diseases, such as rabies, coxiellosis in small ruminants, brucella canis in dogs and trichomoniasis in cattle. During her time with the division, Baldwin has seen a number of animal disease responses. They include a complex tuberculosis trace in beef cattle in 2017 that involved more than three dozen premises in the state. In 2018, there was an Equine Infectious Anemia trace investigation with nearly 500 exposed horses across more than a dozen states. A year later, the division handled the largest vesicular stomatitis outbreak in the state's history with nearly 900 case investigations and 700 premises quarantined. And last year, there was the introduction of a new foreign animal disease in rabbits with Rabbit Hemorrhagic Disease Virus Type 2, an ongoing outbreak to this day.

"Every year we seem to have one significant outbreak that we deal with on top of a disease response," Baldwin said. "It's never the same response. It's never the same incident. ... The reportable diseases we deal with on a routine basis are important diseases. The reason we try to control them and prevent them is the economic conse-

quences and public health worries."

Baldwin loves everything about her job, knowing that the work the division does makes an impact and a difference in her community, protecting both people and animals. She started out as a child with a passion for animals, writing in some of her elementary school papers about wanting to be a veterinarian. As a state veterinarian, she can work with animals not on an individual basis as she would in a veterinary clinic or hospital but as part of a larger population.

"This role is allowing me to do something bigger ... just having a bigger impact protecting a whole state of animals, not just looking at one farm," Baldwin said. "It's important to me being in public service and providing that service. It's got a bigger meaning."

Baldwin served in four different roles with the Animal Health Division before becoming the state veterinarian. She started out as a temporary veterinarian working on emergency response plans, then became an animal incident management specialist, an epidemiology traceability veterinarian and, most recently, the assistant state veterinarian, a role she held for 18 months.

Baldwin has worked in regulatory medicine since she earned her doctorate of veterinary medicine from the University of Minnesota's College of Veterinary Medicine in St. Paul, Minnesota, in 2013 (she grew up in the rural west-central part of the state).

She took her first position that year as the supervisory public health veterinarian with the USDA Food Safety and Inspection Service, followed by the veterinary medical officer with the USDA Animal and Plant Health Inspection Service in 2015.

Baldwin considers her role as the first female state veterinarian to be "an exciting step forward for our state," she said. Women represent more than 60% of graduating classes in the field of veterinary medicine but hold a comparably smaller number of leadership positions in the field, she said.

"The landscape of veterinary medicine has changed over the last two decades," Baldwin said. "More younger veterinarians are dedicated to regulatory medicine and public service. A large percentage happen to be women. ... It's exciting to be a role model and leader in our field."

Baldwin was named 2020 Veterinarian of the Year by the Colorado Veterinary Medical Association for her work as assistant state veterinarian. She has a few hobbies, including reading and being part of a couple of book clubs, furniture refinishing and, over the past year, bird watching.

"I attribute that to being at home more and being able to stop and see everything around us," Baldwin said. "(With) commuting, I didn't have time to stop and pause to take in my surroundings. It's been nice to get acquainted with all the birds that visit Wise Acres."

BW INSPIRE



COURTESY KARA FRANKER

Visit Estes Park CEO Kara Franker has been featured as a travel expert for Coastal Living, Condé Nast Traveler, Travel + Leisure, Travel Channel, Travelocity, Orbitz, HGTV, Huffington Post and more. A licensed attorney, Franker earned a Juris Doctor from the University of Denver, Sturm College of Law.

New Estes tourism exec draws on more than travel experiences

By Dallas Heltzell

news@bizwest.coma

ESTES PARK — She's been a journalist, a prosecuting attorney, a business owner, a marketing manager in glitzy South Florida, a wife and mother, and even a National Football League cheerleader.

Kara Franker intends to tap all those skills as the new chief executive at Visit Estes Park, the local marketing district for the Larimer County mountain village at the gateway to Rocky Mountain National Park.

She assumed her new duties May 5, succeeding Eric Lund, who was asked to resign by the VEP board last fall after two years on the job over "personnel" issues that were not officially specified.

"I did read the papers. There was some turmoil," Franker said. "No matter who you are and what the circumstances are, when you're a new leader coming into a situation, it's going to be really challenging. But I'm really excited about getting to know the

board and staff. I want to come in and prove to them that, no matter what's happened in the past, they can trust me and rely on me to be professional."

Franker comes to Colorado after two years as senior vice president for marketing and communications for Visit Lauderdale, which promoted tourism in Broward County, just north of Miami, with an annual budget of \$30 million. In comparison, Visit Estes Park has a staff of eight and an annual budget of just \$2.725 million — and the \$145,000 annual salary Franker will receive is hardly the industry standard.

"I love the fact that I had the bigcity experience, but it's not about the money," Franker said. "It's about putting all of your weight and promotion into one really cool place. It's an awe-some mountain town, and I get to tell people about it, live it, breathe it."

Besides, the Kansas native has decided that raising her 4-year-old daughter, Lola, in a smaller town is a better option than doing it in a fast-paced metropolis, especially one that

comes with oppressive summer heat, fire ants and the occasional hurricane.

"It was a huge transition to go from Kansas to Miami, but we acclimated," Franker said. "We lived on the 40th floor of the Epic Hotel, but I am a Midwestern girl. I'm the kind of person who would walk into an elevator and say 'Good morning' and people would stare at me like I just insulted their mother. Lola's the same way. She'll see you on the street and start talking to you.

"There's a lot of pressure in South Florida, and especially Miami, to look a certain way, act a certain way. I didn't have that pressure growing up; I just got to be me," she said. "So I want so badly for Lola to grow up in a community where she can be her friendly, happy self and she doesn't have to worry so much about what she looks like or sounds like or acts like, and she can just be fun and wild and free. That's what I imagine for her in a community like Estes Park. The great thing is that we don't have to go back to Kansas to get that; we get to go to my

favorite state, which is Colorado."

She and her husband, Jeremy, an attorney working for the federal government, "are in our upper 30s. We got to live a really fun, glitzy time period," Franker said, "but it's time for a new kind of normal life."

Franker said she won't mind being much more visible in a smaller town, either.

"I love the fact that everybody's going to be in my business, and ask me how things are going," she said. "It's so much better than walking down the street in a big city and people could care less."

A native of Olathe, Kansas, she and Jeremy were high school schoolmates a year apart. She majored in journalism at the University of Kansas and spent some fall Sundays over three seasons as a cheerleader for the Kansas City Chiefs. When Jeremy started law school, the couple moved to St. Louis and married, and she took sales jobs that didn't seem like the right fit.

"But I was fascinated by all the stuff he was coming back and talking about www.bizwest.com BizWest | June 2021 5



COURTESY KARA FRANKER

The Franker family: Jeremy, Kara, Lola and Kokomo.

criminal law," Franker said. "I was nerding out over it, and thought that if Jeremy can do it, I can do it."

She studied law at the University of Denver, then took classes at the University of Miami and Florida International University after Jeremy got a job in Miami. Her legal career blossomed in the state's attorney's office, where she became a prosecutor specializing in child-trafficking and domestic-violence cases.

In her spare time, Franker contributed hundreds of articles for no pay in a society blog, attending charity galas and writing about them the next day. "It was a great way for a Kansas girl to meet the city," she said.

Visit Florida spotted her work and hired her to cover an entertainment and luxury beat, traveling around the state to stay at swanky hotels and attend concerts. "That paid job broke me into the world of tourism," Franker said. She also started her own marketing business, with tourism promotion agencies as her major clients, before landing an executive position at Visit Lauderdale.

What both her courtroom and journalism experiences will bring to her

work in Estes Park, she said, is a dedication to transparency.

"A lot of it is just building trust," she said. "I want to be as honest with everybody about what's going on. When a newspaper calls and I don't call them back, it's going to raise problems, questions. So I answer them honestly. That's what I expected as a prosecutor working with a defense attorney, and that's what I have to do in Estes when we're talking about millions of dollars in tax money because everybody in town is a stakeholder. I have a duty to show that the money is being spent in an accountable way."

Just as important, she said, is "admitting if we tried a project and it didn't work. Journalists and lawyers know it's the cover-up that screws somebody over. So I want to tell people the honest truth, for two reasons: one, because you have a duty, and two, because the cover-up's worse."

That same dedication to transparency plays into how she'd deal with disasters, Franker said.

Over the last 45 years, Estes Park has been staggered by many of them: the 1976 Big Thompson flood that killed 143 people, the 1982 Lawn Lake dam break that sent a sea of hip-deep mud down the town's main street during the height of summer tourist season, the 2013 deluge that cut off all access to the town from the cities below just before a government shutdown closed the national park, and last year's record wildfire that scorched the park and forced the town's evacuation.

There will be a next one. How will Visit Estes Park handle it with Franker at the helm?

"From a consumer perspective it's being really honest about what is happening," she said. For every tropical storm that came through in Florida, "we would update the website with, 'Here's the latest from the National Hurricane Center. This is what you have to be aware of. You need to contact your hotel and see if they have a generator. Here are the hotels that have generators.'

"Because if you pretend there's not a problem and somebody comes and they're in harm's way, that's a big PR problem. Or, if you aren't honest about the recovery and they go to a place, say, where a fire was up here in the park, somebody plans their trip and that's what they experience, you have to be honest and say, 'We had a fire here, and so things don't look exactly normal, but we just want you to know so you're not surprised when you get here,' so they don't feel like they got hoodwinked."

Franker was confronted with Estes Park's vulnerability on her second day on the job. On May 6, she was invited to attend the monthly meeting of the Estes Valley Resiliency Collaborative, a team of public, private and nonprofit partners that is working to help the town recover from the health, social and economic impacts of the COVID-19 pandemic.

"Even though the recovery is in full swing," she said, the panel's focus also was on what comes next. "After the fires ran through the mountains this past year, what's going to happen this year? We could be looking at floods. I was really excited to be part of this committee that invited me so quickly because you have to pre-plan. You can't just sit and hope and pray and think, oh, nothing's going to happen to us. We've already got to be thinking, what's the next disaster and how do we pre-plan?

"From a tourism perspective, it's the communication aspect. We need to communicate with businesses, seeing what support we can provide them to help them get back up and running. We're not on the ground cleaning up, but we can help in lots of ways" from marketing to working with lodging owners to help workers find housing.

Franker said she intends to spread a sense of fun at Visit Estes Park, even in mundane venues.

"I want people to come to the board meetings and be excited to come to them," she said. "That sounds a little crazy; who's excited about coming to any kind of a board meeting? But that's the level we got to in greater Fort Lauderdale. Nobody would show up in the beginning. But then when they realized I was going to put on a little show and they're going to see some fun, creativity and ads and get excited, they came.

"That's like tourism. We're getting people excited to go on vacation."

One similarity between Fort Lauderdale and Estes Park is the need to build up tourism during the "shoulder seasons" when visitation drops. For south Florida, it was the hot, humid summers. For Estes Park, it's the cold, windy winters. In Florida she worked with businesses to provide and promote "LauderDeals" to draw visitors, and is likely to launch similar promotions in Estes.

She's most excited about learning from the VEP board and the townsfolk.

"They're going to have so much to teach me," she said. "I'll find out what went wrong in the past. I don't want to make the same mistakes; I want to learn from them.

"And I want them to be excited about coming to work every day. I don't know if it's been like that for them. So if I could bring that as a gift with me, I think that would be great for all parties."



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After exit from OEDIT, Markey still wants to leave a mark

By Dallas Heltzell

news@bizwest.com

Although Betsy Markey remains coy about her future plans, the former one-term Fourth District congresswoman and head of Colorado's Office of Economic Development and International Trade is adamant that marking her 65th birthday in April did not mean retirement.

"I don't know if anyone actually ever retires," she told BizWest. "They just retire from one job to go to something else."

What that something is has yet to be determined, she insisted, but forming the plan will follow a week of reconnecting with her old contacts in the nation's capital and then "taking the summer off to enjoy some family time" including doting on her grandchild and — pandemic restrictions allowing — attending her son's wedding abroad and visiting Italy. "But I always want to stay in Colorado in summer," she added, "because it's so beautiful here."

She's done this in other times in her life as well, Markey said. "You close one chapter and start another one. You take a sabbatical, decompress and see what's next."

What's next, she said, could "run the gamut of consulting and economic development or even retail or health and wellness. "Ideas are germinating but not ready to put out there," Markey said.

What s h e knows for cer- BETSY MARKEY tain was that last



March was an appropriate point for her to leave OEDIT's helm after more than two years.

"Obviously, everyone's job was difficult during the pandemic, ours included," she said, "and you go through a pandemic year like we've had, it helps you refocus and think, 'Gosh, how do I want to spend my time over the next couple years,' and I decided I wanted just a little more flexibility in my schedule.

"We were starting to transition from pandemic response to economic recovery, so it was a good time to hand the reins over to someone new."

That someone is Pat Meyers, an attorney specializing in franchise law who was involved with the Quiznos and Smashburger fast-food chains before eventually serving as Gov. John Hickenlooper's chief of staff and then being tapped by Gov. Jared Polis to help find personal protective gear and medical supplies in the COVID-19 pandemic's early days. In April, Polis appointed Meyers to succeed Markey at OEDIT and also become Colorado's "chief economic recovery officer."

"I worked with him a little bit when he ran the Innovation Response Team early on and did a fantastic job," Mar-

Meyers must fill the shoes of an OEDIT director who Consultant Connect recognized this year as one of North America's top 50 economic developers. During Markey's term, the state earned multiple awards for an economy that largely showed the same resilience it had during the Great Recession and continued to attract a dynamic mix of companies to Colo-

"The first year I was there, we were making very good strides into reaching out to international businesses and international trade," Markey said. "That had to be put on hold during the pandemic.

"The pandemic was very difficult for all our businesses," she said, so OEDIT did its best to "strike the right balance between making sure they were taken care of with as much support as possible while at the same time we had to do everything we could to protect public safety. I think the state did a nice job of threading that needle."

She also had to try to balance the conflicting needs and values of urban and rural Colorado, the same challenge she faced in her 2009-2011 term representing a district in Congress that included vast stretches of conservative eastern Colorado as well as some more centrist or liberal northern Front Range cities.

"We had to make sure companies knew there's a great workforce throughout Colorado, not just along the Front Range," she said. "Look at the interesting businesses popping up in places like Logan County, Grand Junction, Durango, the mountain communities. We had to make sure the business community knew that there were opportunities outside the Front Range where the cost of housing and setting up your business is

"We did provide some extra incentives to businesses to have some of their workforce outside the Front Range," Markey said, "but the state is not going to be able to dictate that. Economic development is a team sport."

Under Markey, OEDIT teamed up with the private sector and fundraisers to develop state programs such as the Energize Colorado Gap Fund, which offered grants to small firms, and the Climber Fund, a low-interest loan program for companies that were profitable before COVID-19 but needed help to stay open until the economy



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BW EXECUTIVELIFE



By Tommy Wood

twood@bizwest.com

It was July 2001, about 14,050 feet above sea level on Sunlight Peak, and one block of exposed boulders was all that stood between John Tayer and completing his last Colorado 14er. Tayer started climbing 14ers when he moved to Colorado in the late 1980s for law school, and this one was all he needed to have climbed them all. Sunlight Peak — along with its neighbors Windom Peak and Mount Eolus — is perhaps the state's most remote 14er, hidden in the wild Chicago Basin and accessible only by train or long backpacking trip.

Tayer, the president and CEO of the Boulder Chamber, had climbed Windom and Eolus earlier in the trip with a friend who'd accompanied him. For Sunlight, his friend wasn't feeling well, so Tayer went up alone.

To reach the true summit of Sunlight Peak, climbers have to ascend an exposed pile of boulders with poor handholds and a sheer 1,000-foot drop if they slip. Dark clouds gathered as Tayer boulder-hopped to the top. When he got to the summit, he had another climber take his picture just as the clouds broke, then raced down the mountain through the rain and lightning.

"I just had this smile on my face because it was this feeling of having had this major accomplishment," Tayer said. Every year, more than 500,000 people climb Colorado's 14ers. Tayer is one of many business executives in the state who make it a hobby — for fun, for an escape, even to learn lessons they can take back to the workplace.

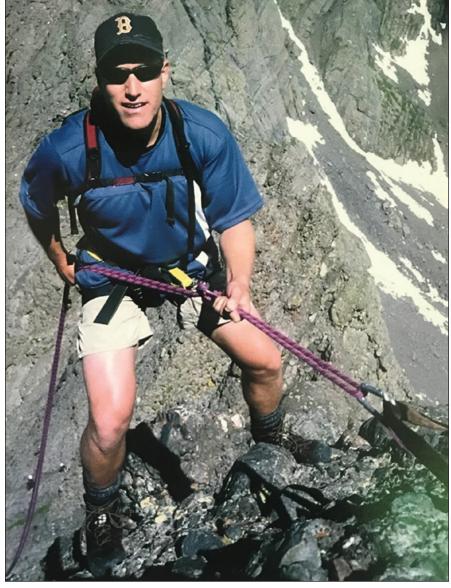
"It's really the all-encompassing experience that's so rich for me," Tayer said. "The beauty of the mountain, the challenge of the hike, the people you're with, the surrounding communities."

Chris Woods, founder of Terrapin Care Station, said he likes to solo hike 14ers because the solitude helps him clear his mind. Woods grew up in California and Pennsylvania and started hiking in the Sierra Nevadas and on trail sections as a kid. He got into Colorado 14ers when he came to get his Ph.D. in applied math at the University of Colorado.

"I've always climbed mountains, and it's been in my blood," Woods said. "I do a ton by myself. Being able to be around not that many people and not really think about anything else but climbing, it really clears my head. It helps empower my mind. It's a nice balance with the stress of being an executive. It's a healthy outlet."

Woods said he enjoys climbing Longs Peak, often taking the less-used Loft route to avoid the major crowds that can flood the mountain. Terrapin also encourages its employees to pursue the hobby.

"We highlight how it's an outlet and helps mental health," Woods said.



COURTESY JOHN TAYER

Boulder Chamber President and CEO John Tayer rappels off the summit of 14,203-foot Crestone Needle to begin the traverse to 14,295-foot Crestone Peak.

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COURTESY KRISTEN TURNBULL

Kaiser Permanente Community Engagement Lead Kristen Turnbull stands on the summit of 14,505-foot Mount Whitney in California, the tallest mountain in the continental U.S.

"We encourage employees to get outside and go hiking and climbing. It's important for us as a company."

Kristen Turnbull, community engagement lead for Kaiser Permanente, said that climbing is emotionally cathartic and even helps her think about work and leadership.

"Besides the obvious symbolism of climbing a mountain, I think the number of lessons that can be applied to life are just staggering," Turnbull said.

For example, on a climb of the 14,345-footBlancaPeakwithherbrother, they took turns leading and ensuring that they stayed caught up with each other.

"I was thinking about what it takes to lead your team and how useless it is if you leave people behind," Turnbull said. "How do you train them properly? How do you give them what they need to get to the top of the mountain? What kind of tools do you give them to ensure they make it to the top with you?"

Turnbull's first 14er wasn't in Colorado; it was California's Mount Whitney, at 14,505 the tallest mountain in the continental U.S. Its gruelling trail is more than 22 miles round trip and involves more than 6,100 feet of elevation gain across 99 switchbacks. During her first attempt to climb it with her then-husband, he began suffering from severe altitude sickness, and they had to turn around.

Over the intervening years, that marriage ended because of infidelity and Turnbull escaped from a second, abusive marriage. When she reattempted Whitney with her brother in 2018, successfully climbing it felt like the culmination of everything she'd been through.

On that climb, Turnbull said, coming down Whitney emparted its own lessons. After the rush of endorphins when she hit the summit came the realization that she still had an 11-mile descent ahead of her with sore muscles and blistered feet. It took six hours, she said, or about a third of the entire climb. She said the descent helped her to process better what to do after accomplishing a major goal.

"How do you come down gracefully and not get frustrated?" Turnbull said. "Are you OK with the down the same way you are with the up?"

Turnbull said she and her brother are looking at Longs Peak as their next challenge. For Woods, he has eight 14ers on his itinerary this summer, he said. Tayer, having climbed them all, loves going back to those peaks and experiencing them again with friends who have never been up there.

"For me, when you think about executives, many are mission-driven and focused on accomplishing challenging tasks," Tayer said. "For myself, that carried true, this notion of setting a goal for myself, a clear challenge, the joy, the thrill, the pride of mastering challenges. It is one of the most convenient ways to get an escape from the day-to-day and the opportunity to clear one's head from all the normal work activity. When you're on those 14ers, you get in the zone, and it's a real escape."

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BW ONE ON ONE

Interview with Adam Jokerst, city of Greeley deputy director of water resources

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, Adam Jokerst, deputy director of water resources for the city of Greeley, sheds light on the city's decision to use a nontraditional means to secure Greeley's water future.

BizWest: Please briefly describe the Terry Ranch water project?

Adam Jokerst: The Terry Ranch Project will develop 1.2 million acrefeet of non-tributary groundwater from a deep, isolated aquifer located in northwest Weld County. For comparison, Greeley currently uses 25,000 acre-feet of water per year. The groundwater is not connected to any surface water sources. The city will also use the aquifer to store water. Much like a surface reservoir, the city will store water underground during wet years to be used in dry years. Unlike surface reservoirs, Terry Ranch does not lose large amounts of water every year to evaporation.

The project consists of a wellfield, small treatment facility, and a pipeline to bring the water to Greeley. The pipeline would connect with the city's existing transmission lines north of Windsor. The size of the water source, coupled with the storage it provides, means that the Terry Ranch Project can serve the water needs of Greeley for generations to come.

BizWest: How soon before any of the water from the aquifer is used by Greeley residents and businesses?

Jokerst: It will likely be 10 to 20 years before Greeley delivers water from the Terry Ranch Project. Greeley has adequate supplies to meet the city's current water needs. However, Greeley is rapidly growing, and future water demands are projected to outstrip current supplies. The city is planning ahead by securing water from the Terry Ranch Project well before it will be needed.

Because the water is not needed for some time, and unlike typical reservoir projects, Greeley will be able to construct the project in phases over the next several years. Phasing construction reduces upfront bonding and maintains lower water rates. Also, as part of the unique purchase structure for the Terry Ranch water, Greeley will receive from the sellers, Wingfoot Water Resources, \$125 million toward construction of the project infrastructure. The upfront financing will allow the city to jump start construction. In fact, the city plans to commence construction of the first six miles of the pipeline north of Windsor next year.

BizWest: Is it fair to say that Terry Ranch water will supplement other



COURTESY CITY OF GREELEY

Adam Jokerst, deputy director of water resources for the city of Greeley describes the Terry Ranch Project.

supplies as Greeley grows?

Jokerst: The Terry Ranch Project is being developed for drought supply, meaning Greeley will only use this water when surface water supplies run out. Greeley will continue to rely on its large portfolio of surface water supplies most of the time. Non-tributary groundwater, such as that at Terry Ranch, is not affected by drought or other surface supply disruptions, such as wildfires. When operated conjunctively with the city's surface supplies, it adds a high level of redundancy to the city's water system.

BizWest: Is Terry Ranch water a renewable resource or one time use?

Jokerst: The aquifer underlying Terry Ranch is isolated and does not receive appreciable natural recharge. Pumping this groundwater is nonrenewable. However, Greeley would not have pursued a project to simply "mine" non-renewable groundwater. Rather, the city is developing Terry Ranch as a storage project. Greeley will inject treated surface water underground and store it in the aquifer until it is needed later. In purchasing Terry Ranch, Greeley is buying 1.2 million acre-feet of storage, storage already full of water.

Because Terry Ranch groundwater is considered non-tributary, it is reusable, meaning Greeley can use and reuse the water to extinction. Greeley already reuses much of its wastewater indirectly for irrigation of parks and lawns through a non-potable system, and with Terry Ranch, we aim to greatly expand use of non-potable water into the future.

BizWest: Practically speaking, how much unused water from other sources will Greeley be able to store there for later use?

Jokerst: Greeley does not plan to start storing water in Terry Ranch for many decades, perhaps not for anoth-

er 40 years. The city will continue to rely on our existing water sources, supplemented during droughts by some Terry Ranch groundwater, before building the infrastructure to start injecting and storing water. However, by the time Greeley fully builds out, storing water in Terry Ranch will be commonplace, and on average, we anticipate storing an average of 14,000 acre-feet or more underground per year.

Greeley needs to continue acquiring water from our agricultural partners to store in Terry Ranch. Fortunately, because the water will not be used or stored for some time, the city is able to enter into long-term leases of agricultural water to support continued agricultural production in the region.

BizWest: What do you anticipate will be the impact on resident and business development costs in Greeley as a result of this move by the city?

Jokerst: Greeley evaluated well over 100 alternatives before proceeding with Terry Ranch. As compared to all other alternatives, the Terry Ranch Project is far less expensive and will result in lower water rates for Greeley customers than other options. Rate impacts are further reduced because the project can be built incrementally over many years and does not require significant upfront bonding.

Greeley purchased the Terry Ranch water rights and related assets through a unique purchase structure. Instead of paying cash, Greeley issued the seller, Wingfoot, 12,121 "raw water credits." Each credit is redeemable to meet one acre-foot of Greeley's raw water dedication requirements — the water or cash equivalent developers are required to turn over to the city at time of building to receive a water tap. Wingfoot will create revenue by selling these credits to developers and home builders.

Top 6 Things You Should Know

- 1. The Terry Ranch project would add 1.2 million acre-feet of water to the city's vast, existing water portfolio. Terry Ranch is an aquifer storage and recovery project, in which an underground pocket of water has been isolated in the rock for thousands of years. While new to Greeley, aquifer storage and recovery is common in the West.
- 2. The City has conducted extensive studies on this new water source.
- 3. Greeley will continue to rely upon its robust surface water supplies and recent upgrades to its Bellvue and Boyd water treatment plants. The Terry Ranch project would be developed over time as a back-up drought supply and long-term water storage asset in wet years.
- 4. Terry Ranch water contains uranium like all of the city's water sources and the city already has proven it can clean the water to the high standards citizens have come to expect.
- 5. The federal government required the city to look for alternatives to enlarging Milton Seaman Reservoir. Terry Ranch emerged as the most environmentally friendly alternative among hundreds of water storage options.
- Because of its long-term status, Terry Ranch can be developed in stages over long periods of time, helping keep Greeley water rates low.

Source: City of Greeley - https://greeleygov.com/ services/ws/trp/greeley%27s-water-future

Greeley will continue to accept cash and water rights for raw water dedication. Credits are just one additional way to meet dedication requirements. The city annually sets a cash rate for raw water dedication, and we expect credits to be transacted at a cost less than the city's cash rate. In this way, we anticipate the credits reducing the cost of development in Greeley.

BizWest: What else would people know about this project?

Jokerst: The project has been criticized by some concerned about the quality of the Terry Ranch water. These concerns stem from the presence of trace amounts of naturally occurring uranium in the groundwater. Uranium is a widespread contaminant found in water throughout the U.S. In fact, Greeley's current water sources contain small amounts of uranium, which we remove to below detection through existing water treatment plants. Similarly, Greeley will remove the uranium from Terry Ranch groundwater though common and proven treatment technologies. Terry Ranch will provide Greeley residents the same safe, clean tap water that is delivered today.





Have you heard? Waste haulers will be required to provide recycling services to all commercial and multi-family properties in Fort Collins starting June 30, 2021.

This means more community members will have access to recycling and we'll be a step closer to meeting our zero waste goal by 2030!

Learn more at fcgov.com/CRO

Are you a business owner or property manager with questions about this policy? Visit **fcgov.com/CRO** to learn more or contact the Waste Reduction & Recycling team at **WRR@fcgov.com**.

Curious about recycling? Check out these resources

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BizWest is proud to recognize women who set legal precedents, winning big cases for their clients, and mentoring the next wave of women in law – all while finding ways to give back to their communities. The leaders profiled in the following pages were nominated by their peers at work and in the community and showcase the diversity of talent in our market. The leadership shown by the individuals profiled here is setting an example to shape a better future for our region.

METHODOLOGY: The honorees did not pay to be included. Their profiles were drawn from nomination materials. This list features only individuals for whom nominations were submitted and accepted after a review by our editorial team. To qualify for the list, nominees must be employed at companies in the Boulder Valley and Northern Colorado, notable executives are running businesses, navigating company restructurings, arguing high-stakes legal cases, and finding efficiencies in manufacturing processes. These notable individuals also mentor, teach and volunteer in their communities.

To nominate for future Notables, please visit https://survey.alchemer.com/ s3/6237752/2021-BizWest-Notables-Nomination-Form

BizWest

NOTABLE WOMEN

ALT, KATHLEEN 13 **AMRHEIN, K. MICHELLE** 13 **BOELENS, HEATHER** 13 **BURTON, REBECCA** 15 **FOURNIER, STEPHANIE** 15 HARDEN, MICHELLE 15 **HUSTON, AMANDA** 15 **JORGENSEN, ANNE** 16 **KLING, CELESTE** 16 LARSEN, LISA 16 **LESTER, LAUREN** 16 **NATALZIA, BRANDY** 17 OKUBO, AMY 17 PEPIN, REBECCA 17 **RILEY, KELLI** 17 **SCHIFF, CARRIE** 19 **SCHUJTER, LINDA** 19 STIEBEN, SARA 19 SZASZ, LIA 19



KATHLEEN ALT

BERG HILL GREENLEAF RUSCITTI **PARTNER**

Years in law: 20

Colleges: University of Maryland, University of Denver College of Law

Kathleen Alt was Berg Hill Greenleaf Ruscitti's first female partner. She cochairs the employment law practice group and works in the criminal defense practice.

In the last year, her employment law practice grew and positioned her as a community expert in helping companies tackle the ever-changing landscape brought on by COVID-19. She worked to ensure her clients were in compliance with OSHA, CDC, and federal, state, and local regulations.

Alt also serves on the firm's management committee. In addition to her legal practice, Alt is active in the Boulder community. She is an equestrian and supporter of canine rescue and arts organizations. Notably, she is the chair of the Boulder Ballet not for profit.

"On a more personal note," said her nominator Ashley Cawthorn, marketing director at the law firm, "Kathleen is a great leader and mentor. She inspires and empowers me to also be a female leader in a male-dominated world, and I am truly grateful for the example that she sets."



K. MICHELLE **AMRHEIN**

COAN, PAYTON & PAYNE LLC ATTORNEY AT LAW

Years in law: 25

Colleges: Oral Roberts University, University of Colorado School of Law

Attorney K. Michelle AmRhein is a partner with Coan, Payton & Payne LLC. "With more than 25 years of experience, AmRhein brings invaluable knowledge and skill to her work each day," according to law firm founder Michael Payne.

"Clients and colleagues describe Michelle as a committed and intelligent attorney with an innate ability to see the big picture in complex dealings. Everyone who comes into contact with Michelle knows her as a kind and thoughtful person with an unwavering dedication to her clients and the community. She is a genuinely selfless individual who is always willing to help those around her."

AmRhein's practice focuses on estate planning, wealth transfer and philanthropy for families; assisting in the administration of probate estates and trusts; and working with business owners to achieve the successful exit from and succession of their businesses.

"She inspires the trust of her clients through her extensive knowledge and approachable demeanor," Payne said.

AmRhein is licensed to practice law in both Colorado and Arizona and is also a licensed certified public accountant in Colorado. She volunteers in the community at Junior Achievement Northern Colorado & Wyoming Advisory Board, the Good Samaritan Society Advisory Committee and the Poudre Valley Hospital & Medical Center of the Rockies Foundation Planned Giving Advisory Committee. She has been a part of the Coan, Payton & Payne team for 10 years.



HEATHER BOELENS

BRYAN CAVE LEIGHTON PAISNER LLP

PARTNER

Years in law: 12

Colleges: St. Ambrose University, St. Louis University

Heather Boelens facilitated a transaction between Etkin Johnson Real Estate Partners, a large Industrial property owner, and Quicksilver Scientific, a rapidly growing company in the health industry. What complicated the situation was that the current tenant was Packard Plus, a large player in the oil and gas industry.

Working through issues with these three different companies with different cultures and different goals, Boelens made this transition for Quicksilver Scientific smooth and productive, according to her nominator, Eric Rutherford, a client, who is a broker at WK Real Estate. Quicksilver itself was going through a leadership change and growing pains, and Boelens managed to keep the transaction on track.

She is on the real estate advisory committee for the Boulder Community Foundation, advising it on its real estate needs. In addition she is involved with CREW (Commercial Real Estate Women network), mentoring and working with young women as they enter the commercial real estate industry. She is involved with the Downtown Denver Partnership as this organization follows through on its vision to make Denver economically strong. "Heather performed in a professional manner and continues to do so and is an active participant in the community where she works,' Rutherford said.



CONGRATULATIONS TO MANAGING PARTNER

MICHELLE HARDEN

RECOGNIZED IN BIZWEST'S NOTABLE WOMEN IN LAW

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REBECCA BURTON

BURTON & BURTON

LAWYER, OWNER

Years in law: 21

Colleges: UCLA, University of Denver School of Law



STEPHANIE FOURNIER

JORGENSEN, BROWNELL & **PEPIN**

SHAREHOLDER

Years in law: 5

Colleges: University of Vermont, University of Denver Sturm College of Law



MICHELLE HARDEN

MESSNER REEVES LLP

EQUITY PARTNER, MANAGING PARTNER

Years in law: 16

Colleges: Colorado Christian University, University of Colorado School of Law



AMANDA HUSTON

COAN, PAYTON & PAYNE LLC

ATTORNEY AT LAW

Years in law: 4

Colleges: University of Northern Colorado, University of Denver Sturm College of Law

"Rebecca is a perfect honoree for this recognition. She is very professional and works to understand each client and the client's needs," said Deb Alles, owner of Cardallies Properties LLC, a client.

"She is a respected personal injury lawyer but is knowledgeable in other areas of the law. She is quick to respond and respectful of time. She is unique by holding a very special and humbling knack for understanding and balancing options for all involved."

"We recently worked on a case together (I was her client), and she went above and beyond to provide answers that would keep our case on track. She is passionate about her work, and does it well. She has successfully, (legally) represented so many in Northern Colorado in the past 20 plus years," Alles

Burton is a Loveland native. She has been involved with numerous organizations, including the McKee Wellness Foundation board, educational and children's non-profits, board member of Sculpture in the Park, co-founder of backpacks for kids, and Rotary. "She is passionate, loyal, and humble, and gives to many causes. I have personally witnessed this on multiple occasions. She is an outstanding member of our community, and I am a better person for knowing her."

"Stephanie is a dynamic, devoted attorney who has worked in our law firm for more than five years, diligently building her client base among both domestic law and criminal law teams within the firm," said senior paralegal Trish O'Flaherty. "She acts as a volunteer for several organizations. I have witnessed her speaking with clients, emailing with clients, and generally impressing the firm so much that she has become a shareholder in record time."

Fournier has been a member of the board of Children's First of the Rockies, a non-profit devoted to working with the underserved children in Northern Colorado, as well as serving as a volunteer for the Weld County, Larimer County, and Boulder County Legal Services organizations on a regular basis. She previously worked closely with both the Boulder County District Attorney's Office and was a guardian ad litem with the University of Denver Civil Litigation Clinic.

'Stephanie is truly an exceptional advocate for both parents and children in the domestic law area and for clients involved with criminal matters including DUI and DWAI. I can only imagine how respected she is among her client base. If I needed an attorney for either domestic or criminal matters for myself or anyone I care about, she would be my first contact."

"In no time at all, our team realized the perfect candidate for nomination [to Notables in Law] is Messner Reeves' managing partner Michelle Harden," said Jennifer Bulotti from Dovetail Solutions, the marketing agency for the law firm.

"Yes, she has been named to a number of top lawyer lists since starting her career in 2005. Yes, she was awarded the Colorado Trial Lawyers Association Professionalism Award for 2020. Yes, she was identified and promoted to a management role at her award-winning national law firm. On paper, Michelle Harden is the perfect candidate to be recognized by BizWest as a notable woman of law, which becomes even more apparent in person."

In addition to balancing a litigation and trial practice, Harden focuses her time to mentor many of the firm's female attorneys and those new to the team. "Her insight and perspective on the industry is empowering, as she works to find ways to make connections that lead to networking and leadership opportunities for each of them. Never one to be complacent, Michelle herself continues her own career development, most recently as an active board member with Colorado COVID Legal Relief and was a catalyst in the development of a pro-bono program for local small businesses offered by Messner Reeves." Bulotti said.

She serves as the vice president for The Zarlengo Foundation board, is actively involved in Messner Reeves Diversity Initiatives, established the Women's Executive Networking Series, and has a history of involvement in philanthropic efforts throughout Colorado.

"From her mentoring initiatives to exceptional counsel, Michelle is a recognized leader within the firm, who embraces a team mentality offering support and guidance when needed. She successfully balances intelligence with empathy, initiative with experience and should be recognized as one of the most notable women in law."

Attorney Amanda Huston is a senior associate with Coan, Payton & Payne LLC who focuses her practice on business law and real estate matters. Colleagues and clients describe her as an exceptional attorney who is dedicated to the details and commits with courage to achieving outcomes for her clients. She never backs down from a challenge and constantly finds ways to exceed expectations.

As described by her nominator, Michael Payne, she has a kind demeanor that makes clients and colleagues alike feel at ease when working with her. "In everything she does, Huston shows her heart for others," Payne wrote.

In 2019, she was selected as a BizWest 40 Under Forty Honoree.

Her community service roles include: Fort Collins Downtown Development Authority board member, Neighbor to Neighbor asset management committee member and board member, Uncaged board of directors, Urban Land Institute Northern Colorado committee member and education subcommittee member and Colorado Lawyer Young Lawyer Division coordinating editor. She is also a former member of the Immigrant and Refugee Center of Northern Colorado board of directors (2018-2021). Huston has been a part of the Coan, Payton & Payne LLC team since 2017.



ANNE JORGENSEN

JORGENSEN, BROWNELL & PEPIN

MANAGING SHAREHOLDER

Years in law: 24

Colleges: Arizona State University, University of Colorado School of Law



CELESTE KLING

WALLACE & KLING

PARTNER

Years in law: 30

Colleges: Davidson College, University of Kansas School of Law



LISA LARSEN

FISCHER, BROWN, BARTLETT, LARSEN & IRBY PC

SHAREHOLDER, ATTORNEY

Years in law: 21

Colleges: University of Iowa, University of Colorado School of Law



LAUREN LESTER

LESTER LAW LLC

ATTORNEY AT LAW

Years in law: 6

Colleges: University of Florida, Georgia State University law school

"We at JBP are proud to have Anne B. Jorgensen as our managing shareholder," Anne Jorgensen's nominator, Andrea Rau, wrote in her nomination. "As a litigator, Anne focuses on issues related to contested probate, trust, conservatorships and guardianships. In addition, she practices in areas of estate planning, elder law, Medicaid planning, and long-term care planning."

Jorgensen is an attorney accredited by the U.S. Department of Veteran Affairs and works with her clients to take advantage of veteran's benefits to help pay for long-term care. "Always creative, genuine, and tenacious, she makes every effort to meet the needs of our clients. Her streamlined approach to the cases she handles translates into efficiency. As the managing shareholder, Anne was able to successfully navigate the serious downfalls that affected so many businesses during the COVID-19 pandemic last year. [Using her] leadership, business management style, and genuine care for her employees, Anne pulled together her tenacity and savvy with creative ideas to ensure all of the attorneys and staff remained a part of the firm without any layoffs so we could continue our work in the communities we serve," Rau wrote.

In addition to her law practice and management of the firm's 38 employees, participates in the community. She volunteers as a committee member with several organizations, including the Boulder County Senior Law Day and Elder Care Network of Northern Colorado. Her work helps bring law events to seniors who might not otherwise have access to resources and information that are vital to their lives.

"Anne shows compassion and strength to lead JBP everyday. We often say how does she do it? Answer: It's her passion for the law, her community, and her 'family' at the firm." In the words of nominator Susan Kirkpatrick, a friend and owner of Savory Spice Fort Collins, "Celeste Holder Kling is dedicated to finding positive solutions to difficult situations. She practices in the areas of mediation, children's advocacy, estate planning and probate. As a mediator, Celeste is encouraged that an increasingly high percentage of individuals, couples, families, and businesses with legal issues are deciding to resolve their conflicts through this constructive, non-adversarial approach."

She has been a member of the Early Neutral Assessment team for the Eighth Judicial District and brings state level involvement with children's rights and representation. She taught family law at Colorado State University for 22 years.

She served for eight years on Colorado's Board of the Office of the Child's Representative. Subsequently, she served as a member of the Colorado Supreme Court Standing Committee on Family Issues from 2009 through 2019. She is a member of the Eighth Judicial District's Best Practices Committee for Domestic Relations. In addition to her legal practice, she has served the Northern Colorado community on the board of the Health District of Northern Colorado for more than 10 years — two terms followed by a recent re-election to the board, and is a member of the Poudre Valley Hospital/UCHealth Board. She mentors young lawyers who are interested in child advocacy, estate planning and mediation.

"I nominate Lisa Larsen as a Notable in Law winner for 2021. In addition to being an outstanding expert and prominent attorney in the areas of estate planning, estate and gift taxation and business planning, Lisa is also an exceptional person," said Cindy Bragdon, a wealth adviser at First Western Trust.

"She is ethical, compassionate, considerate, proficient and competent. She gains the trust of her clients and other advisors who seek her expertise and is always very proactive in finding the right solution for her clients."

Larsen has served her community for many years in various roles, including on the board of the Community Foundation of Northern Colorado, serving as treasurer, executive committee member, and recent chairman of the Regional Development Council.

"One of the characteristics that makes Lisa so successful is her ability to communicate to each of her clients individually and develop the right solution for the issues at hand. She is incredibly efficient and keeps her promises. When there are documents to be delivered, calls to be made, meetings to be held, Lisa is on time and delivers when she says she will. People can count on her," Bragdon said.

Larsen is a wife and mother of two daughters and is actively involved in their lives.

Lauren Lester is a solopreneur who practices family law in Colorado with her firm Lester Law LLC (www.mylifelawyer. com). Unlike traditional law firms, Lester Law provides only flat fee services, and clients control cost by paying only for the help they need.

Lester graduated from the University of Florida and earned her law degree from Georgia State University. Before becoming a lawyer, she worked for a decade as a project manager overseeing website development projects for numerous clients, including national brands. She is passionate about the business of law and helping other lawyers build practices they love. She co-founded On Purpose Legal, which provides resources to legal professionals about how to develop a modern practice that provides valuable legal services while supporting wellbeing. Learn more at www.adifferentpractice.com.

Lester sits on the board of Legal Entrepreneurs For Justice, a non-profit legal incubator that trains and supports socially conscious lawyers who provide affordable legal solutions to low and middle-income clients in Colorado. She has also been a volunteer with Metro Volunteer Lawyers since 2015 and donates a portion of profits to local organizations voted on by her clients.

LAW



BRANDY NATALZIA

BRINKMAN CONSTRUCTION

SENIOR LEGAL COUNSEL

Years in law: 8

Colleges: University of North Florida, Florida Coastal School of Law



AMY OKUBO

OKUBO LAW

LAWYER

Years in law: 25

Colleges: University of Colorado, Boston College Law School



REBECCA PEPIN

JORGENSEN, BROWNELL & PEPIN PC

PARTNER AND **SHAREHOLDER**

Years in law: 29

Colleges: Pomona College, University of Denver Sturm College of Law



KELLI RILEY

RILEY LAW LLC

ATTORNEY AT LAW

Years in law: 9

Colleges: University of Colorado Boulder, University of St. Thomas School of Law

Brandy Natalzia has served for the past two years as senior legal counsel for Brinkman Real Estate in Fort Collins where she handles real estate transactions for the company. Prior to private corporate practice, she was an attorney at Otis, Bedingfield & Peters LLC where she practiced for almost five years. Her specialty there was also real estate law, especially in the commercial real estate sector.

"Brandy has been a leader in her field for more than eight years. In addition to her career, she has been active in CREW, Commercial Real Estate Women, where she has served as both president and board member," said Gary McDonald, a business banker at Ent Credit Union.

Her role with CREW has included a term as president and as a member of the board. CREW is a networking group that helps women in commercial real estate advance their careers. The Northern Colorado chapter is part of a world-wide organization of more than 11,000 members. The local CREW chapter represents women in commercial real estate in Weld and Larimer counties and has about 50 members.

"CREW Network seeks to influence the success of the commercial real estate industry by focusing on fulfilling four key initiatives: business development, leadership development, industry research and career outreach," according to information provided in Natalzia's LinkedIn profile.

"I came to know Amy, in 2013, when she assisted us at Longmont Humane Society with charges regarding a dangerous dog," wrote her nominator, Elizabeth Smokowski. "Amy was thoughtful and educated our LHS team regarding the law. She gave advice to our board of directors that was nonpolitical and law-based regarding the options for how to handle the case, and she gave me support through her intelligence and compassion.

"She helped prepare witnesses for trial, eliminating any 'fear' of the legal system for our staff. Ultimately, after a trial in front of Judge Archuleta, she prevailed on our behalf.

"Over the years, I have often consulted Amy on legal issues facing LHS, and she has always been generous with her time and pro bono advice. As a member of the board of directors with the Longmont Area Chamber of Commerce, Amy's inclusive and outgoing approach distinguishes her from others. She displays a strong commitment to the community and acts as a bright, inquisitive, energetic leader who understands the big picture. It has been exciting to watch Amy pursue her passion of law and pledge to bring good to our community."

"I have had the pleasure of working for and with Rebecca Pepin since 2012. Over the last 29 years, Rebecca has dedicated her time in the industry to helping people with the two most important things in their lives: family and finances," said Stephanie Whaley, senior paralegal at the firm.

"Rebecca's caring nature makes her a strong advocate for her clients, and willingness to go above and beyond speaks volumes of her character. Rebecca is well known for always going that extra mile for clients and those around her. She truly has a heart of gold."

Pepin has volunteered at many nonprofit organizations and holds the following affiliations: Colorado Association of Family and Conciliation Courts, vice president; Boulder Interdisciplinary Committee, member; Weld County Best Practices, team member; Weld County Legal Services, Ask-An-Attorney volunteer; Boulder County Legal Night, Ask-An-Attorney volunteer.

"It is with extreme pleasure that I nominate this wonderful individual as notable as she has definitely earned her spot among this amazing group of women."

"Kelli Riley has devoted her legal career to advocacy for workers' rights. She sees people at their worst, when they have been taken advantage of discriminated against, and shorted their hard-earned wages," according to her nominator, Deborah Yim with the Primera Law Group.

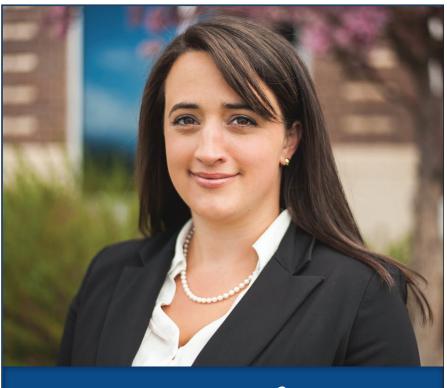
"Ms. Riley uses her expertise and experience to guide her clients through these difficult times toward resolution,"

Riley earned her law degree, cum laude, at University of St. Thomas School of Law, where she served as membership editor for the school's flagship law review. She received her undergraduate degree in both history and Spanish & Portuguese Language and Culture at the University of Colorado Boulder. She is a member of the Colorado Plaintiff Employment Lawyers Association, the Colorado Bar Association, Weld County Bar Association, and Weld Chapter of the Colorado Women's Bar Association.

Riley is also involved in the Wage Theft Task Force, working to eradicate wage theft through advocacy, litigation, outreach, and education. She is fluent in Spanish, and even hosted a weekly local call-in radio show for a time in Greeley for Spanish-speakers to ask legal questions. Additionally, Riley serves on the board as vice president for the Women's Fund of Weld County. Women's Fund raises money and gives grants to area nonprofits to empower women and girls. She also serves on the committee for the Weld Chapter of Ducks Unlimited, which works to conserve waterfowl and wetlands.

Rilev is the Weld Chapter liaison to the CWBA Board and the lead of the Weld Chapter, which involves planning all events for women lawyers in Weld County, from CLEs to yoga. She is the chair of the law school and law clerk working group for the CWBA's Sexual Misconduct in the Judiciary Committee, and she is also a long-term member of the Wage Theft Task Force.





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CARRIE SCHIFF

SAGE LAW GROUP

CO-FOUNDING PARTNER

Years in law: 30

Colleges: University of Chicago, University of California law school

Carrie Schiff is co-founding partner at Sage Law Group in Boulder, where she is a corporate, securities and commercial transactions lawyer who serves as an outside general counsel to her company clients, as well as deal counsel for her investor clients in the acquisition and disposition of their portfolio companies.

In addition to Schiff's accomplishments in corporate, securities and commercial transaction law, three areas stand out regarding her leadership, according to Sharon King, executive director of the **Boulder Small Business Development** Center office.

(1) Schiff has contributed her expertise, time and insights to many small businesses in Boulder County and Northern Colorado, as well as serving as a board member for the Boulder SBDC Foundation. She has helped many entrepreneurs to avoid major pitfalls and to make decisions based on expert information.

(2) She impacts the Boulder Valley, Northern Colorado and the entire state in her role as chairperson of the state economic development commission, serving two governors.

(3) Her leadership is demonstrated through ongoing mentorship of many young attorneys, both in her own firm and in collaboration with statewide nonprofits whose missions are to build legal and other professional resources throughout the state. She is an advocate for doing business in rural Colorado.

"Carrie's clients seek her out for her unique business and operational perspective, accumulated from her decades of experience as a business executive and corporate attorney. She has been developing these skills since she began her legal career with an international law firm, and honed them throughout her tenure as a general counsel and business executive in venture-backed, employee-owned and public companies," King said. "In those roles, Carrie participated in the development and execution of financing and commercialization strategies for a range of companies, from global multinational companies to start-ups."



LINDA SCHUJTER

COLORADO STATE UNIVERSITY

SENIOR LEGAL COUNSEL

Years in law: 28

Colleges: Penn State, Temple Law School

Since the pandemic first started to hit Colorado in March of 2020, Linda Schutjer has made herself available to provide legal advice and assistance to the Colorado Manufacturer's COVID Task Force.

"Her tireless dedication to the health and safety of all Coloradans has been evident from the beginning when we began to manufacture emergency PPE for first responders, domestic violence centers, and homeless shelters across the state, through developing the COVID Safety System, which would eventually be adapted and adopted as the 5 Star Certification program for Boulder, Denver, and San Miguel counties," said nominator, Nathan Morimitsu of H2 Manufacturing Solutions. "Her volunteer work led to economic and safety impacts that we are not even able to measure yet. However, we know that she did assist more than 5,000 people getting their jobs back and more than 500 businesses re-opening safely. As a Colorado constituent, a thank you just doesn't seem enough but acknowledging her efforts on this level does feel better."

Her specific accomplishments with these programs include helping to create liability waivers that not only protect the counties but the businesses that were being aided by the 5 Star programs, and the volunteers who went into the field to audit them, making sure that the contracts between program provider H2 Manufacturing Solutions and the counties were ironclad and protected all parties equally under local, state, and federal laws.

"We can say with great confidence that Linda's assistance on these programs was instrumental in protecting life and property not only in Northern Colorado and the Front Range but in businesses as far away as Wisconsin. And all of this assistance was provided pro-bono, enabling us to ramp up faster and protect more lives and businesses," Morimitsu said. "You can view the COVID Manufacturing Taskforce annual report for further details at https://bit. lv/2020CoMfgCOVIDTF, Linda had a hand in everything outlined in that.



SARA STIEBEN

HADFIELD, STIEBEN & DOUTT

PARTNER

Years in law: 13

Colleges: Colorado State University, University of Kansas School of Law

Sara Stieben works primarily in the area of personal injury law, dedicating her career to assisting injured parties in Northern Colorado achieve justice.

"Part of this drive is a result of Sara being raised on a farm outside of Fort Collins where she learned from an early age that hard work and dedication are necessary components to achieving success," said client John Berkhausen of Adams Bank & Trust. "She also realized the importance of giving back to her local community. Sara has volunteered as a youth basketball coach, as a mock trial coach and judge, and has served on boards for various organizations," he

Stieben has served as a board member of the Fort Collins Bike Co-op and serves as a member the Colorado Bar Association and Denver Bar Association Joint Management Committee, where she serves as a presidential appointee. She is active in both state and local bar associations.

She received her law degree from the University of Kansas School of Law in 2008, where she received both the Mary Anne Chambers Service Award and Class Leadership Award.

She is a former insurance defense attorney. Prior to working at her current firm, she spent years working with insurance adjusters and protecting the at-fault parties from liability. She is now in the position to use the knowledge she gained as an insurance defense attorney to advance the interests of her injured clients in order to obtain favorable outcomes and to hold the insurance companies and at-fault parties accountable. Stieben has litigated cases and negotiated settlements in the areas of bodily injury claims, premises liability, construction defect, large loss property damage claims, insurance bad faith and other general civil litigation, including business disputes, partnership dissolutions and probate.



LIA **SZASZ**

OTIS & BEDINGFIELD

MANAGING MEMBER

Years in law: 7

Colleges: Washington State University, University of Colorado School of Law

Lia Szasz may be the only Notable nominee to be actively engaged in both law and cattle farming. Szasz and her husband live in eastern Colorado and in addition to their professional obligations have a small cattle farm and are active in both managing this business and helping their neighbors, as is often the case in rural Colorado.

"Lia brings a level of enthusiasm and energy to our team that is contagious. Even while working remotely during much of 2020, she has led several initiatives within the company including systems to develop deeper and more valuable professional relationships with our clients and the administrative infrastructure to support our efforts,' said Timothy Brynteson, a colleague in the firm. "Her work on behalf of her clients who are caught in litigation for various reasons has been thorough and effective, resolving her many matters with positive results for her clients and in the most efficient manner possible."

"Lia Szasz combines the best of the professional expertise and sophistication required to be a talented litigator in a competitive field, yet the approachableness and kindness that makes her an effective leader in our company and in her community," Brynteson said.

HEALTHCARE



Nursing and support staff not only experienced emotional fatigue but physical fatigue from the intensity of work, longer hours and picking up shifts needing coverage, according to Margo Karsten, president of Banner Health Western Region.

COVID-19 intensifies nursing, health-care labor shortages

By Shelley Widhalm

news@bizwest.com

Since the start of the COVID-19 pandemic, nurses and other healthcare workers faced longer hours and increased workloads, leading to fatigue, burnout and the desire to quit. At the same time, other workers left retirement to pick up the slack. And then some took early retirement or opted for other careers just after leaving school.

"There's an incredible compassion fatigue our nursing profession has suffered during the pandemic," said Margo Karsten, a registered nurse and president of Banner Health Western Region. "They put their families on hold. They made personal sacrifices. They put their own lives at risk."

Karsten, in the nursing field since 1984, observed a cycle of nursing shortages over the decades caused by an aging workforce and an increase in service demand, but nothing like the shortages brought on by the pandemic. Nurses and the rest of the staff at health-care facilities are frontline workers who have no choice but to

come in to the workplace, working in a situation not seen since the Spanish flu of 1918, Karsten said.

"The fear of the unknown, for me, is a great stressor in life. We're asking them to do this," Karsten said. "That's a lot of stressors when you go into an unknown territory like a pandemic."

Early into the pandemic, Banner Health proactively set up a center of healing for its staff with programs that address issues of compassion fatigue, Karsten said. Staff not only experienced emotional fatigue but physical fatigue from the intensity of work, longer hours and picking up shifts needing coverage, she said.

Boulder Community Health plans to centralize and increase its physical, mental and spiritual programming through a newly created center for resiliency and has increased support of its staff in the past six months. Support includes a variety of things such as therapy, webinars, debriefings and ritualized calming activities.

"We have seen individuals feeling that they can't take the stress of health care, so they're burned out," said Jackie Attlesey-Pries, MS, RN, chief operating

officer and chief nursing operator of Boulder County Health. "Our biggest concern is we lose them all together."

To keep staffing at the needed levels, Boulder Community Health offers just-in-time training to teach employees new skills so that they can work in areas of care where help is needed, taking on those extra shifts, Attlesey-Pries said.

The shortage of nurses has been an ongoing conversation for years, compounded by the pandemic, but also by Baby Boomers reaching retirement age, advances in medicine, improved management of chronic conditions and people living longer, said Angie Scarpello, RN, BSN, a clinical recruiter for Columbine Health Systems, a provider of health-care services and senior care facilities in Northern Colo-

"With Baby Boomer-aged nurses retiring, this is going to leave a huge requirement for licensed nurses to fill," Scarpello said.

Likewise, turnover at Boulder Community Health was higher during the pandemic than during previous years, Attlesey-Pries said. Some of the staff chose to retire early or reduce hours, while others opted to work for other health-care organizations or quit to live closer to their families, since they couldn't travel to visit them, she said.

A few left the field after the vaccine's introduction earlier this year and the lowering of infection numbers; they were fatigued from increased expectations but didn't want to resign at the height of when they were needed, Scarpello said. Others interested in the field decided to choose other paths instead, finding out nursing wasn't what they'd envisioned it to be, she

"A shortage can lead to errors, burnit, dissatisfaction for both staff and patients, and a potentially higher risk for poor patient care," Scarpello said.

Columbine Health Systems responded by not admitting more patients than what staff can provide for in care and had to close down a wing at one of its facilities due to lack of staffing, Scarpello said. Staff also had to fill in the gaps for families, providingemotional support for patients, she said. Before the pandemic, families could visit patients, but at the height

were limited to essential visits, she

"Prior to the pandemic, families provided support and comfort to their loved ones, and as much as we try to give that care and support, there is no replacement for families," Scarpello said. "All of our staff has stepped up and added more to their plates to support their residents and each other. ... We're all getting in there helping residents any way we possibly can."

Patient needs increased in other ways during the pandemic.

For instance, some delayed their care, not coming in for their regular wellness checks or elective procedures, especially during spring and fall 2020, Karsten said. The result was a high acuity of patient needs when they did visit health-care facilities, she said.

"When they come to the emergency department, they're significantly sicker," Karsten said. "What we're seeing in patients shows me our patients are sicker. We won't realize the why until we get through this next year."

The pandemic placed additional stress on staff from frequent changes in policies to address health and safety issues, increased prep time before giving care to prevent the spreading of the virus and worry about bringing the virus home to family, Scarpello said. Employees at all levels wear masks their entire shifts, which is tiring in itself, plus hot and uncomfortable, she said.

"Working in a hospital is a very physical job," Scarpello said, pointing

"We're all recruiting from the same pool, so there's more competition," she said. "Health-care workers need extensive training and specific qualifications."

Angie Scarpello, RN, BSN, clinical recruiter for Columbine Health Systems

out the amount of walking and the level of physical labor that is involved in care. "It's constantly moving positions."

As care needs increase, health-care facilities are losing some of their staff to nurses relocating to hospitals and facilities outside their state, particularly in areas hard hit by the pandemic.

"The traveling nurses could make more by being travelers than being local. They chose to leave their parent organization and travel for a greater risk," said Ron Andro, RN, CEO of Banner Health Northern Colorado Region.

The nurses work for a traveling agency, often staying at a health-care facility for 12 to 13 weeks, Attlesey-Pries said. Boulder Community Health lost several of its nurses and other staff to traveling work, particularly in the intensive care unit, but also has hired travelers to fill in the gaps, she said.

"The salary is much higher because

of the inconvenience. You have to travel to your job," Attlesey-Piese said.

Lori Wightman, senior vice president of nursing and chief nursing officer at SCL Health, has found that travelers are tired and less willing to take on the traveling positions. Even so, SCL needs to hire contract labor to address the labor shortage at its facilities, particularly in nursing and especially in the area of acute care, she said.

"The pandemic has magnified the shortage," Wightman said, adding that nurses are fatigued and experiencing "elements of grief, anxiety and PTSD." "People are retiring or moving out of hospital-based care. They're moving closer to family and friends post-pandemic. Some are going parttime. Some need a change of venue or to restore in some way."

Nurses leaving the region ends up opening up more positions locally, Scarpello said.

"We're all recruiting from the same pool, so there's more competition," she said. "Health-care workers need extensive training and specific qualifications."

Adding to the issue is a shortage of instructors, who make less hourly than bedside and traveling nurses, Scarpello said. Yet, instructors need more education of at least a master's degree or a doctorate, she said. Some schools and training programs are restricting enrollment due to a lack of faculty and many have waitlists, she said. At the same time, students are focusing more

on advanced practices and not being at the bedside, she said.

"I do think focusing on the promotion of public health and preventative measures will help, as well as attracting more nurses to primary roles to help manage chronic conditions, so people will require less medical attention in the future," Scarpello said, adding that encouraging men to enter a female-dominated field also can address the labor shortage. "Making nurses more resilient and understanding of the role is key as well. Many new grads will quit their jobs within the first year ... because they're not prepared for the real world of nursing. This is an issue that needs to be addressed by nursing programs and employers both working together."

Banner Health, for example, is joining its academic partners to identify ways to increase enrollment, provide the needed support and make programs more attractive to prospective students, Karsten said.

"The blessing is we have a strong nursing program in Northern Colorado," Karsten said. "It's the curriculum and the way we train our students. When they graduate, they are very strong nurses."

Nursing is a fulfilling and also a challenging profession, Andro said.

"There is such latitude of what you can be as a nurse," Andro said, adding that the skills can be applied to other jobs within the broad array of the field. "There are so many things you can become in nursing."



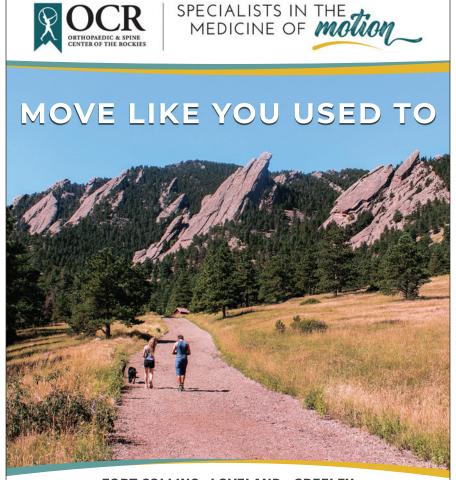
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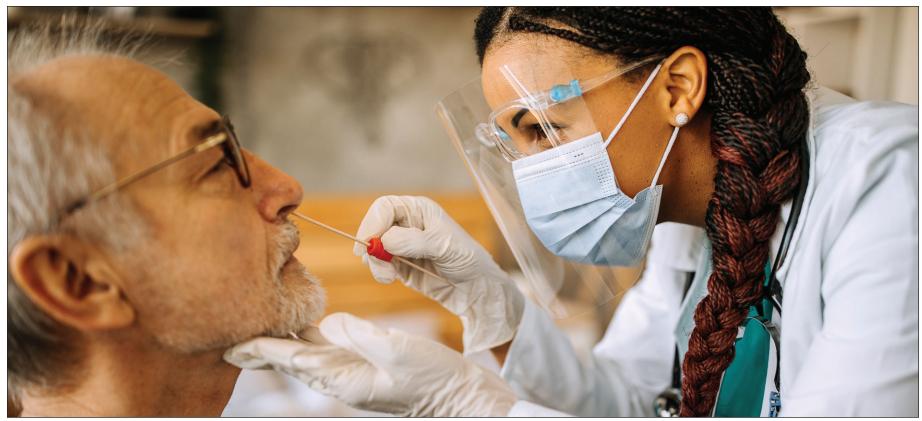
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Public health experts and hospitals are preparing to manage the future of COVID-19 in a situation where large portions of the population remain unvaccinated whether by choice or due to medical restrictions.

Hospitals, public health prepare for small COVID outbreaks

By Dan Mika

news@bizwest.com

As of this story's publication, at least half of all American adults have received both of the two-shot vaccines or the single-shot Johnson & Johnson vaccine against COVID-19, and researchers are working toward expanding approvals to children and teenagers.

Fewer indoor spaces are requiring masks, and bars and restaurants are returning to near or full-capacity seating. Friends and family are reuniting after months of isolation.

After a traumatic year and a half, it seems that life is returning to something resembling the good old days of November 2019, when the virus was on the verge of emerging as a mysterious pneumonia in Wuhan, China.

But while life is returning to normality in Colorado and beyond, public health experts and hospitals are preparing to manage the future of COVID-19 in a situation where large portions of the population remain unvaccinated whether by choice or due to medical restrictions.

Hyper-small outbreaks

Early in the pandemic, herd immunity was held as the gold standard of returning back to normal life. The theory went that if enough people received immunity whether through vaccination or natural infection, the virus wouldn't be able to spread.

But several public health experts believe widespread herd immunity won't be achievable for generations due to a combination of slipping vaccination rates and the threat of COVID variants that spread faster and, in the worst-case scenario, evade the protections that vaccines provide against the current crop of mutations.

Glen Mays, the chair of the Depart-

ment of Health Systems, Management and Policy, at the Colorado School of Public Health, said the number of people vaccinated suggests that widespread community transmission will slow down, and small outbreaks occurring in religious congregations, workplaces and schools are likely to be where the disease manifests.

"That does mean that our public health and medical care systems are always going to need to be ready to turn back on the switch and respond to localized outbreaks, like we've had with other diseases," he said.

Although that poses a risk to business operations at the individual level, it's far less likely that another outbreak will occur that would force another round of stay-at-home orders.

Colorado Health Institute spokesman Joe Hanel said even those isolated outbreaks can be stopped with vaccinations, but the state and the country have reached a point where pretty much anyone who actively sought to get the shot as soon as possible has already done so.

"Now it's a matter of taking the vaccine campaign out to people... Either people who lack access for some reason or another, or people who need to be convinced," he said. "The success of that I think is going to determine what the next couple of years look like here in Colorado."

For business owners, the threat of a shutdown from a COVID outbreak could remain a serious operational

Jeff Helton, a professor of health care management at Metropolitan State University of Denver and a lecturer at the University of Colorado Denver Business School, said he has concerns about lost days at a place of work due to an outbreak as a result of bringing people back into a shared environment where not everyone is

"I suspect that we will also see a lot of employee turnover as workers look for work places that better align with their personal risk tolerance."

Jeff Helton, a professor of health care management at Metropolitan State University of Denver

protected.

He also believes workers will decide to go elsewhere if they feel their health or the health of others is at risk from company policies.

"I suspect that we will also see a lot of employee turnover as workers look for work places that better align with their personal risk tolerance," he said.

Hospitals prepare

Dr. Darlene Tad-y, the vice president for clinical affairs at the Colorado Hospital Association, said the state's hospitals are planning to keep some of the COVID-era policies in the coming months to handle outbreaks as they occur, including into the colder months when the virus can spread more easily among the unprotected indoors.

"It was our hospitals that really had done their homework ahead of time in the planning for this, and really preparing and making sure that we have a capacity as the state to face that surge of patients (last fall)," she said.

Tad-y said that the groundwork was already laid for hospitals managing future COVID outbreaks during the past several months, and the research and experience gained during that time will make it easier for health-care workers to effectively treat the severely ill.

At the same time, those facilities are preparing to take care of those with chronic symptoms caused by "Long COVID," and to manage an expected influx of patients who have deferred care during the past several months.

Another matter of concern is how long the immunity lasts. While early research suggests that the vaccines produce at least a six-month window of strong immunity against COVID and likely beyond, it's not clear if a booster shot will be needed to maintain that protection and when.

At the same time, producing another round of mass-vaccinations could be difficult if annual flu shot statistics serve as a baseline. Just under half of Americans on average get that shot each year.

"We would need to support vaccination efforts, we would need to ramp up our supply chain for PPE, we need to get more Remdesivir supply on hand as we are heading into the outbreak season for COVID if it turns into something like a seasonal flu, and we're ready for that," she said.

Helton said telehealth is a key way that providers could strike a balance between costly COVID care and returning to more profitable procedures, particularly if the virus returns in force

He noted that hospitals in Australia used a "hospital at home" concept where low-severity COVID patients were sent home and monitored there for any downturns, rather than keeping them in a hospital bed and straining in-person resources.

"Hospitals are trying to pivot in ways to maintain the ability to serve those profitable patients while taking care of COVID-19 outbreaks as they arise," he said. "Moving patients into a home care setting will help hospitals be able to do that."

BW EXECUTIVEHEALTH

MONETIZING COVID Solutions get booster shot at universities

By Dallas Heltzell

news@bizwest.com

New ways to fight the economic and social devastation wrought by the COVID-19 pandemic are being born and raised at universities in the Boulder Valley and Northern Colorado. Technology-transfer and accelerator entities at the University of Colorado Boulder and Colorado State University in Fort Collins are helping them get the entrepreneurial support they need to hasten them to market.

The ideas of scientists and engineers at CU are getting a boost from PHAST. The Pandemic Hyper Accelerator for Science and Technology, launched this spring by Venture Partners at CU Boulder thanks to a \$500,000 federal grant and \$125,000 local match as part of the U.S. Department of Commerce Economic Development Administration's Scaling Pandemic Resilience Through Innovation and Technology (SPRINT) Challenge. Venture Partners, CU's commercialization arm, started PHAST to support the translation of COVID-19 innovations into new businesses.

"There is no shortage of good ideas on campus. What often differentiates ideas and impact, though, is the translation and practical application of those ideas," said Bryn Rees, CU Boulder assistant vice chancellor for research and innovation and managing director of Venture Partners. "That's the goal of PHAST. We're bringing together leading technologists, entrepreneurs and startup resources along the Colorado Front Range to take COVID-19 solutions out of the lab and into the field.

"Right from the get-go last year, we saw the organic rise in research and innovation that was geared to the pandemic: looking at how the virus was transmitted, whether we could develop immunity to it, whether we could test for it, vaccinate for it," Rees said, adding that specific startup companies being born on campus were developing innovations related to COVID.

One such startup is New Iridium, which is developing commercialized technologies to accelerate drug development and manufacturing with help from both PHAST and CSU Ventures, Colorado State's tech-transfer arm. The startup has been awarded a \$256,000 National Science Foundation Small Business Technology Transfer grant for \$256,000 to speed availability of Remdesivir, a COVID-fighting drug, by using a manufacturing process that uses photocatalysis,



COURTESY CU BOULDER

Evan Kirk and Claire Meyer of CU spinoff HUG Solutions demonstrate how thermal testing for their PortaVax device is set up. The portable vaccine carrier can keep up to 250 vaccine doses cold for several days using insulation and dry ice.

a chemical technology driven by light rather than heat.

In May, New Iridium was selected to participate in a 10-week Biomimicry Institute virtual accelerator and a chance to win a \$100,000 Ray of Hope Prize awarded by industry and conservation leaders from the World Wildlife Fund, Patagonia and Yale University, among others.

Another startup finding life in the PHAST lane is Darwin Biosciences, which created one of the first salivabased COVID tests with results ready in less than an hour. "If you go back a year, it was all nasal swabs, and it took days and days to get a test result — and that wasn't good enough," Rees said. "Darwin had been formed pre-pandemic to commercialize a diagnostic test called SickStick, but it pivoted and created the saliva-based COVID test called CoVLab where you just spit into a tube and then they'll run the test sample. It changes color if coronavirus is present.

"They've set up a testing lab in the Jennie Smoly Caruthers Biotechnology Building on the CU campus and obtained space to operate," Rees said. "They've provided many thousands of tests all across Colorado and Nebraska. They are farthest along in terms of market penetration. They've generated significant revenue as well."

Rees also cited VitriVax, which is developing a thermo-stable single-shot platform—not just for COVID but for any vaccine. "The current COVID vaccines need to be stored at very low subzero temperatures, which is

difficult for many areas, especially rural areas that don't have access to that cold chain," he said. "These new vaccines — which still have to go through clinical trials — won't need to be refrigerated; they can just sit in a warehouse and remain active. And the single shot's important because it's so hard to make sure people have multiple doses."

Then there's BCell Solutions Inc., a pre-clinical stage biopharmaceutical company that is assessing use of its BCS-N01 peptide immunotherapies as a potential therapeutic intervention to assist late-stage, critically ill COVID-19 patients. The company is seeking industry collaboration and funding.

Rees noted that all those companies have raised capital and are taking advantage of advanced industry grants through Colorado's Office of Economic Development and International Trade.

At CSU, meanwhile, researchers are working on items such as advanced ventilation systems, a face mark that detects COVID by changing color, and a vaccine produced through a novel method trademarked SolaVAX for inactivation of a whole virion particle. Invented by Raymond Goodrich and Richard Bowen, the vaccine, according to a CSU news release, "has been tested in a sensitive hamster animal model for its ability to prevent infection upon challenge with SARS-CoV-2 virus and has been demonstrated to be effective in providing protection against COVID-19 disease."

"Universities are just so well positioned to innovate and address problems created by the pandemic," said Rees, which is why CU created the PHAST accelerator to "identify promising technology and innovation at the university and spin them out rapidly. We've identified more than 10 opportunities to bring them forward, and that's what we'll be doing in the next six months — pairing those with entrepreneurs and residents with preliminary funding."

The six-month PHAST accelerator program starts virtually this month and culminates in a Demo Day where participants can pitch to angel investors, venture capitalists and the start-up community. They'll also complete the Rockies Venture Club's one-week HyperAccelerator.

"Think back," said Rees. "A year ago, everybody thought this virus was transmitted through surface contact. They thought for sure it was not transmitted by aerosols. Now here we are, a year-plus later, and it's almost reversed the course entirely on that thinking — that it's primarily transmitted through aerosols. Some of the thought leaders responsible for that — in particular chemistry professor Jose Jimenez — were at CU.

"It's very practical too," Rees said, "because once people realized that, it led to very practical changes that could be made to HVAC air flow that could reduce transmission rates. Just the research alone has had a big impact on how we responded."

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CANNABIS

Marijuana hospitality unlikely to come to area cities in near future

By Tommy Wood

twood@bizwest.com

As Denver moves forward with its plans to allow cannabis hospitality and delivery businesses, don't look for those companies to come to many other Front Range cities in the near future. While Boulder's Cannabis Licensing and Advisory Board is debating whether to support marijuana hospitality and delivery businesses in the city, few other municipalities are even exploring the issue.

The issue of marijuana hospitality licenses has been a contentious one in Colorado since Gov. Jared Polis signed laws legalizing cannabis hospitality and delivery in May 2019. As with the statewide legalization of recreational marijuana sales in 2012, municipalities must opt into cannabis hospitality and delivery.

As of this writing, Longmont and Superior, which both legalized medical marijuana delivery in 2020, are the only Front Range municipalities north of Denver that allow some form of cannabis delivery or hospitality.

The Broomfield City Council legalized recreational marijuana stores in the city last month but did not indicate whether it would look at allowing cannabis hospitality or delivery.

Other cities and towns - including Fort Collins, Louisville, Firestone, Lyons, Mead, Erie, Johnstown and Milliken — have not publicly taken a stance on delivery or hospitality.

And some municipal governing bodies have publicly indicated that they won't even explore legalizing cannabis hospitality businesses.

The Lafayette City Council passed unanimously in January a resolution "affirming a commitment to oppose marijuana hospitality establishments and recreational marijuana delivery." Greeley, which banned all commercial marijuana establishments in 2012, specifically prohibits "the operation of marijuana clubs where individuals would gather for the sole purpose of using marijuana." Loveland has also banned all retail marijuana stores.

As it stands, then, Boulder is the only municipality in the Boulder Valley or Northern Colorado that is exploring whether to allow marijuana hospitality and delivery businesses. Even if the Boulder Cannabis Licensing and Advisory Board does decide to support the contentious issue, which is no sure thing, the Boulder City Council would still have final say and it's unlikely that marijuana hospitality would even make the council's agenda this year.

At its most recent meeting, at the beginning of last month, the Boulder CLAB did not reach a decision on whether to support marijuana hospitality licenses, instead deciding to



COURTESY BOULDER CANNABIS LICENSING AND ADVISORY BOARD DOCUMENTS

The proposed facade for Stella's Lounge at 1123 Walnut St., Boulder, If the city approves marijuana hospitality businesses, Stella's Lounge, located at the site of the former Walnut Brewery, could be one of the first.

continue discussion of the issue at its June meeting.

Members of the Boulder CLAB were divided on the issue and cited the need to hear more from experts about the potential effects that marijuana hospitality businesses could have on public health. They also raised the possibility of waiting to see the impacts of marijuana hospitality businesses in Denver, where they were legalized in April.

This means that Boulder's potential first marijuana hospitality business will have to wait to learn if it will be able to apply for a license. Stella's Lounge would be located at 1123 Walnut St.

Stella Spanu, who would operate Stella's Lounge, said she wants to open a classy establishment that serves high-quality Italian food and cannabis instead of liquor.

"I want to bring something revolutionary to this community," she said.

If marijuana hospitality businesses are approved, Stella's Lounge would be at the site of the first brewpub in Boulder, Walnut Brewery. The brewery closed in 2017, followed by short-lived tenures of Boulder Beer and Detroit Pizza+Beer in 2018.

The property was purchased for \$4.65 million in February 2020 by an entity known as Stella's 1123 Walnut LLC. Stella's Lounge LLC is a member of the Boulder Chamber and describes itself as an "Italian cafe with a cannabis hospitality license (subject to city of Boulder local ordinances) in the heart of Boulder."

In addition to Stella's Lounge, the 11,000-square-foot redeveloped former Walnut Brewery building would include other retail space and office space on the higher floors.

According to documents submitted to the Boulder CLAB, the cannabis lounge would be located in the rear of the ground floor of the new building. Outside of the building, passersby would not be able to see the space where marijuana is consumed. The lounge would also have a separate entrance from the rest of the building to facilitate entry control and easy ID checks. The lounge would also feature sophisticated cannabis storage and air filtration systems.

"The desire is to provide an elevated experience for guests where the stigma of cannabis is eliminated, and the public is provided with a hospitality destination on par, or even above, the level of other restaurants downtown," reads a document submitted to the Boulder CLAB by the architect for Stella's Lounge, Jim Bray of Bray Architecture Inc.

If Boulder does not allow cannabis hospitality businesses, Stella's Lounge will operate as an Italian restaurant.

About 30 community members spoke during the public comment portion of that hearing. Boulder residents opposed to marijuana hospitality businesses voiced concerns about secondhand smoke and exposure of children to cannabis. Resident Chris Sherwin, speaking on behalf of the Campaign for Tobacco-Free Kids, said allowing these businesses would weaken Colorado's indoor clean air

"Secondhand smoke is secondhand smoke, whether it comes from cigarettes or marijuana," Sherwin said.

Others worried about use by kids and teens.

"I coached high school sports in Boulder, and I saw too many athletes derailed," said Boulder resident Richard Leddon. "These social clubs would glamorize and normalize marijuana use."

Proponents of marijuana hospitality said that the businesses would allow adult users to consume in public while restricting access to people

"The truth is that marijuana is being consumed whether or not we make this change," said Morgan Hartley, owner of the Boulder software developer Wox Campaigns. "Responsible adult consumers should have the option to go to a safe licensed place that is away from the public. Marijuana consumers should be treated very much like alcohol consumers."

The Boulder business community also came out in support.

"Our experiences with the cannabis industry in Boulder is that we have very responsible operators and licensees," said Andrea Meneghel, director of public affairs, policy and outreach for the Boulder Chamber. "In many cases, our initial concerns with the marijuana industry have often been unfounded."

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HEALTH CARE

Finally a freestanding hospice inpatient care center for Northern Colorado

Hospice is not a place. Rather, it is a service, a holistic approach to providing physical, emotional and spiritual care and support to wherever a person is, be it their home, a skilled nursing facility or elsewhere. But there are times when a patient needs more support than family or other caregivers can give at home.



Nate Lamkii Pathways

An inpatient care center meets this need, offering a comfortable, home-like atmosphere with medical support to manage pain and other symptoms. Throughout our history, Pathways has fulfilled our mission by continually assessing the community's need for our services and then rising to meet those needs. The need for dedicated inpatient hospice beds stands as mission-critical and our highest priority, and after two years of planning and preparation we are finally set to break ground later this month on a facility that is long overdue in northern Colorado.

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Each of the 12 rooms will be large enough to accommodate groups of visitors and one or two family members who can choose to stay overnight. Even bedbound patients will be able to enjoy the outdoors from the comfort of their bed. Two of these rooms will be equipped with negative pressure ventilation, allowing us to safely care for patients with COVID-19 and other highly infectious illnesses.

To learn more about this exciting project and how you can help us sustainably meet the need for inpatient hospice care for generations to come, visit: https://pathways-care.org/capitalcampaign/.

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Nate Lamkin, President Pathways 305 Carpenter Road Fort Collins, CO 80525 www.pathways-care.org

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HEALTH CARE

At Columbine Health Systems — Getting Back to What We Do!

When the pandemic started, it felt like when I was pulled into the undertow while vacationing back east. The ocean threw me this way, then that. I think I did about five or so somersaults. At



Yvonne Myers Health Systems Directo

one point – I wasn't even sure my swimming suit would stay with me. Then suddenly, I was cast upon the shore. Out of breath, a bit shocked and yet – in one piece. I got up, pulled up my suit, and continued to look for shells. Because that is what you do at the beach…hunt for shells.

At Columbine Health Systems, we are getting back to what we do – caring for older adults in Northern Colorado. COVID is something we will have to manage for years – at least we think so. I read an article stating the 1918 flu left the world in 1957, or did I read it is still circulating the globe? Either way, COVID is something we will all need to manage.

We mandated the vaccine for our staff. The best way we knew to manage COVID. It is working. We have not had a resident with a positive COVID test in many months. Knock on wood. Our residents managed COVID by taking the vaccine too! We are at 97% with our resident participation.

We purchased a medical grade refrigerator/freezer and provide vaccine to our new employees and newly admitted residents who may need the vaccine. Also, for family and friends who find coming to Columbine an easy way to get their vaccine. Johnson & Johnson and Moderna are available from us. We are managing the vaccine for those we care for and care about.

We are not naïve, COVID needs a lot of managing. We are doing that. But we're getting back to caring for older adults – what we do!



Yvonne Myers Health Systems Director Columbine Health Systems 802 W. Drake Roade, Suite 101 Fort Collins, CO 80526 970-482-0198 www.columbinehealth.com

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Peak performers' pandemic panacea: Give Ps a chance

For companies in the Boulder Valley and Northern Colorado that not only survived but thrived during a year of pandemicrelated restrictions, the watchwords were pluck, pivoting, preparation, partnership and perseverance.

Just ask some of the locally based businesses whose two-year revenue growth topped their tiers in BizWest's 2021 list of Mercury 100 fastest-growing companies.

By Dallas Heltzell

news@bizwest.com

The Mercury 100's top flight ranked companies whose 2018-to-2020 revenue growth topped \$13 million, and the leader in that flight turned the pandemic's requirements for shutdowns and social distancing — and the resulting side effect of cabin fever — into big profits.

The opportunity was obvious for a real-estate firm such as Windsorbased Hayden Outdoors LLC, which specializes in farms, ranches, country estates, recreational properties, cabins, waterfront tracts, fishing camps and land.

"These are passion-driven properties that it's fun to work in," said Dan Brunk, marketing director and partner at Hayden Outdoors. "We just like to work in the great outdoors. We sell dreams of what people are passionate about, and that passion comes through even to our agents, because they're passionate about what they're selling. We haven't spent a dollar on recruiting yet."

When COVID-19 hit "and when people started working from home and corporations started forcing people to, we had a tremendous amount of demand from people moving out of cities into the country," Brunk said. "It has been phenomenal."

Part of the value Hayden offers is being knowledgeable about issues such as water and mineral rights, he said, "because millions of dollars are involved, and you might sell a valuable asset that you don't know about."

Not only did last year finish very strong with 120% two-year revenue growth, Brunk said, but the company is seeing 270% growth for this year to date.

Topping Flight 1 in the Boulder Valley with 262% revenue growth, Boulder-based 1908 Brands cleaned up with the launch of plant-powered Boulder Clean Household Disinfectant Cleaner.

The focus on the Boulder Clean product line as well as Schultz's Gourmet and Pasta Jay's jarred sauces led to a big revenue boost that enabled the company to more than double its staff, even as it put three of its other brands — Thrive Tribe paleo snacks, Bump Brands juices and Three Bear Oats — on hold during the pandemic.

For Loveland-based Ensign Power Systems Inc., owner and founder Robert "Larry" Choate attributed his company's 172% two-year revenue growth — tops in Northern Colorado's Flight II — to "just being lucky."

As fulfiller of orders for large defense contractors that sell directly to the government, Ensign Power Systems was deemed an essential business during the pandemic and allowed to continue to operate at full steam.

"We got a letter early on from the Undersecretary of Defense, who told us, 'You stay open no matter what your governor says,'" Choate said. "But as it turned out, it was not a conflict because the state supported us as well, so we never closed. We just kept up normal operations."

The company also benefited because developing custom power supplies and then getting them "qualified" for government use often takes up to four years from concept to final production, Choate said. "We finally hit volume production on things that took several years."

The first power supply his company developed was a "relatively simple" 5,000-amp, 1,000-volt device for use on nuclear submarines. "Twenty-five years later, that customer is still buying it in sets of seven," Choate said. "The goal of our businesses is trying to accumulate programs like that."

Ensign employs 25 workers now, Choate said, after starting with "two guys in one room."

Blue Spruce Construction Services in Niwot led the Boulder Valley's Flight II with 185% two-year revenue growth by deftly pivoting from work on homes to work on businesses.

"We do both residential and commercial construction and remodeling, so we were really positioned well," said president Sandra Weeks. "Early on in 2020 we did have several home remodels that went on pause or canceled completely, so we were able to **BIZWEST**



shift our focus to commercial. We had a very large commercial project — for Charlotte's Web in Louisville — that really was the primary project we've ever done.

"We were very careful about respecting and following all (Centers for Disease Control and Prevention) guidelines to keep everybody safe and healthy, on the jobsite as well as in the office where everybody had their own space. Employees could still come to the office if they were comfortable doing so."

By fall 2020, Weeks said, "residential started picking up again, so then we were able to shift again and take care of our residential customers."

The key, she said, was having the flexibility, talent and skill sets to go from residential to commercial work and back again.

"The spacecraft market has done really well during the pandemic, which is nothing I was able to foresee," said Thomas Murphey, president and chief executive of Loveland-based Opterus Research and Development Inc., whose 418% two-year revenue growth topped Northern Colorado's Flight III.

"We just kept doing what we're doing," Murphey said. "We embraced remote working and it worked out quite well. We got lucky that everybody had laptops, and we had a production workforce that could keep proper distancing" — four people in a 9,000-square-foot space.

Opterus' 18 employees develop deployable satellite components such extendable booms and unfolding solar arrays for both commercial and government contracts, Murphey said, "and we're getting pretty close to releasing some new products."

Loveland-based Awakened Foods

LLC, revenue leaders in Northern Colorado's Flight IV, boomed with the merger of Ka-Pop Snacks and Bubba's Fine Foods, said chief marketing officer Christina Finkel.

"The pandemic was super-impactful because Jeff Schmidgall of Bubba's met Dustin Finkel of Ka-Pop when a small group of like-minded people created a mentoring circle," she said. "The pair "found that they had great chemistry and quickly recognized that each had the solution to the other person's problems. Bubba's had the private-label manufacturing but didn't have experience in brand marketing. Ka-Pop didn't have the facility. Now we're under one roof and have hired dozens of employees, and have really been able to grow."

The pandemic prompted a pivot to online sales of nine SKUs in the snack and cereal space and seven new Ka-Pop flavors," she said.

Shifting to online sales also was key for Longmont-based Colorado Crafted LLC, which led Boulder Valley's Flight V with 194% two-year growth. Founded in 2012 by former food bloggers Sarah Welle and Dulcie Wilcox, the Longmont-based company creates gift baskets containing Colorado-produced artisanal products that generally couldn't be found online. Business gifts make up half the company's orders, with personal purchases accounting for the other half.

Despite the pandemic — or, maybe, partly because of it — 2020 was Colorado Crafted's best year, Welle told BizWest in March.

"Luckily we did quite well," she said, "because people couldn't shop in brick-and-mortar stores but still wanted to support local businesses."

Fueled by their success, the pair has replicated the formula in another state with California Crafted.

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LAW

Are Your Oil & Gas Royalties In Suspense?

Once an oil & gas well has been drilled and begins producing, Colorado has a statute requiring that oil & gas companies pay proceeds/royalties due to owners: (1) within six months after the first sale of oil & gas from a well; and (2) on a monthly basis after that,



with payments due no more than 60 days after produced oil is sold and 90 days after produced gas is sold. If an oil & gas company fails to pay an owner these proceeds in a timely manner, it may be subject to interest and/or a penalty may be imposed on the company. In some cases, the interest and penalties can be substantial.

Under certain circumstances, however, oil & gas companies are entitled to withhold royalties and are not required to comply with these deadlines. This may include failure of the owner to sign a division order, doubt as to who owns the minerals or whether they have clear title to the minerals, an inability to locate the owner, or pending litigation that would affect who is entitled to payment of the royalties.

Frequently, oil & gas companies will suspend payment because of uncertainty as to who owns the minerals and who is entitled to receive the royalties. This can include issues over whether the minerals were properly probated when a family member passes away, dispute over ownership of the minerals, or other problems the oil & gas company's attorney has identified in the chain of title to the minerals. When this is the case, the oil & gas company will often require additional steps to "cure" title and establish ownership and a right to receive the royalties. If you believe you are entitled to proceeds from oil & gas production but have not received payment or have had your payments suspended, it is likely that you need to take additional steps to "cure" title and show you are entitled to receive the royalties. These additional steps may include needing to probate an interest in the minerals, filing a petition to determine heirship for someone who owned the minerals, or filing a quiet title action over disputed ownership of the minerals.

Given the complexity over the steps required to cure title to minerals, it is always best to seek the advice of an experienced oil and gas attorney who can guide you through the process of establishing ownership of the minerals and showing you are entitled to receive proceeds from the oil & gas company.



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TECHNOLOGY

Technology Debt - A Growing Problem

Forbes Magazine recently published an article that identified Technology Debt as a significant and real challenge for all businesses. Technology Debt is a concept used to highlight the cost of addressing all technology modernization gaps in a business. This concept becomes a more of a reality as businesses seek



to drive business valuation and/or seek private equity funding or acquisition but has tangible impact regardless.

According to a study conducted by McKinsey, IT budgets are not keeping pace with the growing IT demands, security threats and compliance requirements which are being pressed onto small businesses at an exponential clip. And the larger the Technology Debt, the risk and exposure for that business grows too. Quantifying tech debt can be a challenging process. While fixed asset borrowing is repaid with interest over time, tech debt grows silently off the books...so seldomly does a company that gets behind, truly make up the budget gap in the following years. They typically just reallocate the same budget to the highest priority each year while certain areas of the IT initiative get left behind.

To keep things simple, this concept of Technology Debt should identify underfunded technology investments as impaired assets. Once impaired assets are identified, they are to be fixed, replaced, written down or abandoned. There are also unfunded technology initiatives that are comparable to contingent liabilities. Underfunded and unaddressed tech issues result in uninsured cyber breaches, service failures and costly downtime.

To quantify these Technology Debts, you just take the sum of the impairments and liabilities. Once those are identified, the odds that a business will properly fund those initiatives with the correct priority is much more likely. A due diligence approach shifts the mentality from 'how much money do I have to spend?" over to, "can we strategically afford the consequences of not investing?"

Carrying Technology Debt is a competitive disadvantage and can impede business growth and profitability so business owners must be cognizant of their technology gaps. The good news is that with some help and attention, Technology Debt can be identified, measured and managed. From there a business can regain control of unidentified risk in their business and focus technology resources on creating value for the business and customers.

If you need assistance identifying, quantifying, or prioritizing your Technology Debt, call Connecting Point and we can help.



Scott Warner President 2401 17th Street Greeley, CO 80634 (970) 395 2317

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Mercury 100 Fastest-Growing Private Companies Flight I -Companies with 2020 revenue above \$14,000,001. **Boulder Valley**

							- ,
Rank	Company	2-year revenue growth	Revenue 202 Revenue 201		Products/Services	Phone Website	Person in charge, Title Year founded
1	1908 Brands Inc. 2100 Central Ave., Suite 201 Boulder, CO 80301	262%	\$22,880,000 \$6,329,000	22	1908 Brands manufactures three natural-product brands, including Boulder Clean, Schultz's Gourmet, and Pasta Jay's.	720-204-3042 www.1908brands.com	Steve Savage, president/CEO 2010
2	Ziggi's Coffee 400 Main St. Longmont, CO 80501	189%	\$16,531,483 \$5,711,428	21	Coffee, specialty coffee, franchises.	303-682-5120 www.ziggiscoffee.com	Camrin Knudsen, own & co-founder; Brandor Knudsen, owner & president 2004
3	Feel the World Inc., dba Xero Shoes 100 Technology Drive, Suite 315 Broomfield, CO 80021	163%	\$23,100,000 \$8,785,000	33	Performance and casual footwear.	303-447-3100 www.xeroshoes.com	Steven Sashen, CEO 2009
4	Mountain High Products LLC dba Wana Brands 1668 Valtec Lane, Suite A Boulder, CO 80301	97%	\$36,869,269 \$18,752,574	99	Cannabis edibles brand, with a range of ratios, onset & duration to achieve specific desired experiences.	917-971-7852 www.wanabrands.com	Nancy Whiteman, CEC 2010
5	StickerGiant 880 Weaver Park Road Longmont, CO 80501	55%	\$26,386,333 \$17,063,385	110	Custom stickers and labels.	303-774-7900 www.stickergiant.com	Beth Smith, CEO 2000
6	Bobo's Oat Bars 6325 Gunpark Drive, Suite B Boulder, CO 80301	52%	\$33,500,000 \$22,000,000	220°	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
7	8z Real Estate	40%	\$35,765,223 \$25,605,129	98	Residential real estate brokerage; home-buyer representation; home-seller representation.	303-543-3083 www.8z.com	Ryan Carter, presiden Lane Hornung, president and CEO 2009
8	Quicksilver Scientific Inc. 1960 Cherry St. Louisville, CO 80027	30%	\$29,000,000 \$22,305,223	27	Quicksilver Scientific manufactures advanced nutritional systems with a focus on detoxification, liposomal delivery systems and heavy metal testing to support optimal health.	303-531-0861 www.quicksilverscientific.com	Christopher Shade, founder & CEO 2005
9	Ascent Builders Inc. 11001 W. 120th Ave., #400 Broomfield, CO 80021	25%	\$19,541,355 \$15,621,166	14	Full-service residential and commercial general contractor and homebuilder.	303-459-4947 www.ascentbuilders.net	Jason Brown, presider 2005
10	Barnes Electrical Contracting Inc. 1375 Horizon Ave. Lafayette, CO 80026	14%	\$14,455,451 \$12,707,163	90	Electrical construction — single-family, multi-family, commercial.	303-665-6188 www.barneselectrical.com	David Barnes, preside 1986
	surveyed include Boulder ares Loveland location.	nd Broomfield o	ounties.				Researched by BizWe

The Boulder Chamber and Business Women's Leadership Group invite you to thank the leaders who light our community.





Nominations are now open through June 25, 2021 for the Women Who Light the Community Awards, honoring women who address critical community needs above and beyond their job responsibilities through their leadership, passion and dedication.



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Mercury 100 Fastest-Growing Private Companies Flight II - Companies with 2020 revenue between \$9,000,001 and \$14,000,000. Boulder Valley

Ran	k Company	2-year revenue growth	Revenue 2020 Revenue 2018	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Blue Spruce Construction Services 7101 La Vista Place, Suite 100 Niwot, CO 80503	185%	\$9,763,101 \$3,423,380	6	General contractor specializing in commercial tenant finish, residential remodeling and restaurants.	303-652-1150 www.bluespruceconst.com	Sandra Weeks, president 1997
2	lonex Research Corp. 1301 Eastwind Drive Lafayette, CO 80026	118%	\$13,050,000 \$5,973,829	85	Air-filtration systems used in environmental protection and clean-up of hazardous chemicals, nuclear waste, and military nerve agents.	303-666-5550 www.ionex.US	Matthew Porrey, president 1978
3	Milo Construction Corp. 1898 S. Flatiron Court, Suite 100 Boulder , CO 80301) 66%	\$12,420,406 \$7,471,000	24	General contracting, including commercial construction (ground-up & tenant finish), pre-construction services, design-build.	303-444-7775 www.miloconstruction.com	Patrick Minniear, president; Jerry Hawkins, Director of Operations 2009
4	DevelopIntelligence LLC¹ 2675 Northpark Drive Lafayette, CO 80026	57%	\$12,750,000 \$8,103,000	30	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
5	Bolder BioPath Inc. 5541 Central Ave., Suite 160 Boulder, CO 80301	24%	\$13,300,000 \$10,700,000	34	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
6	Lyons Gaddis 515 Kimbark St., Second Floor Longmont, CO 80501	23%	\$9,200,000 \$7,457,525	45	Lyons Gaddis serves businesses, local governments, families and individuals in the greater Denver area and throughout Colorado.	303-776-9900 www.lyonsgaddis.com	Cameron Grant; Catherine Tallerico, managing shareholders 1972
7	American Outdoor Products Inc. 6350 Gunpark Drive Boulder , CO 80301	22%	\$10,983,241 \$8,986,547	52	Specializes in freeze-dried, innovative foods using unique ingredients, which are distributed both nationally and internationally through natural products and outdoor retailer channels.	303-581-0518 www.backpackerspantry.com	Soraya Smith, president 1971
8	Alpen HPP Inc, dba Alpen Hig Performance Products 335-A Centennial Parkway Louisville, CO 80027	h 17%	\$9,500,000 \$8,130,000	80	Alpen High Performance Products manufactures super-insulating, thermally-efficient residential and commercial windows, doors and glass, primarily utilizing lightweight suspended film technology.	303-834-3600 www.thinkalpen.com	Brad Begin, CEO 2012
9	Caplan and Earnest LLC 3107 Iris Ave., Suite 100 Boulder, CO 80301	16%	\$10,589,058 \$9,095,059	60	Education law, health law, litigation, estate planning, immigration, small busines law, corporate law, and real estate law.	s303-443-8010 www.celaw.com	Jim Branum, managing member 1969
10	WorkWell Occupational Medicine LLC 164 Primrose Court Longmont, CO 80501	12%	\$10,622,300 \$9,502,474	70	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	Steve Pottenger, CEO 1996

Regions surveyed include Boulder and Broomfield counties. **1** Acquired by Pluralsight Inc. in October 2020.

Researched by BizWest





Mercury 100 Fastest-Growing Private Companies Flight III - Companies with 2020 revenue between \$2,400,001 and \$9,000,000. Boulder Valley

Rank	Company	2-year revenue growth	Revenue 2020 Revenue 2018	Number of local	l Products/Services	Phone Website	Person in charge, Title Year founded
1	GreenPlay LLC 1021 E. South Boulder Road, Suite N Louisville, CO 80027	70%	\$2,892,108 \$1,699,451	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
2	RMC Pharmaceutical Solutions Inc. 1851 Left Hand Circle, Suite A Longmont, CO 80501	69%	\$6,792,212 \$4,015,569	25	Problem solving for pharmaceutical development.	303-776-5200 www.rmcpharma.com	Scott Rudge, owner/founder 2004
3	PCD Engineering Inc. 323 Third Ave., Suite 100 Longmont, CO 80501	52%	\$2,495,000 \$1,645,000	13	Mechanical/electrical engineering, commissioning, energy modeling, building performance verification	303-678-1108 www.pcdengineering.com	Peter D'Antonio, president 2000
4	Sopher Sparn Architects LLC 1731 15th St. Boulder, CO 80302	50%	\$3,803,104 \$2,539,197	18	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
5	Jorgensen, Brownell & Pepin PC 900 S. Main St., Suite 100 Longmont, CO 80501	48%	\$6,640,612 \$4,481,074	38	Auto and pedestrian accidents, personal injury, real estate, construction, business transaction and disputes, divorce, custody, family law, probate, elder law, estate planning, DUI/DWAI, criminal defense.	303-678-0560 www.jbplegal.com	Anne Jorgensen, managing shareholder 1989
6	Indian Peaks Ace Hardware 74 Colorado Highway 119 S. Nederland, CO 80466		\$3,369,000 \$2,473,000	N/A	Retail hardware store.	303-258-3132 www.indianpeaksace.com	Steve Culver, president 1987
7	Insight Designs Web Solutions LLC 2006 Broadway, Suite 300 Boulder, CO 80302	21%	\$4,328,101 \$3,576,162	19	Web design and development, iOS and Android app design and development, custom programming, Magento development, WordPress development, Shopif development, web security, SEO consulting, ADA compliance and web accessibility, digital marketing, branding and business strategy.	y 303-449-8567 www.insightdesigns.com	Beth Krodel, partner 1999
8	WishGarden Herbs Inc. 321 S. Taylor Ave., 100 Louisville, CO 80027	19%	\$8,195,000 \$6,880,000	42	Herbal dietary supplement manufacturers.	303-516-1803 www.wishgardenherbs.com	Catherine Hunziker, president; Sam Hunziker, CEO 1979
9	Acertara Acoustic Laboratories LLC 1950 Lefthand Creek Lane Longmont, CO 80501	17%	\$8,217,037 \$7,045,325	49	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, CEO 2011
10	Peak Asset Management LLC 1371 E. Hecla Drive, Suite A Louisville, CO 80027	14%	\$4,089,600 \$3,586,000	14	Independent advisory firm providing personalized, comprehensive wealth management and planning services.	303-926-0100 www.peakam.com	Tara Hefty, CFA, FRM, managing partner 1994

Regions surveyed include Boulder and Broomfield counties.

Researched by BizWest





Mercury 100 Fastest-Growing Private Companies Flight IV - Companies with 2020 revenue between \$1,350,001 and \$2,400,000. Boulder Valley

			Revenue					
Rank	Company	2-year revenue growth	2020 Revenue 2018	Number of local employees	Products/Services	Phone Website	Person in charge Title Year founded	
1	Tool Studios Inc. 263 Second Ave., Suite 1 Niwot, CO 80544	96%	\$1,600,000 \$815,000	5	Consulting, Web development and branding.	303-652-8353 www.toolstudios.com	Charles Bell owner 2001	
2	Buffalo Security 2510 Baseline Road Boulder, CO 80305-3324	67%	\$1,500,000 \$900,000	10	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	
3	Rodwin Architecture 1245 Pearl St., Suite 202 Boulder, CO 80302	49%	\$1,400,000 \$940,000	17	N/A	303-413-8556 www.rodwinarch.com	Scott Rodwin principal 1999	
4	Boulder Brokers LLC, dba Market Real Estate 1150 Maxwell Ave., Suite 200 Boulder, CO 80304	48%	\$1,449,693 \$977,210	4	Commercial real estate brokerage.	303-444-4888 www.marketboulder.com	Todd Walsh owner 2018	
5	Black Swift Technologies LLC 2840 Wilderness Place, Suite D Boulder, CO 80301) 47%	\$1,622,166 \$1,101,676	7	Unmanned aircraft systems capable of flying scientific payloads in demanding atmospheric environments.	720-638-9656 www.bst.aero	Jack Elston CEO 2011	
6	Ascent CFO Solutions 1035 Pearl St., Suite 407 Boulder, CO 80302	36%	\$2,147,000 \$1,582,000	12	Ascent CFO Solutions is a Boulder/Denver Fractional CFO firm engaged in financial modeling, cash forecasts, fundraising, outsourced accounting & M&A support.	720-295-3346 www.ascentcfo.com	Dan DeGolier CEO and founder 2011	
7	Sketchfolio 2569 Park Lane, Suite 106 Lafayette, CO 80026	35%	\$1,964,000 \$1,450,000	9	Creative services — graphic design, UX/UI, Web design and development.	303-847-4574 www.sketchfolio.com	Chris Thasiah founder 2001	
8	Harris Dewart LLC P.O. Box 381 Nederland, CO 80466	33%	\$2,396,465 \$1,796,500	7	Residential and commercial construction.	303-258-3588 www.harrisdewart.com	Andrew Dewart; Hunte Harris owner; Partner 2016	
9	Whole Family Dentistry 1400 28th St., Suite 4 Boulder, CO 80303	25%	\$2,000,000 \$1,600,000	12	Comprehensive dentistry, including implants, Cosmetic dentistry, including veneers, Cosmetic Photo Simulations, metal free ceramic & tooth colored restorations,. Laser periodontal therapy, same-day crowns, physiologic TMD/OSA. and Physiologic Foundational Orthodontics.	303-442-8625 www.wholefamilydentistry.com	Ted Kawulok; Nicole Kent dentist; associate 1983	
10	Greater Western Plumbing LLC 1003 S. Bross St. Longmont, CO 80501	25%	\$1,371,642 \$1,097,395	12	Full-service plumbing company specializing in small commercial new builds and tenan finishes.	nt303-223-8342 www.greaterwesternplumbing.com	Dustin Waltz co-owner 2011	
Danian -	Description and Provider and Description							

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Regions surveyed include Boulder and Broomfield counties.



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Mercury 100 Fastest-Growing Private Companies Flight V - Companies with 2020 revenue up to \$1,350,000. Boulder Valley

			Revenue				
Rank	Company	2-year revenue growth	2020 Revenue 2018	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Colorado Crafted LLC 323 Third Ave. Longmont, CO 80501	194%	\$767,041 \$261,093	2	Modern gift baskets of products made by local small businesses in Colorado.	206-910-9988 www.coloradocraftedbox.com	Sarah Welle; Dulcie Wilcox, co-founders 2013
2	Green Alpha Advisors LLC 263 Second Ave., Suite 106B Niwot, CO 80544	134%	\$1,312,613 \$560,001	3	Investing in companies that create or enable innovative solutions to the risks of climate change, resource scarcity and degradation, widening inequality, and the human disease burden.	303-993-7856 www.greenalphaadvisors.com	Jeremy Deems, co- founder/CFO/portfolio manager 2007
3	Freedom Folding Bikes LLC 3125 28th St. Boulder, CO 80301	121%	\$624,200 \$283,000	2	Electric and folding bicycles and accessories.	720-588-3653 www.freedomfoldingbikes.com	Chuck Ankeny, founder 2015
4	OnPath Testing 2525 Arapahoe Ave., Suite E4-150 Boulder, CO 80302	83%	\$411,444 \$225,079	1	Software testing for web, mobile, and IOT applications.	303-479-4994 www.onpathtesting.com	Brian Borg, president 2009
5	Arcadea Inc. 741A Pearl St. Boulder, CO 80302	67%	\$901,432 \$538,392	5	Architecture.	303-449-6605 www.arcadea.com	David Biek, principal 1995
6	Matrix Gardens 1545 Redwood Ave. Boulder, CO 80304	33%	\$683,000 \$515,000	13	Sustainable landscape design, installation and consultation. Xeriscaping, native plants, edible and wildlife landscapes. Organic, non-toxic installation and maintenance.	303-443-0284 www.matrixgardens.com	Alison Peck, owner 1984
7	All County Property Management of Boulder 6650 Gunpark Drive, Suite 200 Boulder, CO 80301	25%	\$937,540 \$750,111	8	Residential property management serving Boulder County and nearby communities.	720-428-2100 www.allcountyboulder.com	Simon Heart, president/ owner 2012
8	Lawrence & Gomez Architects 1127 Cranbrook Court Boulder, CO 80305	15%	\$275,000 \$240,000	1	Sustainable designs in classic styles with clean, contemporary lines.	303-499-9505 www.lawrenceandgomez.com	Juana Gomez, owner 1999
9	Details Design Studio LLC 7123 Arapahoe Ave. Boulder, CO 80303	14%	\$800,000 \$700,000	3	Full-service design: Remodeling, new construction, kitchen and bath, flooring, plumbing, tile, window coverings, furniture, upholstery, color consultations for residential and commercial clients.	303-442-7887 www.detailsdesignstudio.com	Barbee James, interior designer 1989
10	Liquid Mechanics Brewing Co 297 U.S. Highway 287, #100 Lafayette, CO 80026	5%	\$982,002 \$933,247	11	Craft beer.	720-550-7813 www.liquidmechanicsbrewing.com	Eric Briggs, COO; Seth Townsend, Co-Founder/ President; Davin Helden, CEO 2014

Regions surveyed include Boulder and Broomfield counties.

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Revenue

Mercury 100 Fastest-Growing Private Companies Flight I - Companies with 2020 revenue above \$13,000,001. Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2020 Revenue 2018	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Hayden Outdoors LLC 501 Main St., Unit A Windsor, CO 80550	120%	\$19,242,773 \$8,740,210	8	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
2	ECI Site Construction Management Inc. 2526 14th St. SE Loveland, CO 80537	86%	\$43,985,826 \$23,613,509	49	General contractor and construction manager of multi-faceted infrastructure and recreation projects.	970-669-6291 www.ecisite.net	Theodore Johnson, president 1980
3	Naranjo Civil Constructors Inc. 627 27th St. Garden City, CO 80631	60%	\$24,000,000 \$15,000,000	85	Civil construction.	970-356-7909 www.naranjocivil.com	Jerry Naranjo, president 1982
4	Ward Electric Co. Inc. 9586 E. I-25 Frontage Road, Suite B Longmont, CO 80504	47%	\$74,000,000 \$50,201,626	275	Ward Electric Co. is a full-service electrical contractor. Its range of work includes high-voltage (transmission, distribution, substations), commercial, industrial, residential and renewables.	303-682-0066 www.wardelectriccompany.com	Mark Ward, CEO; Matt Ward, president 2005
5	C3 Real Estate Solutions 2720 Council Tree Ave. Suite 178 Fort Collins, CO 80525	, 38%	\$17,823,303 \$12,933,079	11	Real estate — buying, selling, renting, relocating, investing, residential or commercial.	970-225-5152 www.c3realestatesolutions.com	Jesse Laner 2012
6	Roche Constructors Inc. 361 71st Ave. Greeley, CO 80634	38%	\$158,008,000 \$114,810,000	70	General contractor/construction manager.	970-356-3611 www.rocheconstructors.com	Tom Roche, CEO/president 1971
7	Malm Electrical Contractors LLC 5641 Iris Parkway, Suite A Frederick, CO 80504	36%	\$15,000,000 \$11,000,000	80	Commercial, industrial, multi-family, design-built services.	970-532-9900 www.malmelectric.com	Trent Malm; Roy Maynes; Chris Raskay, partners 2002
8	Symmetry Builders Inc. 5069 Silver Peak Ave., Suite 1 Dacono, CO 80514	31%	\$33,500,000 \$25,537,277	42	Commercial general contractor serving Colorado & Texas, offering design-build, design-assist, etc.	303-444-1044 www.symmetrybuilders.net	Henry Zurburgg, CEO; CJ McCray, vice president of growth; Andy Wood, president Brad Chope, vice president of estimating; Jack Hiett, VP OF FIELD OPERATIONS; Josh Brasseal, VP OF OPERATIONS; Erin Aitken, VP of Accounting & Admin.
9	Hensel Phelps Construction Co. 420 Sixth Ave. Greeley, CO 80631	24%	\$552,706,856 \$446,792,337	392	Planning and design, construction and facility management.	720-592-2000 www.henselphelps.com	Michael Choutka, president & CEO 1937
10	Duran Excavating Inc 14332 Weld County Road 64 Greeley, CO 80631	21%	\$16,500,000 \$13,600,000	70	Earthwork, utilities and roadwork.	970-351-0192 www.duranexcavating.com	Ernest Duran, co-owner/ president; Gary Duran, co- owner; Larry Duran, co-owner 1978

Regions surveyed include Larimer and Weld counties.



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Mercury 100 Fastest-Growing Private Companies Flight II Companies with 2020 revenue between \$4,800,001 and \$13,000,000. Northorn Colorado **Northern Colorado**

Rank	Company name	2-year revenue growth	Revenue 2020 Revenue 2018	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Ensign Power Systems Inc. 2175 Citrine Court Loveland, CO 80537-5132	172%	\$11,593,710 \$4,255,358	24	Designs and manufactures electronic power supplies.	970-203-9255 www.ensignpower.com	R. Choate, vice president; Daniel Danowski, president 1995
2	Advanced Interiors Inc. 7287 Greenridge Road, Unit 1 Windsor, CO 80550	102%	\$10,992,343 \$5,430,852	17	Interior design. Retail and contract sales of flooring and interior products.	970-482-6242 www.advancedinteriorsinc.net	Shawn Matz, president 2002
3	NeuMark Commercial Builders LLC 6379 Rockwell Court Loveland, CO 80538	80%	\$9,000,000 \$5,000,000	8	Commercial general contractor, project management.	970-449-1610 www.NeuMarkCB.com	Scott Neuenschwander, president 2016
4	eduPresent LLC, dba Bongo 815 14th St. SW, Suite D300 Loveland, CO 80537	39%	\$8,808,215 \$6,327,684	35	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
5	Fort Collins Retail Nursery Inc., dba Fort Collins Nursery 2121 E. Mulberry St. Fort Collins, CO 80524	30%	\$5,311,148 \$4,076,865	30	Trees, shrubs, perennials, annuals, vegetable starts, seeds, garden supplies, herbicides, pesticides, fountains, statuary, art, tools, books education, landscape supplies, family activities, music.	970-482-1984 'www.fortcollinsnursery.com	Jesse Eastman, owner/ general manager 1932
6	Living Design Studios Inc. 1010 Carbon Court, Unit D Erie, CO 80516	25%	\$4,950,000 \$3,970,000	34	Architectural and ornamental metals for commercial and residential projects. Materials from bronze to wrought iron to stainless steel for stairs, railings, gates, fences, lights and wall panels.	303-442-2614 www.livingdesignstudios.com	Jessica Adams, founder & president 2000
7	EnergyLogic Corp. 309 Mountain Ave. Berthoud, CO 80513	21%	\$5,682,331 \$4,700,431	70	EnergyLogic is a building-science consulting and inspection company working with builders, architects and others involved in high-performance construction.	970-556-0705 www.theenergylogic.com	Steve Byers, CEO; Wynne Maggi, president 2006
8	Burns Marketing 8454 Spinnaker Bay Drive Windsor, CO 80528	18%	\$5,300,000 \$4,485,500	6	Branding and messaging, website development, digital marketing, campaign and content development.	970-203-9656 www.burnsmarketing.com	Laurie Steele, SVP, client services; Melissa Humbert, SVP, Operations; Don Poole, principal; Mike Burns, principal; Mike Burns, CEO/president 1972
9	Mountain-n-Plains Inc. 375 E. Horsetooth Road, Building 3, Suite 100 Fort Collins, CO 80525	17%	\$5,430,723 \$4,656,975	22	Real estate management services, property management.	970-221-2323 www.mountain-n-plains.com	Justin Morrison, president/owner 1979
10	Allura Skin, Laser & Wellness Clinic 2032 Lowe St., Suite 103 Fort Collins, CO 80525	9%	\$7,800,000 \$7,139,000	37	Skin care, facial lasers, botox, dermal fillers, hCG diet, spa, laser vein treatments, bio identical hormones, vaginal rejuvenation.	n 970-223-0193 www.alluraclinic.com	Yvonne Hampson, R.N.; Suzanne Saenz, M.D.; Terra Bookout, PA-C 2008
Regions surv	eyed include Larimer and Weld countie	S.					Researched by BizWest





Mercury 100 Fastest-Growing Private Companies Flight III - Companies with 2020 revenue between \$1,800,001 and \$4,800,000. Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2020 Revenue 2018	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Opterus Research and Development Inc. 815 14th St. SW, Unit C200 Loveland, CO 80537	418%	\$3,002,804 \$579,145	16	Advanced satellite structural components and architectures. Deployable booms, solar arrays, antennas, and sails/shades. Robotic arms. Angling industry engineering systems.	970-599-1670 www.opterusrd.com	Thomas Murphey, president 2015
2	Senior Helpers 3101 Kintzley Court, Unit J Laporte, CO 80535	288%	\$1,874,595 \$483,635	87	Provides licensed in-home care so that seniors can age in place. Specializes in Alzheimer's and dementia and Parkinson's-disease care.	970-658-8228 www.seniorhelpersNoCo.com	Gil Atanasoff, owner, executive director 2017
3	Turbo Tenant LLC 320 E. Vine Drive, Suite 307 Fort Collins, CO 80524	213%	\$4,700,000 \$1,500,000	15	TurboTenant is an all-in-one online property-management tool designed to streamline the rental process. Features include marketing syndication, rental applications, tenant screening and rent payments.	719-966-7368 www.turbotenant.com	Sarnen Steinbarth, Founder/CEO 2015
4	Aerosol Devices Inc. 217 Racquette Drive, Suite 8 Fort Collins, CO 80524	151%	\$2,173,135 \$865,072	10	Instruments designed for efficient, concentrated collection of nanometer to micrometer-sized aerosol particles, including inhalable bioaerosols: virus, bacteria and fungal spores.	970-744-3244 https://aerosoldevices.com	Patricia Keady, co- founder, president & CEO 2014
5	Wild Zora Foods LLC 325 E. Fourth St Loveland, CO 80537	112%	\$3,225,575 \$1,524,146	27	Portable meals & snacks that are also healthy.	970-541-9672 www.wildzora.com	Zora Tabin, co-founder & chairwoman; Josh Tabin, co-founder & CEO 2014
6	Bonfire Creative Group LLC, dba Bonfire Effect 3665 John F. Kennedy Parkway, Bldg. 2-320 Fort Collins, CO 80525	109%	\$2,300,000 \$1,100,000	12	Bonfire Effect is a Colorado-based agency dedicated to helping B2B & B2C companies attract, engage, and maintain customers to fuel business growth.	970-669-8000 www.bonfireeffect.com	Travis Barhaug, founder/chief design officer 2015
7	Conduct All Electric 7352 Greenridge Road, Suite A4 Windsor, CO 80550	87%	\$4,554,503 \$2,429,258	24	Electrical services for commercial and residential projects.	970-685-4490 www.conductall.com	Evan Worsley, president 2016
8	Sharpnet Solutions Inc. 612 S. College Ave. Fort Collins, CO 80521	45%	\$3,200,000 \$2,200,000	32	Digital marketing services, including SEO, PPC management, social media and Website design.	970-472-0354 www.sharpnetsolutions.com	Chris Sharp, president/ CEO 1998
9	Timberrock Landscape Center 28629 WCR 17 Windsor, CO 80550	40%	\$1,850,000 \$1,326,000	6	Decorative rock, composts, soils, redwood mulch and more. Steel and concrete edging, boulders, water features, installations, trucking, ground preparation and landscaping.	970-686-0442 www.timberrocklandscapecenter.com	Jess Aragon, owner 1997
10	Semantic Arts Inc. 11 Old Town Square, Suite 200 Fort Collins, CO 80524	35%	\$3,025,949 \$2,238,471	7	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
Regions	surveyed include Larimer and Weld	counties.					Researched by BizWest

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Mercury 100 Fastest-Growing Private Companies Flight IV - Companies with 2020 revenue between \$680,001 and \$1,800,000. Northern Colorado

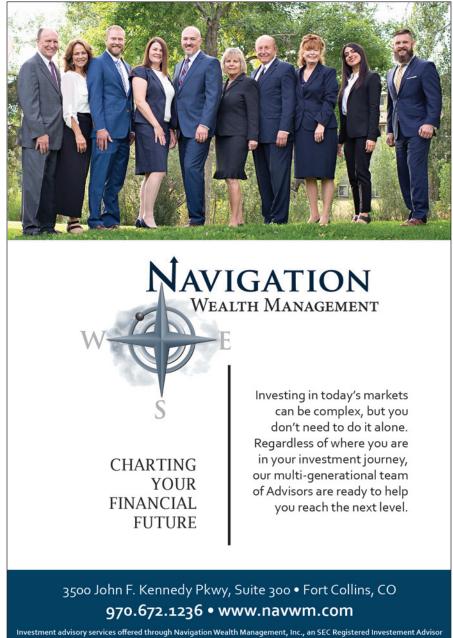
		2-year		Number of			Person in charge,
Rank	Company name	revenue growth	Revenue 2020 Revenue 2018	local	Products/Services	Phone Website	Title Year founded
1	Awakened Foods LLC ¹ 225 42nd St. SW, Suite C Loveland, CO 80537	927%	\$1,500,000 \$146,000	24	Popped & extruded natural snacks, paleo and keto granolas and snacks, private-label and contract-manufacturing services.	970-366-4567 www.awakenedfoods.com	Dustin Finkel, CEO & founder 2021
2	LandOne Engineering LLC 361 71st Ave., #100 Greeley, CO 80634	187%	\$1,066,772 \$371,240	12	Land development, civil engineering, consulting.	970-632-2311 www.landone.co	Daniel Hull, principal/ owner 2017
3	Navigation Wealth Management 3500 John F. Kennedy Parkway, Suite 300 Fort Collins, CO 80525	105%	\$933,889 \$456,122	7	Investment management, retirement planning, Social Security optimization.	970-672-1236 www.navwm.com	Adam Brunin, president/CEO 2016
4	Onsite Property Management Services 2121 Midpoint Drive, Suite 302 Fort Collins, CO 80525	73%	\$1,654,595 \$958,439	23	A full-service property-management company specializing in HOAs, commercial and residential management.	d970-282-8281 www.onsiteproperty.com	Ryan Williamson, president 1998
5	Colorado Sash & Door Inc. 4521 Endeavor Drive, Unit C Johnstown, CO 80534	68%	\$1,600,000 \$950,000	10	Exterior windows, doors, interior doors and trim. Distribute, manufacture and install	970-226-1460 · www.colosash.com	Mark Wernimont, president 1991
6	Brillity Digital LLC 1001A E. Harmony Road Fort Collins, CO 80525	55%	\$696,454 \$450,549	5	Digital marketing, business strategy, web development.	970-591-4642 www.brillitydigital.com	Derrick Kuhn, owner, founder 2017
7	The Family Center / La Familia 309 Hickory St. #5 Fort Collins, CO 80524	22%	\$1,677,916 \$1,379,328	29	Early childhood education; resource and referral; family development/case management; policy, advocacy and leadership development.	970-221-1615 www.thefamilycenterfc.org	Gloria Kat, executive director 1995
8	WindLion Inc. dba Express Employment Professionals 2711 W. 10th St. Greeley, CO 80634	21%	\$1,404,950 \$1,160,676	8	Full-time and temporary staffing and job placement, human-resource services and consulting.	970-353-8430 N/A	Kathy Egan, president 1971
9	Pisacka, Baker & McFarland LLC 3227 S. Timberline Road, Suite Fort Collins, CO 80525	A ^{19%}	\$1,103,096 \$928,783	4	Income-tax return preparation, income-tax planning. Review and compilation services.	970-488-1888 www.pisackabaker.com	Cody Pisacka, managing member 2007
10	Journey Payroll Inc., dba Journey Payroll & HR 3800 Automation Way, 3rd Floor Fort Collins, CO 80525	18%	\$1,597,463 \$1,355,613	18	Payroll, H.R., time clock, employee-engagement services and more. Journey serves businesses from one to 1,000 employees.	s 970-568-8613 www.journeypayroll.com	Kevin Welch, CEO; Ashlee Faulkner, president of Colorado; Sue Shirley, president of tax 2010

Regions surveyed include Larimer and Weld counties.

1 Formerly inGrained Inc. (Ka-Pop) and Bubba's Fine Foods.

Researched by BizWest







Mercury 100 Fastest-Growing Private Companies Flight V - Companies with 2020 revenue up to \$680,000. Northern Colorado

		2-year		Number of	Person in				
Rank	Company name	revenue growth	Revenue 2020 Revenue 2018	local employees	Products/Services	Phone Website	charge, Title Year founded		
1	Journey Franchising LLC 3800 Automation Way, 3rd Floor Fort Collins, CO 80525	133%	\$495,170 \$212,598	6	Journey Franchising offers Journey Payroll & HR services in local communities.	970-568-8613 www.journeypayroll.com	Kevin Welch, CEO; Ashlee Faulkner, president; Kirsten Madland, president 2017		
2	All County Fort Collins Property Management 1027 W. Horsetooth Road, Suite F208 Fort Collins, CO 80526	83%	\$360,696 \$197,009	5	Residential property management serving Larimer and Weld counties.	970-825-1000 www.allcountyfc.com	Simon Heart, president/owner 2015		
3	New Media One Web Services 720 Austin Ave., Suite 202 Erie, CO 80516	55%	\$488,070 \$314,072	3	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		
4	Assist 2 Sell/Ortiz Realty Inc. 1601 E. Eisenhower Blvd., No 4 Loveland, CO 80537	. 33%	\$225,000 \$169,000	1	Real estate brokerage.	970-690-5922 www.a2scolorado.com	Roberto Ortiz, Broker/Owner 1998		
5	Payroll Vault 375 E. Horsetooth Road, Unit 2-101 Fort Collins, CO 80525	29%	\$240,123 \$186,579	3	Payroll services.	970-682-6603 www.payrollvault.com	Melissa Clary, managing member 2012		
6	Bio-Medical Janitorial Inc. P.O. Box 272982 Fort Collins, CO 80527	19%	\$500,000 \$420,000	25	Janitorial service specializing in disinfecting and maintaining healthy work environments for the medical and commercial community.	970-266-1065 www.BioMedicaljanitorial.com	Marquita Romero, vice president 1998		
7	Crafted Leadership LLC 5301 Giddings Road Fort Collins, CO 80524	13%	\$196,000 \$173,616	1	Leadership consulting and training	303-709-3145 www.craftedleadership.com	Nancy Kepner, CEO 2017		
8	Paul Wood Florist 114 N. College Ave. Fort Collins, CO 80524	11%	\$500,000 \$450,000	6	Full-service florist for weddings and events and everyday. Also have a variety of rental vases available.	y 970-482-9122 www.paulwoodflorist.com	Sue Charles, manager/partner 1933		
9	Blue Ribbon Builders Inc. 6308 Utica Ave. Firestone, CO 80504	10%	\$680,000 \$620,000	6	Light commercial construction/interior residential remodeling. Decks, pergolas, kitchens, baths, whole-house renovations.	303-464-0757 www.blueribboncolorado.com	Kristian Talalt, CEO 1990		
10	Feeding Our Community Ourselves Inc. (FoCo Cafe) 225 Maple St. Fort Collins, CO 80521	5%	\$225,356 \$215,589	5	To build community by providing nutritious and delicious meals to the people of Fort Collins regardless of their ability to pay while using local, organic, and sustainably grown ingredients.	3 309-368-1659 1 www.fococafe.org	Mallory Garneau, executive director 2012		
Regions s	urveyed include Larimer and W	eld counties.				R	esearched by BizWest		

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CONTACT BRUCE TO GET STARTED





Rank	Executive Title Company	Total 2020 2019	Base salary 2020 2019	Bonus 2020 2019	Stock awards 2020 2019	Option awards 2020 2019	Non-equity incentive placements of the compensations 2020 2019	Other 2020 Other 2019
1	John A. Hayes president & CEO Ball Corp.	\$13,875,858 \$11,855,919	\$1,423,673 \$1,331,364	N/A N/A	\$3,039,997 \$2,899,995	\$3,040,005 \$2,900,001	\$5,865,286 \$4,152,075	\$506,898 \$572,486
2	Andrew Rees CEO Crocs Inc.	\$10,079,870 \$6,217,747	\$984,231 \$950,000	N/A N/A	\$6,999,974 \$3,409,982	N/A N/A	\$2,044,740 \$1,831,980	\$50,925 \$25,785
3	Daniel L. Jablonsky CEO; president Maxar Technologies Inc.; Maxar Technologies Inc.	\$5,661,709 \$3,954,024	\$750,000 \$684,424	N/A N/A	\$3,838,621 \$2,314,981	N/A N/A	\$1,033,200 \$909,300	\$39,888 \$45,319
4	Thomas A. Gendron president, CEO & chairman Woodward Inc.	\$4,943,049 \$6,041,605	\$849,231 \$950,577	N/A N/A	N/A N/A	\$3,398,066 \$3,350,919	\$557,775 \$1,603,945	\$137,977 \$136,164
5	Jonathan W. Thayer former vice chairman, corporate communications, & chief financial officer Woodward Inc.	\$4,721,215 \$4,774,805	\$323,634 \$391,346	N/A N/A	N/A N/A	\$3,843,509 \$3,930,438	\$161,805 \$334,307	\$392,267 \$118,714
6	Scott C. Morrison executive vice president & chief financial officer Ball Corp.	\$4,021,124 \$3,506,730	\$766,162 \$716,485	N/A N/A	\$680,023 \$663,999	\$680,003 \$663,994	\$1,607,013 \$1,152,471	\$287,924 \$309,780
7	Daniel W. Fisher president Ball Corp.	\$3,948,387 \$3,071,972	\$746,557 \$693,096	N/A N/A	\$652,003 \$639,980	\$652,001 \$639,997	\$1,703,992 \$917,973	\$193,833 \$180,925
8	Michelle Poole president Crocs Inc.	\$3,792,016 N/A	\$585,769 N/A	N/A N/A	\$2,349,886 N/A	N/A N/A	\$829,562 N/A	\$26,799 N/A
9	Biggs C. Porter Maxar Technologies Inc.	\$3,561,173 \$3,483,624	\$612,501 \$600,001	N/A N/A	\$2,303,176 \$2,273,895	N/A N/A	\$615,000 \$584,550	\$30,496 \$25,178
10	Patrick J. Mahaffy CEO Clovis Oncology Inc.	\$3,229,519 \$6,907,470	\$720,670 \$718,640	\$491,858 \$454,024	N/A N/A	\$1,994,945 \$5,712,960	N/A N/A	\$22,046 \$21,846
11	Kevin T. Longe president & CEO DMC Global Inc.	\$3,185,655 \$2,683,684	\$600,000 \$550,000	N/A N/A	\$2,322,300 \$1,382,300	N/A N/A	\$180,000 \$640,200	\$83,431 \$111,184
12	Steven M. Eyl executive vice president, chief commercial officer & president Heska Corp.	\$3,172,051 \$310,341	\$335,417 \$300,000	\$175,000 \$0	\$1,394,600 \$0	\$1,256,114 N/A	N/A N/A	\$10,920 \$10,341
13	Robert A. Katz CEO Vail Resorts Inc.	\$2,789,897 \$3,624,696	\$688,534 \$961,896	N/A N/A	\$1,034,942 \$1,315,920	\$1,034,976 \$999,961	\$0 \$316,115	\$31,445 \$30,804
14	Walter S. Scott executive vice president, chief technology officer Maxar Technologies Inc.	\$2,726,279 \$2,665,466	\$485,001 \$470,001	N/A N/A	\$1,771,688 \$1,736,258	N/A N/A	\$430,500 \$427,371	\$39,090 \$31,836
15	Lisa A. Pauley executive VP, human resources & administration Ball Corp.	\$2,720,984 \$2,394,681	\$574,869 \$537,594	N/A N/A	\$404,036 \$394,002	\$403,999 \$393,997	\$1,062,891 \$744,270	\$275,190 \$324,818
16	Charles E. Baker vice president, general counsel & corporate secretary Ball Corp.	\$2,666,793 \$2,297,476	\$569,081 \$529,722	N/A N/A	\$399,971 \$379,987	\$400,005 \$379,998	\$993,898 \$693,454	\$303,837 \$314,314
17	Deanie Elsner CEO & president Charlotte's Web Holdings Inc.	\$2,661,232 \$2,826,620	\$625,000 \$379,039	N/A N/A	\$390,717 \$1,499,863	\$1,168,569 \$500,000	\$466,399 \$356,490	\$10,547 \$91,228
18	Fabio Sandri president & CEO Pilgrim's Pride Corp.	\$2,546,931 \$3,716,815	\$731,731 \$507,615	N/A N/A	\$1,425,900 \$2,691,000	N/A N/A	\$371,107 \$507,125	\$18,193 \$11,075
19	Anne Mehlman executive vice president and chief financial officer Crocs Inc.	f \$2,496,543 \$1,994,170	\$543,654 \$550,000	N/A N/A	\$1,249,964 \$749,988	N/A N/A	\$677,665 \$662,888	\$25,260 \$31,294
20	Elaine Boltz executive vice president and chief operations and transformation officer Crocs Inc.	f \$2,424,915 N/A	\$466,154 N/A	N/A N/A	\$1,309,943 N/A	N/A N/A	\$581,061 N/A	\$67,757 N/A
21	Leon Anthony Frazier executive vice president, global field operations Maxar Technologies Inc.	\$2,420,401 \$2,329,569	\$464,405 \$439,424	N/A N/A	\$1,417,344 \$1,388,990	N/A N/A	\$498,150 \$467,640	\$40,502 \$33,515
22	Daniel P. Hart executive vice president, chief legal and risk officer Crocs Inc.	\$2,187,625 \$1,685,796	\$514,476 \$523,688	N/A N/A	\$999,966 \$499,967	N/A N/A	\$641,294 \$631,174	\$31,889 \$30,967
23	William S. Marshall former president & CEO Viridian Therapeutics Inc.	\$2,186,819 \$1,075,942	\$424,832 \$521,000	N/A N/A	N/A N/A	\$585,128 \$551,302	N/A N/A	\$1,176,859 \$3,640
24	Patricia A. Campbell president, mountain division Vail Resorts Inc.	\$2,034,090 \$2,320,648	\$522,500 \$540,385	N/A N/A	\$750,159 \$774,808	\$750,371 \$724,976	\$0 \$269,363	\$11,060 \$11,116
25	Kirsten A. Lynch executive vice president & chief marketing officer	\$2,031,265 \$2,320,631	\$522,500 \$540,385	N/A N/A	\$750,159 \$774,808	\$750,371 \$724,976	\$0 \$269,363	\$8,235 \$11,099

Source: U.S. Securities and Exchange Commission



Publicly Traded Companies Companies based in Boulder, Broomfield, Larimer and Weld counties, plus

Westminster, ranked by 2020 revenue

	Westmin	ster, ranked by 20	20 revenue				
Ran	kCompany	Revenue 2020 Revenue 2019	Net income 2020 Net income 2019			Stock ticker Stock exchange Employees Worldwide	Industry CEO
1	Pilgrim's Pride Corp. 1770 Promontory Circle Greeley, CO 80634-9039	\$12,091,901,000.00 \$11,409,219,000.00		\$26.28 \$14.06	970-506-8000 www.pilgrims.com	PPC Nasdaq 56,400	Meat processing Fabio Sandri president & CEO
2	Ball Corp. 9200 W. 108th Circle Westminster, CO 80021	\$11,781,000,000.00 \$11,474,000,000.00		\$102.76 \$63.55	303-469-3131 www.ball.com	BLL NYSE 21,500	Packaging and containers John A. Hayes president & CEO
3	Woodward Inc. 1081 Woodward Way Fort Collins, CO 80524	\$2,495,665,000.00 \$2,900,197,000.00		\$130.75 \$60.25	970-482-5811 www.woodward.com	WWD Nasdaq 7,100	Aerospace/defense products and services Thomas A. Gendron president, CEO & chairman
4	Vail Resorts Inc. 390 Interlocken Crescent, Suite 1000 Broomfield, CO 80021	\$1,963,704,000.00 \$2,271,575,000.00		\$338.50 \$172.88	303-404-1800 www.vailresorts.com	MTN NYSE 7,100	Resorts and casinos Robert A. Katz CEO
5	Maxar Technologies Inc. 1300 W 120th Ave Westminster, CO 80234	\$1,723,000,000.00 \$1,666,000,000.00		\$58.75 \$9.54	303-684-4000 www.maxar.com	MAXR NYSE 4,300	Aerospace/defense products and services Daniel L. Jablonsky CEO
6	Crocs Inc. 13601 Via Varra Broomfield, CO 80020	\$1,385,951,000.00 \$1,230,593,000.00		\$109.91 \$25.98	303-848-7000 www.crocs.com	CROX Nasdaq 4,600	Textile - apparel footwear and accessories Andrew Rees; Michelle Poole CEO; president
7	Noodles & Co. 520 Zang St., Suite D Broomfield, CO 80021	\$393,655,000.00 \$462,411,000.00	(\$23,259,000.00) \$1,647,000.00	\$12.96 \$4.97	720-214-1900 www.noodles.com	NDLS Nasdaq 8,400	Restaurants Dave Boennighausen CEO
8	DMC Global Inc. 11800 Ridge Parkway, Suite 300 Broomfield, CO 80021	\$229,161,000.00 \$397,550,000.00	(\$1,412,000.00) \$34,041,000.00	\$70.00 \$24.04	303-665-5700 www.dmcglobal.com	BOOM Nasdaq N/A	Metal fabrication Kevin T. Longe president & CEO
9	Heska Corp. 3760 Rocky Mountain Ave. Loveland, CO 80538	\$197,323,000.00 \$122,661,000.00	(\$14,399,000.00) (\$1,465,000.00)	\$217.17 \$80.03	970-493-7272 www.heska.com	HSKA Nasdaq 602	Medical laboratories and research Kevin S. Wilson president & CEO
10	Clovis Oncology Inc. 5500 Flatiron Parkway, Suite 100 Boulder, CO 80301	\$164,500,000.00 \$143,006,000.00	(\$369,212,000.00) (\$400,424,000.00)	\$11.10 \$4.08	303-625-5000 www.clovisoncology.com	CLVS Nasdaq 429	Biotechnology Patrick J. Mahaffy CEO
11	Charlotte's Web Holdings Inc. 1600 Pearl St., Suite 300 Boulder, CO 80302	\$95,226,000.00 \$94,600,000.00	(\$47,186,000.00) (\$15,600,000.00)	\$7.38 \$2.10	720-484-8930 www.charlottesweb.com	CWBHF OTCQX 285	Cannabis Deanie Elsner CEO & president
12	S&W Seed Co. 2101 Ken Pratt Blvd., Suite 201 Longmont, CO 80501	\$79,600,000.00 \$109,700,000.00	(\$19,700,000.00) (\$9,305,000.00)	\$4.36 \$2.09	720-506-9191 www.swseedco.com	SANW Nasdaq 126	Agribusiness Mark Wong CEO
13	Gaia Inc. 833 W. South Boulder Road, Suite C Louisville, CO 80027	\$66,827,000.00 \$53,979,000.00	\$519,000.00 (\$18,150,000.00)	\$15.06 \$7.29	303-222-3600 www.gaia.com	GAIA Nasdaq 123	Catalog and mail order houses Jirka Rysavy chairman & CEO
14	Biodesix Inc. 2970 Wilderness Place, Suite 100 Boulder, CO 80301	\$45,557,000.00 \$24,552,000.00	(\$31,350,000.00) (\$30,726,000.00)	\$31.99 \$10.85	303-417-0500 www.biodesix.com	BDSX Nasdaq 194	Biotech Scott Hutton CEO
	Urban-gro Inc 1751 Panorama Point, Unit G Lafayette, CO 80026	\$25,837,917.00 \$24,189,803.00	\$5,073,695.00 \$8,350,573.00	\$162.00 \$0.37	720-390-3880 www.urban-gro.com	UGRO Nasdaq 43	Cannabis James Dennedy; Bradley Nattrass president & chief operating officer; CEO
16	Global Healthcare REIT Inc. 6800 N. 79th St., Suite 200 Niwot, CO 80503	\$20,928,698.00 \$6,929,988.00	\$2,925,820.00 (\$891,614.00)	\$0.74 \$0.12	303-449-2100 www.gbcsreit.com	GBCS OTC 287	Health-care real estate. Lance Baller president & CEO
17	Enservco Corp. 14133 Weld County Road 9 1/2 Longmont, CO 80504	\$15,683,000.00 \$43,026,000.00	(\$2,509,000.00) (\$7,652,000.00)	\$4.50 \$1.15	303-333-3678 www.enservco.com	ENSV NYSE American 88	Oil & Gas Richard A. Murphy; Marjorie Hargrave executive chairman; president & chief financial officer
18	Surna Inc. 1780 55th St., Suite C Boulder, CO 80301	\$8,514,272.00 \$15,224,454.00	\$1,758,716.00 \$1,338,566.00	\$0.22 \$0.01	303-993-5271 www.surna.com	SRNA OTC 26	Cultivation technologies Anthony McDonald president & CEO
19	Encision Inc. 6797 Winchester Circle Boulder, CO 80301-2350	\$7,540,000.00 \$7,670,206.00	\$585,000.00 (\$198,312.00)	\$0.97 \$0.35	303-444-2600 www.encision.com	ECIA OTC N/A	Medical instruments and research Greg Trudel president & CEO
20	Strategic Environmental & Energy Resources Inc. 370 Interlocken Blvd., Suite 680 Broomfield, CO 80021	\$2,912,500.00 \$4,302,800.00	(\$2,764,100.00) (\$2,689,200.00)	\$0.58 \$0.04	303-277-1625 www.seer-corp.com	SENR OTC 22	Energy, Clean Tech J. John Combs, III president & CEO
21	Brickell Biotech Inc. 5777 Central Ave., Suite 102 Boulder, CO 80301	\$1,822,000.00 \$7,917,000.00	(\$20,913,000.00) (\$23,877,000.00)	\$2.61 \$0.47	720-505-4755 www.brickellbio.com	BBI Nasdaq 13	Biotech Robert Brown CEO
22	Viridian Therapeutics Inc. 6200 Lookout Road Boulder, CO 80301	\$1,050,000.00 \$4,461,000.00	(\$110,715,000.00) (\$41,873,000.00)	\$25.67 \$7.08	303-531-5952 www.miragenrx.com	MGEN Nasdaq 27	Bioscience Jonathan Violin president & CEO
2 3	Auddia Inc. 5755 Central Ave., Suite C Boulder, CO 80301	\$110,924.00 \$458,826.00	(\$4,051,221.00) (\$5,230,245.00)	\$4.56 \$2.21	N/A www.auddia.com	AUUD Nasdaq 11	Technology Jeffrey J. Thramann; Michael Lawless founder & executive chairman; CEO
	SOBR Safe Inc. 885 Arapahoe Road Boulder, CO 80302	\$0.00 \$0.00	(\$29,982,292.00) (\$1,252,157.00)	\$6.96 \$1.30	844-762-7723 www.sobrsafe.com	SOBR OTCMKTS 7	Alcohol Detection Kevin Moore CEO
	Arca Biopharma Inc. 10170 Church Ranch Way, Suite 100 Westminster, CO 80021	\$0.00 \$0.00	(\$9,738,000.00) (\$5,482,000.00)	\$22.00 \$3.33	720-940-2100 www.arcabiopharma.com	ABIO Nasdaq 14	Biotechnology Michael R. Bristow president & CEO
	Edgewise Therapeutics Inc. 3415 Colorado Ave. Boulder, CO 80303	\$0.00 \$0.00	(\$17,123,000.00) (\$9,705,000.00)	\$40.49 \$21.06	303-735-8373 www.edgewisetx.com	EWX Nasdaq 19	Biotech Kevin Koch president & CEO
27	Lightning eMotors Inc.* 815 14th St. SW, Suite A100 Loveland, CO 80537	N/A N/A	N/A N/A	N/A N/A	800-223-0740 www.lightningsystems.com	ZEV NYSE N/A	N/A Tim Reeser CEO



Rank	Company	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	Ball Corp. 9200 W. 108th Circle Westminster, CO 80021	5,060*** 18,300	Aerospace and defense.	303-469-3131 www.ball.com Westminster, CO	John Hayes, president & CEO 1880
4	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
5	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
6	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
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, C0	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	Medtronic Inc. 6135 Gunbarrel Ave. Boulder, CO 80301	2,000 ······ 105,000	Health-care products.	303-305-2200 www.medtronic.com Dublin, Ireland	Bryan Hanson, president 1967
10	Boulder Community Health — Foothills Hospital 4747 Arapahoe Ave. Boulder, CO 80303	1,986 1,986	Hospital and physician clinics making use of multiple technologies to aid in patient care.	720-854-7000 www.bch.org Boulder, CO	Robert Vissers, president & CEO 2003
11	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
12	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
13	Hach 5600 Lindbergh Drive Loveland, CO 80539	1,700 4,000	Water-analysis instrumentation, water-quality expertise and support.	970-669-3050 www.hach.com Loveland, CO	Kevin Klau; Hermes Gonzalez- Bello, presidents 1947
14	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
15	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
16	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
17	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
18	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
19	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
20	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
21	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
22	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
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, III.	Denise Hardin, senior vice president 1922
24	Centura Health — Longmont United Hospital 1950 Mountain View Ave. Longmont, CO 80501	993 21,000	Provides comprehensive medical care to the Longmont community.	303-651-5111 www.luhcares.org Longmont, CO	Christina Johnson, CEO 1959
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



Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
26	Columbine Health Systems 802 W. Drake Road, Suite 101 Fort Collins, CO 80526	964 964	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
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	Ball Aerospace & Technologies Corp. 1600 Commerce St. Boulder, CO 80301-2734	841 4,967	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	David Kaufman, president 1956
29	Otter Products LLC 209 S. Meldrum St. Fort Collins, CO 80521	830 1,100	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
30	Hewlett Packard Enterprise 3404 E. Harmony Road, Bldg. 6 Fort Collins, CO 80528-9544	800 59,400	Offers worldwide IT, technology and enterprise products and solutions.	970-898-3800 www.hpe.com Palo Alto, CA	Antonio Neri, CEO 1939
31	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
32	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
33	Tolmar Inc. 701 Centre Ave. Fort Collins, CO 80526	770 850	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	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
35	Intrado Corp	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
36	Vail Resorts Inc. 390 Interlocken Crescent, Suite 1000 Broomfield, CO 80021	740 6,600	Inernational ski-area operations.	303-404-1800 www.vailresorts.com Broomfield, CO	Robert Katz, CEO 1997
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	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
39	Maxar Technologies Inc. 1300 W 120th Ave Westminster, C0 80234	638 4,300	High-resolution satellite Earth imagery and artificial intelligence/machine learning-derived insights; space infrastructure and robotics	303-684-4000 www.maxar.com Westminster, CO	Daniel Jablonsky, CEO 1957
40	Lockheed Martin Integrated Systems & Solutions 6304 Spine Road Boulder, CO 80301	600 110,000	A lead systems integrator and information technology company conducting business mainly with the U.S. Department of Defense and U.S. federal government agencies.	303-581-4200 www.lockheedmartin.com Bethesda, Md.	Jim Taiclet, CEO 1971
41	Orthopaedic & Spine Center of the Rockies 2500 E. Prospect Road Fort Collins, CO 80525	600 600	Comprehensive orthopaedic, spine, sports medicine, concussion, and podiatr care. Orthopaedic care for on-the-job injuries. 2 Surgery-recovery centers, MRI, digital x-ray, PT-OT, cast-brace-splints.	y970-493-0112 www.orthohealth.com Fort Collins, CO	Mike Bergerson, CEO 1969
42	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
43	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
44	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
45	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
46	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
47	Madwire/Marketing 360 3405 S. Timberline Road Fort Collins, CO 80525	551 551	Marketing 360 is a technology company that provides business management and marketing software and services for SMBs and franchises.	970-541-3284 www.madwire.com Fort Collins, CO	Joe Kellogg, CEO; JB Kellogg 2009
48	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
49	Centura Health — Avista Adventist Hospital 100 Health Park Drive Louisville, CO 80027	537 N/A	Emergency care, orthopedics, imaging, 3D mammography, surgery, breast care, gyncecologic oncology, oncology, pelvic health, spine, neurology, urogynecology, obstetrics, gynecology, genetic counseling.	303-673-1000 www.avistahospital.org Louisville, CO	Isaac Sendros, CEO 1990
50	Nutrien Ltd. 3005 Rocky Mountain Ave. Loveland, CO 80538	525 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



Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
51	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
52	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
53	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
54	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
55	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
56	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
57	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
58	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
59	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
60	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
61	Noodles & Co. 520 Zang St., Suite D Broomfield, CO 80021	461 8,400	Fast-casual restaurant chain.	720-214-1900 www.noodles.com Broomfield, CO	Dave Boennighausen, CEO 1995
62	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
63	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
64	UCHealth Longs Peak Hospital 1750 E. Ken Pratt Blvd. Longmont, CO 80504	423 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
65	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
66	Novartis Gene Therapies************************************	400 110,000	Gene therapy.	847-572-8280 www.novartis.com Bannockburn, IL	Sally Dyer, plant manager 2010
67	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
68	Carestream Health Inc. 2000 Howard Smith Ave. West Windsor, CO 80550	400 **** 7,000	Medical film.	970-304-4600 www.carestream.com Rochester, NY	David Westgate, chairman, president & CEO 2007
69	First National Bank, dba 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, NE	Marietta Luellen, managing director, wealth management; Todd Silliman, lead director, wealth management; Nathan Ewert, regional vice president 1881
70	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
71	KBI Biopharma Boulder LLC 2500 Central Ave. Boulder, CO 80301	400 1,000	Drug development for metabolic diseases and endocrine disorders.	303-339-5600 www.kbibiopharma.com Durham, NC	Dirk Lange, president & CEO 1899
72	Circle Graphics 120 Ninth Ave. Longmont, CO 80501-4594	400 800	Billboards, wall decor, art, frames, business & retail signs & banners.	303-532-2370 www.circlegraphicsonline.com Longmont, CO	Andrew Cousin, CEO 2000
73	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
74	Associates in Family Medicine — Administration Office 1300 Riverside Ave., Suite 102 Fort Collins, C0 80524	380 380	Administrative office.	970-224-1670 www.afmnoco.com Fort Collins, CO	Craig Luzinski, CEO 1962
75	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



Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
76	Crocs Inc. 13601 Via Varra Broomfield, CO 80020	375 3,803	Casual footwear.	303-848-7000 www.crocs.com Broomfield, CO	Andrew Rees, CEO; Michelle Poole, president 2002
77	Naropa University 2130 Arapahoe Ave. Boulder, CO 80302	365 365	Higher education.	303-546-3572 www.naropa.edu Boulder, CO	Charles Lief, president 1974
7 8	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
7 9	Alteryx Inc. 12303 Airport Way, Unit 250 Broomfield, CO 80021	363 1,450	Alteryx unifies analytics, data science and business process automation in one, end-to-end platform to accelerate digital transformation.	888-836 4274 www.alteryx.com Irvine, CA	Dean Stoecker, executive chairman; Mark Anderson, CEO 1997
80	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
81	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
82	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
83	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
84	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
85	Clinica Family Health 1735 S. Public Road Lafayette, CO 80026	340 565	Full primary health care, including behavioral health services, dental care, nutrition services and pharmacy. Offers all forms of telehealth and COVID-19 vaccinations.	303-650-4460 www.clinica.org Lafayette, CO	Simon Smith, president/CEO 1977
86	Invitae Corp. 2477 55th St., Suite 202 Boulder, CO 80301	337 2,100	Genomic sequencing assays and analysis software.	303-357-9001 www.invitae.com San Francisco, CA	Jason Myers, president & CEO; Sean George, CEO 2013
87	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.spectralogic.com Boulder, CO	Nathan Thompson, CEO 1979
88	Conga 390 Interlocken Crescent, Suite 500 Broomfield, CO 80021	300 1,800	Conga's Al-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
89	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	Elden Wood, president 1971
90	Blue Canyon Technologies LLC 2550 Crescent Drive Lafayette, CO 80026	300	Provides turnkey small satellite solutions, including nanosatellites, microsatellites, and ESPA-class.	720-458-0703 www.bluecanyontech.com Boulder, CO	George Stafford, CEO; Dwayn Pendleton 2008
91	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
92	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, chefinspired dining venues, robust activity schedule.	303-499-4888 www.frasiermeadows.com Boulder, CO	Timothy Johnson, president and CEO 1960
93	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
94	Via Mobility Services 2855 N. 63rd St. Boulder, CO 80301	300 300	Nonprofit, full-spectrum mobility manager offering paratransit, travel training and mobility options information, and referral services.	303-447-2848 www.viacolorado.org Boulder, CO	Frank Bruno, CEO 1979
95	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
96	The Group Inc. 2803 E. Hamony 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
97	Ward Electric Co. Inc. 9586 E. I-25 Frontage Road, Suite B Longmont, CO 80504	275 350	Ward Electric Co. is a full-service electrical contractor. Its range of work includes high-voltage (transmission, distribution, substations), commercial, industrial, residential and renewables.	303-682-0066 www.wardelectriccompany.com Longmont, CO	Mark Ward, CEO; Matt Ward, president 2005
98	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.terrapincarestation.com Boulder, CO	Chris Woods, CEO 2009
99	Charlotte's Web Holdings Inc. 1600 Pearl St., Suite 300 Boulder, CO 80302	258 285	Produces and distributes hemp-based cannabidiol wellness products as the CW Family of Brands including Charlotte's Web, CBDMEDIC, CBDCLINIC and Harmony Hemp brands.		Deanie Elsner, CEO & president 2013
100	J.M. Smucker Co. 2900 Peak Ave. Longmont, CO 80504	255 7,400	Manufactures Uncrustables.	720-652-4400 www.jmsmucker.com Orrvill, OH	Jeff Nagle, plant manager 1897



Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
101	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
102	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
103	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
104	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
105	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
106	Home Instead Senior Care 251 Boardwalk Drive Fort Collins, CO 80525	249 70,000	Licensed non-medical home care.	970-494-0289 www.homeinstead.com/ northerncolorado Fort Collins, CO	Mike Maguire, president 2001
107	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
108	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
109	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
110	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
111	Nexus Controls LLC, a Baker Hughes company************************************	232 N/A	Power generation and energy technology.	303-678-7600 www.bakerhughesds.com/nexus- controls Longmont, CO	1892
112	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
113	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
114	Foothills Gateway Inc. 301 W. Skyway Drive Fort Collins, CO 80525	230 230	Helps improve the lives of people with intellectual and development disabilities.	970-226-2345 www.foothillsgateway.org Fort Collins, CO	Erin Eulenfeld, CEO 1972
115	Noosa Yoghurt LLC 4120 County Road 25E Bellvue, CO 80512	225 225	Cultured dairy products.	970-493-0949 www.noosayoghurt.com Bellvue, CO	Wade Groetsch, president/ COO; Jason Vieth, general manager 2010
116	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
117	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
118	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
119	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
120	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
121	Bobo's Oat Bars 6325 Gunpark Drive, Suite B Boulder, CO 80301	220 220	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
122	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
123	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
124	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
125	0-I Glass Container 11133 Eastman Park Drive Windsor, CO 80550-3398	208**** 24,000****	Glass containers	970-674-3800 N/A Perrysburg, OH	2005



Part Comment	Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
127 Section 1 body 128 Section 1 body 129 Section 1	126	1601 Dry Creek Drive, Suite 260		Provides high-resolution satellite imagery.	www.digitalglobe.com	Daniel Jablonsky, president 1992
128 Follows 5, 90-773	127	5925 E. Harmony Road		Manufacturer of commercial-grade riding lawn mowers and attachments.	www.walker.com	Ryan Walker, president 1957
Part Process Part Process Part P	128	1750 29th St., Suite 2036		understand and engage their audiences and grow their businesses with	www.sovrn.com	
Common facility Common fac	129	3200 Walnut St.			www.arraybiopharma.com	
131 Provide According 1922 1920 Provide According to the set of the provide According to	130	1900 Pike Road		Memory and storage solutions.	www.micron.com	Sanjay Mehrotra, CEO 1978
Figure 10 Stage 1 Stag	131	6555 Monarch Road			www.lexmark.com	
Promote Approximate Medings LLC To Confidence (LLC Aprillar) Promote Approximate Medings LLC To Confidence (LLC Approximate) Approximate Medings LLC (LLC Approximate) Approximate Medical Approximate Medings LLC (LLC Approximate) Approximate Medical Approximate Medical M	132	www.niteize.com		Regional billing office.	www.pharmerica.com	
135 Part Note Southernand 136 Agrico y temporary 137 Agrico y temporary 138 Pool Bouldernand 139 Bould	133	12303 Airport Way, Suite 395		Manufactures pipe-fitting installation technology.	www.viega.us	Dave Garlow, president & CEO 1899
135 bitled Boulderands Easter, CO 98002 136 display inc. 137 Ageinsty inc. 138 Ageinsty inc. 139 Ageinsty inc. 139 Ageinsty inc. 130 Ageinsty inc. 131 Ageinsty inc. 132 Ageinsty inc. 133 Ageinsty inc. 133 Ageinsty inc. 134 Ageinsty inc. 135 Ageinsty inc. 136 Ageinsty inc. 137 Ageinsty inc. 138 Ageinsty inc. 139 Ageinsty inc. 130 Ageinst	134	1800 Fall River Drive, Suite 100			www.pinnacleag.com	2012
## APPL Sold Courty New York Courty Road 20 ## APPL Courty Courty Road 20 ## APPL Ro	135	2115 13th St.		Hotel resort, performance and event venue, with restaurants and bars.	www.boulderado.com	marketing
7050 Well County Read 20 200 Well county Read 20 200 Well presented to provide the torse in control of	136	4065 St. Cloud Drive, Suite 100			www.agfinityinc.com	Jason Brancel, CEO/president 1905
Seid Central Ave. 200 2	137	7040 Weld County Road 20		Metal injection molding.	www.aftmim.com	
200 December 1.0 Each Wildinsmass Places 200 December 1.0 Each Sear Center of Northern Colorado 200 December 1.0 Each Sear Center of Northern Colorado 6125 Sey Pond Drive, Suite 160 200 December 1.0 Each Sear Center of Northern Colorado 6125 Sey Pond Drive, Suite 160 200 December 1.0 Each Sear Center of Northern Colorado 6125 Sey Pond Drive, Suite 160 200 December 1.0 Each Sear Center of Northern Colorado 6125 Sey Pond Drive, Suite 160 200 December 1.0 Each Sear Center of Northern Colorado 6125 Sey Pond Drive, Suite 160 1441 1451 1452 1453 1454 1454 1455 1455 1455 1455 1455	138	5660 Central Ave.		your life, protect your gear, light your way, and creatively solve your everyday	www.niteize.com	Rick Case, CEO & founder 1989
140 6125 Say Pend Drive, Suite 160 200 eyelids, orbit and facrimal system. 141 Nichols Aluminum — Golden 1495 E. 14th St. 1405 E. 1405 E. 1405 E. 1405 E. 1405	139	2945 Wilderness Place			www.somalogic.com	
141 1405 E. 14th St. Fort Lupton, CD 80621 3.660 Aluminum coll manufacturing. www.quanex.com Fort Lupton, CD 80621 195 Diversified holding company involved with industrial machinery and advanced 302-865-5700 www.dm.gglobatal.com 1965 Prof. 1800 Ridge Parkway, Suite 300 Frot Collins, CD 80021 195 Certificate, diploma and degree programs in cosmetology, barbering, www.dm.gglobatal.com 1965 Prof. Collins, CD 80525 195 Certificate, diploma and degree programs in cosmetology, barbering, www.dm.gglobatal.com 1965 Prof. Collins, CD 80525 195 esthetician, hairstyling, dental, medical assisting, massage, and paralegal. Fort Collins, CD 80525 195 esthetician, hairstyling, dental, medical assisting, massage, and paralegal. Fort Collins, CD 80526 195 Print and digital newspaper. 970-223-2669 www.thm.caful Fort Collins, CD 80526 19687 1952 Print and digital newspaper. 970-619-3440 www.thm.caful Fort Collins, CD 80501 1967 1967 1967 1967 1967 1967 1967 196	140	6125 Sky Pond Drive, Suite 160			www.eyecenternoco.com	
142 1800 Rigge Parkway, Suite 300 Promised, CO 80021 197 manufacturing. 1800 College Parkway, Suite 300 Promised, CO 80021 198 Print and degree programs in cosmetology, barbering, esthetician, hairstyling, dental, medical assisting, massage, and paralegal. Prof. Collins, CO 80525 198 Print and digital newspaper. 144 Times-Call Souther 110 Print and digital newspaper. 145 Northern Colorado Rehabilitation Hospital 4401 Union St. Johnstown, CO 80534 191 Hospital provides rehabilitative services for patients with functional deficits. Albert Marx, president CEO Prairie Mountain 1957 195 Print and Signaper. 146 Oskar Blues 100 Pike Road 100 Pike Road 191 Print 191 Print 191 Craft brewer. 147 Measured Progress Inc. 2500 Colorful Ave., Suite 500 Each Stool Colorful Ave., Suite 500 Print Stool Scool Print Stool Pike Road 199 Print Print Stool Pike Road 199 Print Stool	141	1405 E. 14th St.		Aluminum coil manufacturing.	www.quanex.com	1983
143 384 S. Mason St. Fort Collins, CO 80525 195 certificate, diploma and degree programs in cosmetology, barbering, esthetician, hairstyling, dental, medical assisting, massage, and paralegal. 144 Times-Call 2500 55th St., Suite 110 Boulder, CO 80301 145 Northern Colorado Rehabilitation Hospital 4401 Union St. Johnstown, CO 80534 191 Hospital provides rehabilitative services for patients with functional deficits. Johnstown, CO 80564 191 Print and digital newspaper. 146 Oskar Blues 1800 Pike Road Longmont, CO 80501 147 Measured Progress Inc. 2950 Colorful Ave., Suite 500 Longmont, CO 80504 148 Gallegos Sanitation Inc. 1941 Health Parkway 1941 Health Parkway 1941 Health Parkway 1941 Pight Provides 180 Modek Alaris 9952 Eastman Park Drive Windsor, CO 80554 180 New-car franchisee of Chevrolet, Cadillac and Subaru. Includes service, park 303-772-5206 303-776-1914 www.kodakalaris.com Longmont, CO 8056-7611 www.kodakalaris.com 1950 970-268-264-88 970-268-2611 www.kodakalaris.com Hemel Hemstead, London, England Michael Dellenbach, or participal Print and digital newspaper. 2013 2026 Print and digital newspaper. 203-776-1914 203-776-1914 203-776-1914 203-776-1914 203-776-1914 203-776-1914 203-7776-1	142	11800 Ridge Parkway, Suite 300			www.dmcglobal.com	Kevin Longe, president & CEO 1965
Print and digital newspaper: Www.timescall.com Boulder, CO CEO Prairie Mountain 1957 Print and digital newspaper: Www.timescall.com Boulder, CO CEO Prairie Mountain 1957 Print and digital newspaper: Www.timescall.com Boulder, CO CEO Prairie Mountain 1957 Print and digital newspaper: Www.timescall.com Boulder, CO CEO Prairie Mountain 1957 Print and digital newspaper: Www.timescall.com Boulder, CO CEO Prairie Mountain 1957 Print and digital newspaper: Www.timescall.com Boulder, CO CEO Prairie Mountain 1957 Print and digital newspaper: Www.ncharch.grest.ed Print and digital newspaper: Print and digital newspaper: Print and digital newspaper: Www.ncharch.grest.ed Print and digital newspaper: Print and digital newspa	143	3842 S. Mason St.			www.ibmc.edu	
4401 Union St. Johnstown, C0 80534 191 Hospital provides rehabilitative services for patients with functional deficits. Www.ncrh.ernesthealth.com Albequerque, NM 2005 146 Oskar Blues 1800 Pike Road Longmont, C0 80501 191 Craft brewer. 303-776-1914 Www.oskarblues.com Longmont, C0 80501 191 Word, C0 80501 190 Www.measuredprogress.com Longmont, C0 80501 190 Www.measuredprogress.org Dover, NH 303-772-5300 www.measuredprogress.org Dover, NH 1983 147 Measured Progress Inc. 2950 Colorful Ave., Suite 500 Longmont, C0 80504 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, C0 80524 185 Www.dodakalaris. 9952 Eastman Park Drive Windsor, C0 80551 Www.dodakalaris.com Hemel Hemstead, London, England 2013 Proceedings of the provides of Chevrolet, Cadillac and Subaru. Includes service, parts 970-226-2438 www.dellenbach.com principal	144	2500 55th St., Suite 110		Print and digital newspaper.	www.timescall.com	Albert Manzi, president and CEO Prairie Mountain Media 1957
146 1800 Pike Road Longmont, CO 80501 191	145	4401 Union St.		Hospital provides rehabilitative services for patients with functional deficits.	www.ncrh.ernesthealth.com	•
147 2950 Colorful Ave., Suite 500 500 500 500 500 500 500 500 500 50	146	1800 Pike Road		Craft brewer.	www.oskarblues.com	
148 1941 Heath Parkway Fort Collins, CO 80524 (2) accredited LEED specialists provide reports for your construction waste management program, plus training & signage. www.gsiwaste.com Fort Collins, CO 1959 149 Kodak Alaris 9952 Eastman Park Drive Windsor, CO 80551 Imaging Imaging	147	2950 Colorful Ave., Suite 500			www.measuredprogress.org	1983
9952 Eastman Park Drive Windsor, CO 80551 Imaging Imaging www.kodakalaris.com Hemel Hemstead, London, England Permanager 2013 Dellenbach Motors 3111 S. College Ave. New-car franchisee of Chevrolet, Cadillac and Subaru. Includes service, parts www.kodakalaris.com Hemel Hemstead, London, England Principal Michael Dellenbach, or principal	148	1941 Heath Parkway		(2) accredited LEED specialists provide reports for your construction waste	www.gsiwaste.com	Gallegos Family, owners 1959
3111 S. College Ave. 180 New-car tranchisee of Chevrolet, Cadillac and Subaru. Includes service, parts www.dellenbach.com principal	149	9952 Eastman Park Drive		Imaging	www.kodakalaris.com	
	150	3111 S. College Ave.		· · · · · · · · · · · · · · · · · · ·	www.dellenbach.com	



Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
151	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
152	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
153	United Power Inc. 500 Cooperative Way Brighton, CO 80603	171 171	Electric distribution cooperative.	303-659-0551 www.unitedpower.com Brighton, CO	Mark Gabriel, President and CEO; Bryant Robbins, acting CEO, COO 1938
154	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
155	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
156	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
157	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
158	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
159	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
160	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
161	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
162	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
163	Weld County Garage 2699 47th Ave. Greeley, CO 80634	154*** 154***	Full service dealership.	970-352-1313 www.weldcountygarage.com Greeley, CO	Warren Yoder, owner/general manager 1908
164	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; Dan Souders, owner 1970
165	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
166	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
167	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
168	Employment Solutions, 4750 Larimer Parkway, Suite 201 Johnstown, CO 80534	150 810	Industrial & manufacturing staffing services.	970-407-9675 www.employmentsolutions.com Johnstown, CO	Rick Wagner, president; Katherine Wagner, majority owner 1994
169	AlsoEnergy Inc. 5400 Airport Blvd., Suite 100 Boulder, CO 80301	150 300	Provides energy-monitoring and asset-management solutions for global renewable-energy financiers, developers, O&M providers and EPCs.	866-303-5668 www.alsoenergy.com Boulder, CO	Robert Schaefer, CEO 2007
170	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
171	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	s 1998
172	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
173	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
174	Lemay Avenue Health & Rehab Facility 4824 S. Lemay Ave. Fort Collins, CO 80525	147 147	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	Joe La Mastra, administrator 1971
175	Interface Communications Co. 5400 Mt. Meker 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



Rank	Company Leanin' Tree Inc.	region Employees worldwide	Products/Services	Phone Website Headquarters 303-729-3412	Person in charge, Title Year founded Ed Trumble, founder &
176	6055 Longbow Drive Boulder, CO 80301	145	Greeting cards.	www.leanintree.com Boulder, CO	chairman 1989
177	BoulderCentre for Orthopedics and Spine 4740 Pearl Parkway, Suite 200 Boulder, CO 80301	145 100	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
178	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
179	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
180	FCI Constructors Inc. 4015 Coriolis Way Frederick, CO 80504	140 440	Commercial and industrial design-builder, general contractor and constructio manager.	970-535-4725 nwww.fciol.com Grand Junction, CO	Jeff Erker, senior vice president 1978
181	Biodesix Inc. 2970 Wilderness Place, Suite 100 Boulder, CO 80301	140 194	A diagnostic company with a focus in lung disease. The company develops diagnostic tests addressing important clinical questions by combining multiomics through the power of Al.	303-417-0500 www.biodesix.com Boulder, CO	Scott Hutton, CEO 2006
182	Good Day Pharmacy — Corporate Office 3780 E. 15th St., Suite 102 Loveland, CO 80538	140 170	MedSync Auto Refill, prescription compounding for people and pets, bio- identical hormones, specialty med packaging in sealed easy-open Good Daypacks, medical equipment, specialty medications, clinical services/ consultation (hormone consultation, birth control, diabetes, smoking cessation), long-term care pharmacy serving assisted living and skilled nursing.	970-461-1975 www.gooddaypharmacy.com Loveland, CO	Vicki Einhellig, CEO 1985
183	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
184	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
185	Gaia Inc. 833 W. South Boulder Road, Suite C Louisville, CO 80027	135 135	Fitness brand focused on yoga and well-being.	303-222-3600 www.gaia.com Louisville, CO	Jirka Rysavy, chairman & CEO 1988
186	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, CO	Jeff Demaske, CEO/partner; Larry Buckendorf, General Counsel/Partner; Joe Schumacher, general manager/partner 1998
187	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 www.lindsph.com Fort Collins, CO	Kellan Moore, president/CEO; Rick Scaglione, President/ COO; Kellan Moore, president & CEO; Kellan Moore, president and CEO 1984
188	Northern Colorado Anesthesia Professionals PLLC 3702 Automation Way, #103 Fort Collins, CO 80525	135 135	Anesthesia services.	970-224-2985 www.nccaphealth.com Fort Collins, CO	Shawn Wotowey, CEO 1998
189	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
190	Inscripta Inc. 5500 Central Ave., Suite 220 Boulder, CO 80301	133 133	CRISPR-based platform for scalable digital genome engineering.	720-759-4088 www.inscripta.com Boulder, CO	Kevin Ness, CEO 2015
191	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
192	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
193	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
194	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.
195	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
196	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
197	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
198	The Women's Clinic of Northern Colorado 2500 Rocky Mountain Ave., Suite 150 Loveland, CO 80538	130 130	OB-GYN care, mammography, ultrasounds.	970-493-7442 www.womensclinicnoco.com Fort Collins, CO	Scott Kenyon, executive director 1970
199	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
200	Fort Collins Dodge Chrysler Jeep 3835 S. College Ave. Fort Collins, CO 80525	128*** 128***	Full service dealership.	970-226-5340 www.fortcollinsdodgechryslerjeep.cor Fort Collins, CO	Steve Hardy, general manager 2009



Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
201	Holland & Hart LLP 1800 Broadway, Suite 300 Boulder, CO 80302	126 950	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
202	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
203	C3 Real Estate Solutions LLC 200 S. College Ave., Suite 160 Fort Collins, C0 80524	126**** 126****	Residential and commercial real estate transactions.	970-689-3521 www.mycolohome.com Fort Collins, CO	John Simmons, co-founder/ broker; Jesse Laner, co- founder/broker 2012
204	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
205	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
206	Horizon Discovery************************************	125 500	Clinical and diagnostic equipment.	303-604-9680 www.horizondiscovery.com Cambridge, U.K.	1995
207	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
208	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
209	Northern Colorado Water Conservancy District 220 Water Ave. Berthoud, CO 80513	125 125	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
210	Snelling Staffing Services 1615 Foxtrail Drive, Suite 260 Loveland, CO 80538	125 125	Direct-hire and temp-to-hire recruiting and staffing services for light industrial/manufacturing, administrative/operations, construction management, and engineering.	970-225-9292 www.staffingnoco.com Fort Collins, CO	Trish Bowen-Banister, Northern Colorado president 1997
211	Centre Avenue Health & Rehab Facility 815 Centre Ave. Fort Collins, CO 80526	123 123	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	Blake Sims, administrator 2001
212	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
213	Brinkman Construction 3528 Precision Drive, Suite 100 Fort Collins, CO 80528	121 121	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
214	Envision, Creative Support for People with Developmental Disabilities 1050 37th St. Evans, CO 80620	121**** 121****	Provide services to people with intellctual and developmental disabilities/delays in Weld County Colorado	970-339-5360 www.envisionco.org Evans, CO	Celeste Ewert, Executive Director 1964
215	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
216	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
217	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
218	Air Comfort Inc. 150 Rome Court Fort Collins, CO 80524-1434	120 120	Heating and air conditioning for large and small commercial projects, multifamily, high-end residential, including geothermal.	970-490-1458 www.aircomfortcolorado.com Fort Collins, CO	Matt Rausch, CEO 2007
219	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
220	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
221	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
222	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
223	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
224	North Shore Health & Rehab Facility 1365 W. 29th St. Loveland, CO 80538	117 117	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
225	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



Rank	Company	region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
226	UCHealth Broomfield Hospital 11820 Destination Drive Broomfield, CO 80021	115 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	
227	Heska Corp. 3760 Rocky Mountain Ave. Loveland, CO 80538	115 602	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
228	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
229	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
230	Fisher Honda & Acura 6025 Arapahoe Road Boulder, CO 80303	113 113	Full service dealership.	303-443-0530 www.fisherauto.com Boulder, CO	Craig Fisher, president 1973
231	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
232	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
233	Dawson School 10455 Dawson Drive Lafayette, CO 80026	110 110	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
234	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
235	StickerGiant 880 Weaver Park Road Longmont, CO 80501	110 110	Custom stickers and labels.	303-774-7900 www.stickergiant.com Longmont, CO	Beth Smith, CEO 2000
236	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.tetratech.com Pasadena, CA	Dan Batrack, president/CEO 1966
237	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
238	Clovis Oncology Inc. 5500 Flatiron Parkway, Suite 100 Boulder, CO 80301	109 429	Acquires, develops and commercializes innovative anti-cancer agents.	303-625-5000 www.clovisoncology.com Boulder, CO	Patrick Mahaffy, CEO 2009
239	Columbine West Health & Rehab Facility 940 Worthington Circle Fort Collins, CO 80526	109 109	Rehabilitation, dementia unit, hospice, transportation, activities, beauty shop, courtyards, and music therapy, PT, OT, and speech-language pathology. NP Services. Wound care. Discharge planning.		Lauren Shimp, administrator 1988
240	Sun Construction & Design Services Inc. 1232 Boston Ave. Longmont, CO 80501	108 108	Construction and renovation of industrial and commercial buildings.	303-444-4780 www.sunconstruction.com Longmont, CO	Andrew Welch, President 1985
241	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
242	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
243	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
244	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
245	Total Facility Care LLC 453 N. Denver Ave. Loveland, CO 80537	106 106	Commercial cleaning and building maintenance.	970-800-3801 www.TotalFacilityCare.com Loveland, CO	Pete Gazlay, president 2010
246	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
247	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
248	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
249	Encore Electric Inc. 225 N. Lemay Ave., Unit 5 Fort Collins, CO 80524	103 800	Electrical construction, service and maintenance.	970-221-3311 www.encoreelectric.com Lakewood, CO	Andrew Gordon, director of Wyoming and Northern Colorado; Derek Varnell, director of Northern Colorado and Wyoming 2003
250	Alchemer 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



Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
251	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
252	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
25 3	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
254	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
255	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
256	LifeStance Health Managment LLC 320 W. Olive St. Fort Collins, CO 80521	100 325	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, director 1997
257	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
258	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
259	Noffsinger Manufacturing Co. 500 Sixth Ave. Greeley, CO 80631	100**** 200****	Manufactures equipment for the agricultural industry.	970-352-0463 www.noffsingermfg.com Greeley, CO	Dean Herl, CEO 1924
260	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 packagin industry.	970-612-0315 gwww.amtcolorado.com Loveland, CO	Luanne Mullen, president 1996
261	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
262	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
263	Centers for Gastroenterology PC 3702 Timberline Road Fort Collins, CO 80525	100 100	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; Kevin Seely, CEOs 1982
264	Co's Auto Group Inc. 4150 Byrd Drive Loveland, CO 80538	100 100	BMW and Mini Cooper automobiles, sales, parts, service, pre-owned cars an trucks.	970-292-5200 dwww.cosbmw.com, miniofloveland.com Loveland, CO	Christina Dawkins, president/ general manager 1974
265	Green Ride Boulder 4800 Baseline Road, Unit D110 Boulder, CO 80303	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
266	Holy Family High School 5195 W. 144th Ave. Broomfield, CO 80023	100 100	College-prep Catholic high school.	303-410-1411 www.holyfamilyhs.com Broomfield, CO	Matthew Hauptly, principal 1922
267	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
268	Lawson Construction Co. 1831 Boston Ave., Unit 100 Longmont, CO 80502	100 100	Concrete curb and gutter, sidewalk, concrete paving.	303-444-8680 www.lawsonconstruction.com Longmont, CO	Lloyd Lawson, vice president 1989
269	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
270	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
271	Z2 Entertainment: Boulder & Fox Theatres, Aggie Theatre 2032 14th St. Boulder, CO 80302	100 100	Live entertainment venues.	303-786-7030 www.bouldertheater.com; fox theatre.com Boulder, CO	Cheryl Liguori, CEO 1992 & 1995
272	Mountain High Products LLC dba Wana Brands 1668 Valtec Lane, Suite A Boulder, CO 80301	99 99	Cannabis edibles brand, with a range of ratios, onset & duration to achieve specific desired experiences.	917-971-7852 www.wanabrands.com Boulder, CO	Nancy Whiteman, CEO 2010
273	8z Real Estate 4041 Hanover Ave., Suite 200 Boulder, CO 80305	98 219	Residential real estate brokerage; home-buyer representation; home-seller representation.	303-543-3083 www.8z.com Boulder, CO	Ryan Carter, president; Lane Hornung, president and CEO 2009
274	Eye Care Center of Northern Colorado 1400 Dry Creek Drive Longmont, CO 80503	98 98	Well eye exams, medical specialty services for cataracts, glaucoma, retina, cornea, LASIK, PRK & ICLs. Full-service optical and lab.	303-772-3300 www.eyecaresite.com Longmont, CO	Mary Seufert, practice administrator 1969
275	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



Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
276	Harsh International Inc. 600 Oak Ave. Eaton, CO 80615	97 97	Manufactures cattle-feeding equipment, hydraulic truck equipment. Arctic Cadealer, Textron UTV dealer, Segway dealer, Bad Boy Mower dealer, and Husqvarna dealer. Sig Sauer Master Dealer	t 970-454-2291 twww.harshenviro.com and www.harshoutdoors.com Eaton, CO	Robert Brown, president 1948
277	Tecomet Inc. 6250 Gunbarrel Ave. Boulder, CO 80301	96 2,700	Contract manufacturing for medical companies.	303-222-1260 www.mountainsidemed.com Wilmington, MA	John Malter, general manager 2006
278	Bret's Electric LLC 8312 Raspberry Way, Suite A Frederick, CO 80504	95 95	Electrical contractor for design-build projects, commercial, industrial, multifamily, schools and medical facilities.	720-494-8944 www.bretselectric.com Frederick, CO	Janet Martin, vice president 1993
279	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 Cioth, founder & CEO 2011
280	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
281	mBio Diagnostics Inc., dba LightDeck Diagnostics 5603 Arapahoe Ave., Suite 1 Boulder, CO 80303	95 95	LightDeck develops technologies for rapid, on-the-spot testing solutions for veterinary, human clinical, and life-science applications.	303-952-2905 www.lightdeckdx.com Boulder, CO	Chris Myatt, CEO 2009
282	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
283	Special Aerospace Services LLC 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 2007
284	Cardinal Peak LLC 1380 Forest Park Circle, Suite 202 Lafayette, C0 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
285	Boys & Girls Clubs of Larimer County 103 Smokey St. Fort Collins, CO 80525	93 93	Boys & Girls Clubs of Larimer County provides out-of-school care for youth ages 6-18.	970-223-1709 www.BeGreatLarimer.org Fort Collins, CO	Kaycee Headrick, CEO 1986
286	AMP Robotics Corp. 1500 Cherry St., Suite A Louisville, CO 80027	90 90	Robotic systems that use AI to sort recyclable materials.	888-402-1686 www.amprobotics.com Louisvillee, CO	Matanya Horowitz, CEO 2014
287	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
288	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
289	Guidehouse 1375 Walnut St., Suite 100 Boulder, CO 80302	88 6,300	Consulting services to the public and commercial markets with broad capabilities in management, technology and risk consulting.	303-728-2500 www.guidehouse.com Falls Church, VA	Scott McIntyre, CEO 2005
290	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
291	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
292	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 1996
293	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
294	Senior Helpers 3101 Kintzley Court, Unit J Laporte, CO 80535	87 87	Provides licensed in-home care so that seniors can age in place. Specializes in Alzheimer's and dementia and Parkinson's-disease care.	970-658-8228 www.seniorhelpersNoCo.com Laporte, CO	Gil Atanasoff, owner, executive director 2017
295	A Spice of Life Catering + Events 5541 Central Ave. 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.		David Rubin, president/CEO 1989
296	ColdQuanta Inc. 3030 Sterling Circle Boulder, CO 80301-2338	85 85	Devices, systems and services to simplify the creation of cold and ultracold matter. Educational products and courses related to cold and ultracold matter.	303-440-1284 www.coldquanta.com Boulder, CO	Robert Ewald, president & CEO 2007
297	Ehrlich Toyota 4732 W. 26th St. Greeley, CO 80634	85 85	Automotive dealer.	970-339-3900 https://ehrlichtoyota.com Greeley, CO	Jessica Zumbrun, general sales manager 1946
298	IMS Heating & Air Inc. 5213 Longs Peak Road, Unit A Berthoud, CO 80513	85 85	HVAC maintenance, indoor air-quality, retrofit, new construction, commercial duct cleaning.	970-532-0123 'www.imsheatingandair.com Johnstown, CO	Daren Shawwer, president 2000
299	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.ionex.US Lafayette, CO	Matthew Porrey, president 1978
300	Naranjo Civil Constructors Inc. 627 27th St. Garden City, CO 80631	85 85	Civil construction.	970-356-7909 www.naranjocivil.com Garden City, CO	Jerry Naranjo, president 1982
Regionwide, plu Regionwide, plu Regionwide all loc Regionwides all loc Regionwides oper Regionwides en Regionwide, plu	includes Boulder, Broomfield, Larimer and Weld counties and th us a small part of Wyoming. cations and affiliates. rations in Boulder, Broomfield and Westminster. mployees throughout Colorado and Wyoming. Brighton plants. Louisville location.	*: *: *: *: *:	**************************************	ormerly GE Energy Control Solutions. ncludes Loveland location. Quanex Corp. acquired Golden Aluminum * Formerly Dharmacon. *** Formerly Heart Centered Counseling Pi *** Formerly Tendril Inc. and Simple Ener **** Elway Dealership Group purchased in	C gy Inc., which merged in July 2019.

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A virtual event on **June 24th** 7:30 AM - 9:00 AM to honor those who sacrificed so much to keep us safe.



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COVID-19 Health Care Ally Award

COVID-19 Frontline Health Care Worker COVID-19 Front-Line Nurse

COVID-19 Support Worker

Distinguished Service

Health Care Innovator/ Researcher Mental Health Care Provider of the Year

Skilled Nursing & Assisted Living Facility of the Year

Volunteer Award

Supporting Sponsor



Trophy Sponsor







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BW REALDEALS

Diagonal Plaza redevelopment takes step ahead in Boulder

By Lucas High

lhigh@bizwest.com

BOULDER — After the Boulder Planning Board's concept review in late May, the potential to redevelop Diagonal Plaza—one of the city's most blighted and underutilized retail districts — is stronger than it's been in years.

But despite optimism, the same barriers that have scared off investors and retail site selectors remain a thorn in Boulder planners' and developers' sides.

Past development-incentivization efforts at the site include the creation of an Opportunity Zone within a 2.5-square-mile tract stretching from 28th to 55th streets and Arapahoe Avenue to the Diagonal Highway.

The OZ program, which has been controversial in Boulder, is aimed at updating the nation's tax code to unlock the reinvestment potential of capital gains and direct that capital to the communities that need it most. So far, no one has attempted to use the program at Diagonal Plaza.

Late last year things began looking up when initial paperwork was filed with Boulder planners to turn a shuttered Sports Authority and other

underutilized parking lot space at 3320 28th St. into affordable and workforce housing.

That project, a partnership between Boulder Housing Partners, Trammel Crow Co. and Coburn Partners, is currently making its way through the city's preliminary review and approval process.

The developers and city leaders have two options to consider: The first option includes 177 workforce apartments within five buildings and with 9,942 square feet of amenity space, a shared deck and a clubhouse, and 58 permanently affordable apartments, according to Boulder planning documents

The second option matches the first but includes additional residential units with approximately 195 workforce apartments and 64 permanently affordable apartments. It also includes a fourth story on one of the buildings with an additional roof deck.

One of the major issues relates to the property's zoning classification, under which open space requirements would allow the construction of only 56 new residential units on the site — hardly enough to make a dent in the city's housing affordability crisis, Boulder planner Elaine McLaughlin said dur-

ing last week's hearing.

That's a lengthy process that has been attempted in the past and one that Boulder resident and former City Councilman Macon Cowles discouraged during a public comment session.

It appears that the parties involved with the proposed Diagonal Plaza redevelopment understand the complexity of their task and are thinking outside the box.

According to Coburn principal Bill Holicky, planning for the project started in the reverse of most other development proposals.

Typically, developers will try to fit a project into a specific zoning designation. In this case, city planning leaders encouraged the developers to design a project that best fits the space and the needs of the community and work backward on a way to make it conform to land use codes.

Instead, the focus is a discussion over "is this a good vision?" he said. "If it is, how do you accomplish it?"

Last week's concept review is simply the first in many steps on the path toward development. There will be many more public hearings and approval or recommendation votes by the Planning Board and City Council as the project progresses and evolves.

PROPERTYLINE

Central Park Tower sells for \$95M

BROOMFIELD — A pair of investment outfits have traded the Central Park Tower in Broomfield's Interlocken business park for \$95 million.

GV 385 Interlocken Owner LLC, a holding company for Chicago-based GEM Realty Capital Inc., sold the 11-year-old, nearly 300,000-square-foot building at 385 Interlocken Crescent to 385 Interlocken JV LLC, an affiliate of Denver real estate private equity investment firm Ascentris, Broomfield public records show. The deal closed on April 30.

The 11-story tower is 89% leased to tenants that include software company Open-Text Corp., cybersecurity firm Webroot Inc. and defense technology contractor L3Harris Technologies Inc.

"385 Interlocken complements Ascentris' current investment strategy of acquiring high-quality, well-located suburban office buildings within specific growth corridors across the United States," Ascentris vice president James Proffitt said in a news release. "The U.S. [Highway] 36 corridor between Denver and Boulder is quickly becoming both a technology and life science hub for companies seeking access to highly educated employees at a significant occupancy cost discount to other metropolitan areas."

Ascentris partnered with San Diegobased Cypress Office Properties LLC on the deal.

The new owners plan to renovate the building and add an outdoor amenities area.

"We are pleased to be acquiring another best-in-class office property with Ascentris," Cypress principal Mark Wayne said in the release. "We have been tracking 385 Interlocken for the last two years due to its high-quality construction, exceptional glass lines, span free floor plates and proximity to the growing housing base of Denver and the U.S. 36 corridor. We are also excited to bring a true California outdoor experience to the tenants of this high-quality property."

GEM Realty bought Central Park Tower in 2016 from Franklin Street Properties Corp. for \$83.5 million. At that time, the property was 86% leased, according to CBRE Group Inc.

Metro districts: Homeowners pay now, or pay later

By Ken Amundson

kamundson@bizwest.com

Metropolitan districts, a quasi-governmental tool used by developers to finance infrastructure such as streets, utilities, water and parks for new neighborhoods, save homeowners money up front but cost them more down the line, according to the results of a new study of the practice.

The boards of Realtors in Fort Collins, Loveland/Berthoud, Greeley, and Longmont hired Chicago-based Anderson Economic Group LLC to conduct a study of the use of metro districts in the state.

As land and water prices have escalated in the state, and because increased city or county taxes to finance infrastructure in new neighborhoods are possible only with a public vote, developers have promoted use of metro districts.

Metro districts have the authority to issue debt and levy property taxes to repay the debt. Developers issue bonds within the metro district and repay the bonds as properties such as homes and businesses are established.

AEG analyzed metro district use in 10 areas of Denver and Northern Colorado, according to a report from the consulting firm.

"The metro districts AEG reviewed reduced the amount needed for a 20% down payment by an average of 4% (\$5,800) per home, since shared infrastructure costs are not capitalized into metro district home sales prices. If these same homes had been built outside of metro districts, infrastructure costs would have been included in the home's selling price, making the home more expensive," AEG wrote in its report.

But because metro districts levy higher property taxes in order to repay bonds, "these property taxes typically result in higher long-term housing costs compared to non-metro district homes," AEG said.

AEG said that in the 10 districts reviewed, long-term housing costs were 2% higher (\$16,200) over 30 years.

Homeowners in metro districts also have higher risk of more cost if the developer is unable to build or sell homes as quickly as needed by the plan, AEG said. In those situations, unpaid bond debt can result in additional interest and increases in amounts that existing homeowners pay to cover debt payments.

AEG said that two of the 10 districts evaluated are not meeting debt obligations. In those two districts, homeowner long-term housing costs will be 7% (\$50,000) higher than if those homes were built outside a metro district, the consulting firm said.

While homeowners in metro districts face higher tax bills — debt service constitutes 28% of the average tax bill in the districts studied — AEG found no evidence of higher foreclosure rates. And property values were not depressed as a result of the district tax structure.

AEG offered suggestions for city and county governments, which need to approve of the creation of metro districts before they are established.

Carefully scrutinize proposals and deny those with overly aggressive development schedules.

Maintain oversight of existing districts to monitor financial health.

Tenn. company buys 2 apartment complexes

FORT COLLINS — A Tennessee-based property-management company purchased two multifamily apartment complexes in Fort Collins for a total of \$64.5 million, CBRE Capital Markets announced in a news release.

CBRE brokers Dan Woodward, David Potarf, Matthew Barnett and Jake Young represented the seller, Summit Management Services. The buyer, Brickstone Partners Inc., is based in Franklin, Tennessee.

The properties include the 120-unit Landmark at 1050 Hobbit St. and the 160-unit Stone Creek at 1225 W. Prospect Road. The sales for both properties closed on May 3

Both properties were built in 1986. Brickstone will modernize and upgrade them, bringing the company's total investment to \$81 million, according to the news release.

"Landmark and Stone Creek provided the buyer with a unique investment opportunity to acquire two strong value-add properties in Northern Colorado, which has seen positive rent growth, strong net absorption numbers, and stabilized vacancy of 4.3 percent — well below the Denver metro," Potarf said in a prepared statement.

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Boomers hold key to housing shortage

he country and our region have been gripped by housing shortages that have led to heavy supply-and-demand imbalances that continue to jolt local real estate prices higher and higher. COVID-19 amplified the velocity of interest in small town America, and Northern Colorado has certainly

been a hot target for relocating families. With the influx of new migrants, we have seen a feeding frenzy market. When and how will it subside?



RESIDENTIAL REAL ESTATE BRANDON WELLS

Builders

Since the Great Recession, according to a new Freddie Mac report, the nation is 4 million to 5 million homes short of meeting the country's housing demand. There has been a 52% rise in the nation's home shortage compared with 2018, the first time Freddie Mac quantified the shortfall. Builders have ramped up their velocity based upon this strong demand, but most of the underbuilding post-Great Recession is driving the current supply constraints in the market. The country hit its 20-year high for housing starts in January of 2006 with 2.2 million new homes under construction. In April of 2009, the country produced only 478,000 new homes — less than 25% of the figure from three years earlier — as builders were decimated in the wake of the subprime mortgage crisis. They have continued to slowly and steadily build, but are way behind the housing demands of Generation X and the Millennial Generation. Since 2006, we have averaged 1.02 million housing starts per month, while historically the country has averaged 1.5 million starts monthly since 1959. With the current demand, we have just now seen new starts ramp up to reach levels slightly above historic averages, at 1.7 million per month.

With the cost of materials such as

lumber, steel, and other necessary components skyrocketing, builders will struggle to be the answer to our long-term supply constraints.

The answer lies in Boomers

The Boomer Generation (1946-1964) is estimated to own more than 40% of single-family homes in the United States. Many of these serve as primary residences, but a healthy percentage of these homes are included in investment inventory. Boomers have invested heavily in real estate, typically in entry-level housing. Over the past decade or so, those investments have become an incredible wealth-generating asset, helping Boomers amass more than \$59.4 trillion in wealth, by far the largest of any generation in history. At the end of 2020, Boomers held more than half of U.S. household wealth — about \$59

Estimated share of currently owneroccupied homes to be released to the market by seniors (60+)

Rank	Metro Area	By 2027	By 2037
1	Tampa-St. Petersburg- Clearwater, FL Metro Area	15.2%	33.2%
2	Tucson-Nogales, AZ CSA	14.8%	32.6%
3	Miami-Fort Lauderdale-Port St. Lucie, FL CSA	15.2%	31.9%
4	Orlando-Deltona- Daytona Beach, FL CSA	14.4%	31.9%
5	Dayton-Springfield- Sidney, OH CSA	14.3%	31.3%
6	Knoxville- Morristown- Sevierville, TN CSA	13.5%	30.8%
7	Pittsburgh-New Castle-Weirton, PA-OH-WV CSA	13.6%	30.2%
8	Cleveland-Akron- Canton, OH CSA	13.2%	29.9%
9	Albuquerque-Santa Fe-Las Vegas, NM CSA	12.7%	29.6%
51	Denver-Aurora,	9.5%	23.1%

Source: IRES

April Median Home Price-Year-Over Year

	De	etached	Homes F	or Sale	Detached Median Sale Price				
	2019 2020 2021 YOY %				2019	2020	2021	YOY%	
Berthoud	117	146	36	-75.34%	\$413,800	\$463,805	\$511,175	10.21%	
Estes Park	52	44	16	-63.64%	\$431,000	\$565,000	\$797,500	41.15%	
Fort Collins	270	319	114	-64.26%	\$436,500	\$445,625	\$529,695	18.87%	
Greeley / Evans	155	216	70	-67.59%	\$315,000	\$326,000	\$362,000	11.04%	
Johnstown	61	74	24	-67.57%	\$378,518	\$391,750	\$450,000	14.87%	
Longmont	229	190	80	-57.89%	\$440,000	\$451,000	\$581,000	28.82%	
Loveland	212	245	70	-71.43%	\$380,000	\$388,000	\$420,929	8.49%	
Mead	15	21	28	33.33%	\$472,000	\$405,000	\$489,478	20.86%	
Milliken	30	36	10	-72.22%	\$340,000	\$370,655	\$395,000	6.57%	
Severance	80	120	50	-58.33%	\$361,392	\$374,000	\$429,900	14.95%	
Timnath	118	105	17	-83.81%	\$601,417	\$540,000	\$535,000	-0.93%	
Wellington	56	52	19	-63.46%	\$355,000	\$365,000	\$423,250	15.96%	
Windsor	228	220	106	-51.82%	\$422,500	\$485,000	\$504,980	4.12%	
Ault/Eaton/ Kersey/LaSalle	51	52	20	-61.54%	\$342,500	\$361,031	\$364,259	0.89%	

trillion — or more than 10 times the amount held by a comparative number of Millennials.

In turn, Boomers also hold the key to the inventory of housing in the country. Therefore, incentivizing this group to offload their holdings—sooner rather than later—might be a better strategy than continuing to escalate prices at the paces we have seen over the last decade. Through inheritance to their Gen X and Millennial children, Boomers are slated to pass along more than \$68 trillion by 2030. But this does not solve the inventory lock up. Perhaps allowing a Boomer to avoid capital gains, or

significantly reducing the capital gains hit if a property is sold to a first-time home buyer, would be a solution that would help break the stalemate of today's inventory stranglehold. To me the answer to this inventory shortage lies with the Boomers, not the builders. Regardless, the future of real estate and its value continues to be the strongest of any investment, based on the fundamental supply and demand economics.

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



Outdoor industry used pandemic to evolve, thrive.

Participants in the BizWest Outdoor Industry Roundtable were: Sally Berg and Ashley Cawthorn, Berg Hill Greenleaf Ruscitti; Cliff Bosley, Bolder Boulder; Trent Bush, Trent Bush Design + Create; Brian Cavanaugh, The Allen Co.; Shelley Dunbar, Neptune Mountaineering; Nathan Fey, Colorado Outdoor Recreation Industry Office; Jon Fox, Eco Vessel; Daniel Galhardo, Tenkara USA; Seth Haber, Trek Light Gear; Craig Hatton, Back Country Access; Jim Lamancusa, Cusa Tea; Kim Miller, Scarpa North America; Kim Pierpoint, Prickly Pear Sports LLC; Aaron Spear, Bank of Colorado; Ben Tarr, Outside Analytics Inc.; Robin Thurston, Outside Inc.; Jeremy Wilson, Sean Nohavec, Brad McQueen and Jim Cowgill, Plante Moran; Chris Winter. The Access Fund.

Sponsored by: Bank of Colorado Berg Hill Greenleaf Ruscitti BizWest Plante Moran









For more information about the CEO Roundtable contact Jeff Nuttall at 970-232-3131 or jnuttall@bizwest.com

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BW STARTUPS

VC funding may not be best for startups

By Dan Mika

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BOULDER—While eye-poppingly large rounds of venture capital can raise the profile of a startup as it emerges into a fully fledged player in its industry, two venture capital fund leaders say it isn't always the best way for entrepreneurs to get financing.

The session at Boulder Startup Week featured Matchstick Ventures partner Natty Zola and Brett Jackson, managing partner at San Franciscobased V1.VC.

Why VC isn't always great

Because venture funds are often raising money for their own investors, they have an incentive to encourage rapid and aggressive business scaling to collect high returns to cover potential losses from other portfolio companies folding.

"VCs tend to make, I don't know that they're necessarily more risky bets per se, but tend to want to make (and) build a portfolio of investments to diversify within their fund, knowing that about a third of their companies will fail, a third might return their capital, and then a third will drive the returns for the fund," Zola said

Venture capital also tends to be dilutive, meaning that startup owners have less control over their companies and reap less of a reward if they sell it off. Jackson said his group usually expects to have their initial investments in a company to become diluted by at least half by the time they exit their positions, and the founders are also getting diluted over time as they take on more funding.

Friends, family and angels

Two primary ways to get early funding without divulging equity in a startup is through either a "friends and family" round where loved ones can buy in at small amounts, or through angel investors that are familiar with venture capital but use their own money instead of investor dollars

Going to loved ones to get funding is an option when an entrepreneur is just starting to flesh out an idea, Jackson said, but he warned that it's important to make sure that they know they could fully lose their investment if they decide to offer some early funding.

"Set the tone from the beginning that it's gonna be a long, hard journey, and you want their support along the way," he said. "But if things don't work out, you want to still be cordial with them."

Angel investors can require the same due diligence and oversight that a traditional VC firm would, but working with an individual who shares a passion for the industry the startup is in could allow an opportunity for mentorship and pitch development before a company reaches the point where it needs to start asking for large sums of capital.

Zola said some early-stage companies may be able to find the right angel investor by asking a venture-capital firm for advice because those firms often have people investing on the side, but cautioned that it may require some management to get an angel investor to understand why a startup is coming to them directly instead of getting funded through a VC fund.

Accelerators

Funding can also come from startup accelerators, ranging from small and focused firms to blue-chip groups such as Techstars in Boulder, which Zola used to manage.

While some accelerators will require startups to give up equity in exchange for a relatively small amount of funding, Jackson said a good accelerator will provide enough mentorship and connections to lead to other funding opportunities down the line

"It's just incredible to see how many companies that have gone through Techstars that have tremendously benefited not only just the three-month period, but like I said, the network," he said. "You're then kind of ingrained in the network of these accelerators."

Government funding

Certain startups that are spun out of universities can qualify for institutional grants, while others that focus on defense or products of note to public-sector agencies could compete for research grants funded by federal or state governments.

Jackson said while those grants aren't likely to produce as much funding as a venture-capital round, it provides a double benefit to a startup. He's seen that in AVX Aircraft Co., a Texas company that he worked at before he co-founded his VC firm in 2014

"I think it's a very good way... to build early credibility with customers that are validating your product or service, and that can lead to other types of financing," he said.

Startups grapple with issues of diversity

By Lucas High

lhigh@bizwest.com

BOULDER – As the technology and user experience sectors grapple with issues of diversity, equity, inclusion, or DEI, many important questions are being asked but answers can be complicated and at times elusive, participants in a Boulder Startup Week panel said last month

"As a black person in the DEI space, people often think you understand everything and have all of the answers," Justice Reskill founder Aaron Clark said during the UX and Diversity, Equity and Inclusion: What Founders Need to Keep in Mind panel moderated by Google accessibility user experience program manager Alaina Beaver.

But, Clark said, the world is a complex place, and there often isn't one perfect answer to questions related to how to make the tech industry more reflective of our society.

He cited the Israeli-Palestinian conflict as an example of a complicated subject that requires a nuanced approach when it's being discussed.

Justice Reskill aims to provide training and skills-building support to DEI-centric organizations.

Maiden Labs founder Shira Frank also raised the issue of Middle East peace — or in this case, the ongoing violence in Israel.

Frank, who was previously involved in trying to tackle the issue from a political angle, said, "Empowering people who have been disempowered is not enough" to solve systemic issues related to diversity, equity and inclusion.

"If that's the case, then what do we do?" she asked rhetorically.

Frank's answer pivoted from politics to the world of cryptocurrency, which is the focus of Maiden Labs.

"What if you change the entire architecture [of economics and finance?]" she asked. "We're still very much trying to answer that question."

One thing is for sure, Clark said: "There just are not enough black folks in tech."

Frank agreed, saying she "was terrified by who was shaping the industry" — meaning that the industry tends not to reflect a diversity of backgrounds and views.

Liz Giorgi is the CEO of Soona, a company that provides photo and video services to e-commerce platforms looking to grow their brands.

STARTINGLINE

Lightning completes public company conversion

Completes LOVELAND — Lightning eMotors has completed its merger with Palo Alto, California, based GigCapital3 Inc. and will begin trading on the New York Stock Exchange Friday.

The combined company has changed its name to Lightning eMotors, and its stock will begin trading under the ticker symbol "ZEV," with warrants trading under the symbol "ZEV.WS."

The deal was announced in December, in a deal that at the time valued Lightning at \$823 million.

GigCapital3 stockholders approved the combination April 21, and the closing comes less than a year after the company filed an initial public offering on May 18, 2020. GigCapital3 formed as a special-purpose acquisition company, or SPAC, a shell entity formed with the intention of going public, then merging with another company, enabling that company to go public without its own initial public offering.

Lightning eMotors provides commercial electric vehicles for fleets.

Lightning eMotors has grown rapidly, leasing 231,000 square feet in The Forge, the former Hewlett-Packard Co. campus in southwest Loveland, with an option for additional space.

BofA Securities Inc. served as exclusive financial adviser in the transaction, and King & Spalding LLP served as legal adviser to Lightning eMotors. Oppenheimer & Co. Inc., Nomura Securities International Inc. and BofA Securities Inc. are serving as joint placement agents on the equity and convertible financing, and Mayer Brown is serving as legal counsel to the placement agents. Oppenheimer & Co. Inc. and Nomura Greentech also served as joint financial advisers to GigCapital3. DLA Piper LLP (US) is serving as legal adviser to GigCapital3. ICR LLC is serving as communications advisor for Lightning eMotors.

Weather company works to improve road safety

BOULDER — A Boulder company that can predict the temperature of roadways anywhere in the world within 2 degrees Celsius has signed a partnership agreement with Swedish company NIRA Dynamics AB to advance the use of weather technology in making cars safer.

NIRA, a company within the Volkswagen AG orbit and an actor in road condition data, will use Global Weather Corp. technology to make autonomous vehicles smarter. Global Weather is a technology transfer spinoff of the University Corporation for Atmospheric Research in Boulder.

"They're a company that works with road friction," Global Weather CEO Bill Gail said about NIRA. "Car companies are interested in road friction because they can determine how safe the roads are," he said

NIRA measures how friction is applied to the vehicle, and Global Weather fills in knowledge gaps, he said. "Sensors [on the car] tell you what friction is now, but not what it will be in a half hour from now," Gail said. Global Weather technology goes beyond predicting rain, for example, but "computes the evolution of the rain or snow on the road," he said, so an autonomous vehicle or a driver-controlled vehicle can adapt to conditions before actually experiencing them.

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Maximizing multiple COVID-19 relief programs

uring the past 14 months, Congress has passed numerous COVID-19 relief programs to support businesses, employees and individuals impacted by the pandemic. It can be hard to keep up since some of these programs overlap,

have been extended and the rules keep changing.

In this article, I will share strategies for managing the interplay between the two biggest programs

— PPP Loans and the Employee



PAUL MUELLER

Retention Tax Credit.
As part of the COVID Relief Bill enacted on Dec. 27, 2020, and the American Rescue Plan Act enacted on March 11, 2021, Congress made

big changes to the ERTC:

- First, the ineligibility to PPP Loan borrowers was retroactively eliminated. That means PPP Loan borrowers can now go back and amend their payroll tax filings for 2020 to claim refunds to the extent they qualified for the ERTC during 2020. So far this year, we have helped clients file nearly \$1.5 million in refund claims for 2020.
- Second, Congress extended the ERTC through Dec. 31, 2021, and significantly increased the benefit to as much as \$28,000 per employee.

How do I qualify for the ERTC?

For 2020, employers were eligible to claim the ERTC if either of these two things happened:

- 1. Your operations were fully or partially suspended due to a COVID-19-related governmental order, or
- 2. You experienced a more than 50% reduction in gross receipts for one or more calendar quarters of 2020, as compared to 2019.

For 2021, employers are eligible to claim the ERTC if any one of these three things happened:

- 1. Your operations were fully or partially suspended due to a COVID-19-related governmental order; or
- 2. You experience a more than 20% reduction for one or more calendar quarters of 2021, as compared to 2019; or
- 3. Fourth quarter 2020 gross receipts fell by more than 20% compared to the fourth quarter of 2019. This test qualifies an employer to claim the ERTC for the first quarter of 2021.

How does a PPP loan affect the ERTC?

This is where things get complicated. Both the PPP loan and ERTC are payroll-based relief programs. In a nutshell, payroll plays a big part in achieving forgiveness of the PPP loan, while the ERTC is based on a percentage of wages paid to employees.

In rolling out these programs,

Congress said the same wages could not be used in forgiving the PPP loan and in computing the ERTC. So how best to manage this interplay?

A strategic approach to managing wages in 2021

If your business received (or will receive) a PPP loan this year under either (or both) of the First Draw and Second Draw programs, wages paid to your employees can help get 100% of the PPP loan forgiven.

In computing the ERTC, eligible wages are limited to \$10,000 per employee per quarter, and the credit rate is 70%. So, the maximum credit per employee per quarter is \$7,000.

Because 100% is always better than 70%, consider the following steps to maximize your benefits from both programs:

- Go the Distance The covered period for your PPP loan can be anywhere between eight and 24 weeks. The expenses incurred during your chosen covered period will determine the forgiveness of your loan. If you are eligible for the ERTC, do not be in a hurry to apply for forgiveness. Generally, the longer your covered period, the more flexibility in using wages for both programs.
- Check the Rearview Mirror If you have closed your books through March 31, 2021, you can look to see if there was a revenue decline large enough to make you eligible for the ERTC. If you are, then you are automatically eligible for the second quarter, too. If you are not eligible, then you will want to consider dedicating those first quarter wages solely toward PPP loan forgiveness.
- Show Me the Money If you did not receive a PPP loan this year (and you do not intend to), there is nothing holding you back from claiming the ERTC if you are eligible. If you were eligible for the ERTC during the first quarter of 2021 and you already filed your quarterly Form 941, be sure to file a Form 941-X to submit your refund claim. This could produce a sizable refund or an over-payment you can apply to the second quarter and reduce your upcoming payroll tax deposits.
- Manage Your Wages Like an **Asset** — By now you know the wages you pay to your employees can help your PPP loan get forgiven as well as generate generous payroll tax refunds. Just not the same wages at just the same time. Assuming you incur enough non-payroll costs, such as rent, utilities and mortgage interest during your PPP loan covered period, you only need to apply just enough wages to equal 60% of your PPP loan to have the loan fully forgiven tax-free. Being smart about applying your wages against your PPP Loan can reserve more wages eligible for the ERTC and produce greater tax refunds.
- There's No Tomorrow Oh yes, there is when it comes to the ERTC! Just like all the refund claims we are

"PPP Loan borrowers can now go back and amend their payroll tax filings for 2020 to claim refunds to the extent they qualified for the ERTC during 2020."

filing right now for the 2020 ERTC, you will have a chance to use hind-sight later this year and claim the

ERTC by filing amended payroll tax returns. For many PPP Loan borrowers, the maximum 24-week covered period will likely run out in August. That would be a great time to look back and evaluate the wages needed for forgiveness as well as the wages available to maximize those ERTC refund claims.

With a little foresight, a lot of hindsight and some strategic planning, you really can have it all!

Paul Mueller is a certified public accountant with Northern Colorado operations in Loveland and Estes Park.



Labor shortages top issues affecting NoCo health-care institutions

Participants in the BizWest Health-Care Roundtable were:

John Bender, Miramont Family Medicine, Mike Bergerson,
Orthopaedic & Spine Center of the Rockies, Steve Briscoe,
Continuum Health, Dan Karpel, Eye Center of Northern
Colorado, Margo Karsten, Banner Health, Lisa Melby, Good
Samaritan, Carol Plock, Health District of Northern Larimer
County, Kevin Unger, Poudre Valley Hospital and Medical
Center of the Rockies, Bob Wilson, Columbine Health System,
Josh Billiard, Plante Moran, Rose Montgomery, Plante
Moran, Sean Nohavec, Plante Moran, Kristin Turner, Plante
Moran, Ashley Cawthorn, Berg Hill Greenleaf Ruscitti, Dennis
Paul, Elevations.

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For more information about the CEO Roundtable contact Jeff Nuttall at 970-232-3131 or inuttall@bizwest.com

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BW ECONOWATCH

Estimated and net population change

This chart compares estimated population change from 2010 to 2020:

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Boulder County	295,056	300,045	304,717	30,9538	312,525	318,408	321,761	323,019	325,438	326,020	327,171
Broomfield County	56,212	57,485	58,971	60,158	61,791	64,914	66,596	68,340	69,431	70,617	72,236
Larimer County	300,453	305,320	310,983	316,426	324,272	333,637	339,394	344,509	351,045	357,241	360,428
Weld County	254,224	258,867	264,025	270,105	277,480	286,493	296,330	306,571	315,360	324,703	333,983

This chart compares net population change from 2010 to 2020:

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Boulder County	496	4,989	4,672	4,821	2,987	5,883	3,353	1,258	2,419	582	1,151
Broomfield County	364	1,273	1,486	1,187	1,633	3,123	1,682	1,744	1,091	1,186	1,619
Larimer County	825	4,867	5,663	5,443	7,846	9,365	5,757	5,115	6,536	6,196	3,187
Weld County	1,388	4,643	5,158	6,080	7,375	9,013	9,837	10,241	8,789	9,343	9,280

Source: U.S. Census Bureau

NoCo population growth: In-migration slows, Weld leads area counties

By Dan Mika

news@bizwest.com

The latest county-level population estimates show that all four counties that comprise the Northern Front Range grew between the summers of 2019 and 2020. But while Larimer and Boulder counties were hindered by the lack of foreign migration during the pandemic, Weld County continued its growth trajectory because more families are having kids there.

The estimates released in May aim to be a snapshot of populations in the states and counties as of July 1 last year. The Census is expected to release individual city estimates in June.

The figures are also based on estimates from tax returns, Medicare enrollment and other federal government data sources, but may differ wildly from the official Census count that is expected to be released this summer.

Larimer still the largest county, but international migration slows

Larimer County remained the most populous of the four counties that make up the Northern Colorado and Boulder Valley region with 360,428 residents, followed by Weld County at 333,983 people, Boulder County at 327,171 and Broomfield County with 72,236.

However, Larimer and Boulder counties continued to see deep cuts in the number of international migrants moving within their borders. Foreign migration in Boulder County dropped from 1,038 new residents to 336 between 2018 and 2019, and fell further to 289 in the most-recent

period.

Larimer's influx of foreign migrants fell from 577 to 192, then down to 162 in the current Census estimate period.

While the slowdowns in 2018 through 2019 may have been attributable to stricter immigration stances adopted by the Trump Administration, the most-recent slowdown was certainly caused by the pandemic. That meant fewer international students enrolled or returned to the University of Colorado Boulder and Colorado State University, and fewer workers emigrated to work in those cities

Weld County's international inmigration fell from 443 from 2017-2018 to 109 new residents from 2018-2019. However, its drop to 96 in the mostrecent period is minimal compared with the other counties with state universities.

Weld County's rapid growth keeps on

While every county grew from the summer of 2019 to the summer of 2020, Weld County's population rose by 9,280, larger than the combined population gains of Boulder, Broomfield and Larimer counties at 1,151, 1,619 and 3,187, respectively.

State Demographer Elizabeth Garner told BizWest that the growth is largely in line with past performance and her office's long-term projections despite the disruption of the pandemic.

In particular, Weld County's natural change was relatively steady at 2,386, compared with a drop in Boulder's figure from 565 to 353. The natural change is the number of people born in an area subtracted by the

number of people who die.

Garner said that means Weld County is becoming a younger county by virtue of more families being started or expanded there, while Larimer and Boulder counties are effectively aging at a faster rate.

However, Colorado as a whole is aging faster in this way. The state gained a net 33,930 residents through natural causes in 2011, but the figure has fallen steadily through the decade down to 20,550 in the 2019-2020 period.

Boulder's baby bust

Boulder County's natural rate has been on a fairly steady decline since 2011, when it gained 1,491 new residents on net through natural causes. With almost three-fourths of that growth gone as of last summer, Garner said a major part of that is the high cost of housing in the area.

The city of Boulder in particular has seen massive price increases in recent months, with the median home price in April remaining above \$1.5 million. Although the area is generating plenty of well-paying jobs, Garner believes a lot of older long-time residents will decide to cash in by selling their homes.

But in taking advantage of a redhot housing market, that may mean younger people who are looking to start a family and have less wealth may be priced out of Boulder and its satellite communities and into a place such as Greeley, where the median home sale price in May hit \$365,000.

"There are a lot of wealthy 40 and 50-year olds who may be able to afford the million dollar price tag... But they won't be having the babies," she said.

THE TICKER

State unemployment rate remains at 6.4%

DENVER — Colorado's unemployment rate remained unchanged for the third straight month, staying at 6.4% in April.

The latest figures from the Colorado Department of Labor and Employment show that the state's labor force rose by 8,900 people and now stands at 68.7% of the total population, matching the pre-pandemic participation rate in February 2020.

Approximately 9,200 additional Coloradans were employed during the month, while employers reported adding about 17,000 non-farm payroll jobs. CDLE estimated that the state has recovered 247,700 of the 375,800 jobs that were lost between the February and April of last year when the pandemic was forcing widespread shutdowns of in-person commerce.

The vast majority of jobs added in the month were in leisure and hospitality, which added approximately 9,900 jobs, while education and health services followed with approximately 2,900.

In a call with reporters, CDLE senior economist Ryan Gedney said the rise in labor force participation is likely a mix of people returning to the workforce after sitting out during the pandemic job crash, along with recently-graduated students.

He also noted that the rate of residents who were working part-time hours but wanted full-time hours dropped from 160,000 or so to about 120,000 in April after that level remained steady through much of the pandemic.

"What that shows me is potentially... pockets of the state, pockets of various sectors like leisure and hospitality, this could be an indication that individuals are getting more hours, that they actually want more hours," he said.

The state labor agency reported that the Boulder and Fort Collins/Loveland metropolitan statistical areas had the lowest unemployment rates among Census-designated areas in the state, declining from 5.5% in March to 5.3% in April, and from 5.8% to 5.5%, respectively. The Greeley MSA's rate declined 0.3 percentage points to 6.5%, while Broomfield County's unemployment rate fell from 5.8% to 5.4% in the period.

Gedney said Greeley's unemployment rate is likely staying higher than comparable areas in the state due to the high concentration of oil and gas jobs in Weld County that have yet to return, along with a continuing slowdown in the construction sector.

The local and county unemployment rates are not seasonally adjusted, and are not comparable to the seasonally-adjusted statewide unemployment rate.

Lecture series looks at climate change threat

BOULDER — The Boulder County
Office of Sustainability, Climate and Resilience; the city of Boulder; the University of
Colorado Boulder Conference on World
Affairs; and the Urban Sustainability
Directors Network and Carbon Neutral
Cities Alliance are partnering to launch
the Boulder Forum on Economy, Climate
and Community, a new lecture series that
started in late May.

The first event in the series was May 27 and featured sustainable development expert Jeffrey Sachs.

"The science is clear: A climate crisis is upon us, almost every human system is contributing to the problems, and we must take meaningful action," Boulder mayor Sam Weaver said in a prepared statement.

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Why you should never give up

inston Churchill repeated it nine times in a short speech. Pro golfers often wait 14 years before winning a major tournament. Authors line their walls with rejection notices. Unless your

current disappointment is a stepping stone to something greater, giving up forever freezes the judgment of that effort at its current point. Never, never give up.



LEADERSHIP RICK GRIGGS

"Whether money was

Money never seemed

to be the top of my life

pyramid. This caused

painful problems and

self-doubt."

purpose remained clear.

low or flowing my

My plan was to include tantalizing statistics about efforts in light bulb development, winged flight or the silent years and decades of

vaccine development. You already know these stories. Let's go personal and explore what kept me from giving up. In the early years of being out on my own, someone asked how long I planned to try making my business work. When I responded, "As

long as it takes" there was no history or wisdom in my brain hinting at how hard it would actually be. When a client probed to see if I'd accept an internal position — giving up was not on the list.

My belief was that I had a mission on this earth. In spite of no investment money, brief corporate experience and silent and insidious racial barriers (some I'll never know and others that were leaked to me) I could not quit. Whether money was low or flowing my purpose remained clear. Money never seemed to be the top of my life pyramid. This caused painful problems and self-doubt. And then I'd receive a testimonial on how something I said or wrote saved a career, a business or maybe even a life. That's the kind of legacy I drilled into my long-term memory and my short-term daily checklists.

I hired a person to do outreach and marketing for our training courses and coaching. She was a fine person with many skills I did not possess. She worked hard and then quit. It was taking too long for prospects to turn into clients. Soon after she left, the clients rolled in. I remember the scenario because it wasn't the first time it had happened. Mental note—rest, exercise, sleep; don't quit.

If not me, if not now, someone else would eventually crack the code of what I was trying to build. It helped to recall my idea of a standing desk years before one arrived on the market. The upright position would be healthy in dozens of ways. Another idea that went to prototype was a weekly/monthly planner that advanced as time moved forward you had to keep up with it. I ran out of money and staying power. My book on balance and achievement came out before other hardcover bestsellers. Most of us can cite examples of ideas we never finished. The difference is that someone else had the vision along with the staying power. Someone brought the idea to market, the manuscript to the right publisher or the course curriculum to the

aware operations manager. With time, it is always possible to win.

The smart move is to learn and grow from your tactical battles while staying on "purpose" with your central dream. I would pick the big, most important part of my contribution to the world and

latch on to it like a rabid dog. It's hard to quit a deep-rooted dream—so don't.

Two friends offered a graduation gift as I left college and drove north to continue my studies. It was a Langston Hughes poem that read, "Hold fast to dreams, for if dreams die, life is a broken winged bird that cannot fly." I didn't understand the meaning for years as I tried to pack it, move it, store it and display it without breaking it. Hughes' words were artfully painted on a delicate, sliced piece of quartz-like stone. I was successful at keeping the graduation gift out of the path of six different cats, two dogs and four parakeets over the years. Finally and unfortunately, I was the one who bumped it with an elbow and watched it tumble and crash to the ground — no pets to blame.

I found a bottle of Gorilla Glue and carefully re-attached the three pieces. Squinting to see the glue lines, I'm more clear on the meaning of never giving up and "holding fast to dreams."

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

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COMMENTARY

CU should learn from mistakes in Kennedy hiring

he shaky two-year tenure of University of Colorado president Mark Kennedy should serve as a warning for the CU Board of Regents as they consider his

Kennedy was named to the powerful position in May 2019. He oversaw campuses in Boulder, Aurora, Colorado Springs and Denver, but his tenure was marred by a secretive hiring process that named him the sole finalist, despite a state law in effect at the time requiring that names of all finalists be available to the public.

No one believes that Kennedy was the "sole finalist" for the position, and, despite a new, ill-advised state law that allows the university to name a single finalist, the Board of Regents should resist that urge.

A secretive hiring process largely doomed Kennedy's tenure, with faculty, staff, students and alumni largely excluded from the deliberations, unable to view alternative candidates, and without time to delve into Kennedy's strengths and weaknesses. The Regents did themselves — and the university community — a disservice by not being more open about the process and what candidates they were considering.

Opponents pointed to Kennedy's views on abortion, samesex marriage and other issues as drawbacks to his hiring, pointing to statements he made while serving as a Republican congressman from Minnesota.

An open process would have brought such concerns to light before the hiring was announced.

Kennedy's Republican background was not the issue, as evidenced by the tenure of another former Republican politician, Hank Brown, who led the university from 2005 to 2008 in what was largely considered a successful tenure.

Brown served in the U.S. House of Representatives and as a U.S. senator, but he was able to step into the role at CU when the university faced numerous scandals and controversies.

While Brown confronted such issues head-on, Kennedy never gained traction or trust with his university constituents. It got so bad that the Boulder Faculty Assembly voted in April to censure him for a "failure of leadership with respect to diversity, equity and inclusion."

To his credit, Kennedy responded to the censure with a promise to continue to work on the issues.

"Advancing diversity, equity and inclusion is among the top priorities for the Board of Regents, me, the campus chancellors and the university community," Kennedy said in a statement at the time. "I welcome both constructive criticism and active engagement to help move that priority forward. I believe we are making progress, and I am committed to our ongoing work."

But it was too late, and Kennedy did the right thing by agreeing to step down.

Now, the Board of Regents has a choice to make: Continue down a secretive road (that descended into partisanship) or embrace openness and a sincere commitment to hire a university president capable of leading the disparate voices of faculty, staff, students, alumni and citizens.

This time, the university must get it right.

Roster of public companies rebounds

fter losing a number of public companies to relocation or sale in recent years, the Boulder Valley and Northern Colorado have seen a flurry of companies entering the public markets. And they're taking diverse paths toward that end.

First the recent losses:

· Zayo Group Holdings Inc., a Boulderbased telecommunications provider, was taken private in a \$14.3 billion deal in early 2020.



NOTEBOOK CHRISTOPHER WOOD

 Advanced Energy Industries Inc. (Nasdag: AEIS) moved its corporate headquarters from Fort Collins to Denver last year.

• Scotts Miracle-Gro Co. (NYSE: SMB) completed its acquisition of AeroGrow International Inc. in November 2020.

Earlier sales occurred for Array BioPharma Inc. (bought by Pfizer in 2019), Level 3 Communications (which merged with Centurylink in 2017) and many others. Whether through relocation, merger or acquisition, the loss of publicly traded companies can lower a region's profile nationally and glob-

But the region's slate of publicly traded companies has bounced back with a wave of new additions, as companies used initial public offerings, confidential IPOs, mergers, acquisitions, or special-purpose acquisition companies, known as SPACs — entities formed with the intention of going public, then merging with other companies, thereby taking them public.

BizWest recently updated its list of publicly traded companies based in the Boulder Valley or Northern Colorado. Among the new additions:

• Edgewise Therapeutics Inc. (Nasdag: EWTX), based in Boulder, in March raised \$202.4 million in an IPO that it filed confidentially. (The U.S. Securities and Exchange Commission allows companies to file IPOs confidentially if they have less than \$1 billion in revenue.)

• Lightning eMotors Inc. (NYSE: ZEV), a

Loveland-based electric-vehicle company, completed its merger with GigCapital3 Inc., a SPAC, in early May, providing the company with \$268 million in gross proceeds.

- Enservco Corp. (NYSE American: ENSV), a provider of well-site services to the oil and gas industry, relocated its headquarters from Denver to southwest Weld County.
- Boulder-based Brickell Biotech Inc. (Nasdaq: BBI) in September 2019 completed its merger with California-based Vical Inc., thereby taking Brickell public.
- Auddia Inc. (Nasdaq: AUUD), a Boulder company focused on smartphone apps for Internet-streamed radio stations, went public in February, raising \$16.5 million.
- Biodesix Inc. (Nasdag: BDSX), based in Boulder, went public in late 2020, netting \$63.8 million in proceeds for the biotech

And that's not all. Biotech company Cytocom Inc., which moved its headquarters to Fort Collins from Florida in December, intends to go public by acquiring Cleveland BioLabs Inc. (Nasdaq: CBLI), based in New York. And Cytocom CEO Michael Handley is seeking to raise \$115 million through a new SPAC, Sparta Healthcare Acquisition Corp.

SomaLogic Inc., another Boulder biotech company, plans to go public through a SPAC merger, a deal announced in April.

Several other SPACs have formed in Boulder, but they might eventually shift outside the region after consummating mergers or acquisitions of target compa-

Dealogic reports that global proceeds from initial public offerings — including SPACS — have totaled \$230 billion through April, with 875 IPOs raising \$1 million or more. Analysts question how long the boom in SPACs and IPOs can last, but in the meantime, the frenzy is bringing a wave of newly public companies into the Boulder Valley and Northern Colorado fold, bringing with them the requisite SEC filings, ticker symbols and notoriety for the

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ONE ON ONE

Interview with Lenny Martinelli, co-owner of Three Leaf Concepts

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, Lenny Martinelli, co-owner of Three Leaf Concepts, a restaurant group that includes Boulder Dushanbe Teahouse, Chautauqua Dining Hall, Leaf Vegetarian Restaurant, The Huckleberry, Three Leaf Farm and Zucca Italian Ristorante responded to Biz-West questions. This interview has been lightly edited for length and content.

BizWest: It's been a challenging year for folks in many industries, but few have faced the kind of challenges that the food and beverage industry has. So, first of all, how are you holding up as we (hopefully) emerge from the pandemic?

Martinelli: Needless to say it has been quite challenging with a year long of radically changing conditions. We are holding up fine and are now trying to navigate the full reopening of all our concepts.

BizWest: Your family operates a variety of food and drink businesses, from restaurants, to a tea shop, to an events venue on a farm. Is there a particular venture that withstood the pandemic with particular resilience? Was there a business that proved more vulnerable?

Martinelli: Each venue did indeed experience its own set of difficulties. Our tea company did quite well as it is an online platform, which made it a natural for purchasing the prod-



COURTESY THREE LEAF CONCEPTS

Lenny and Sara Martinelli of Three Leaf Concepts, the management group formed to support the locally owned, award winning restaurants of Lenny and Sara Martinelli, and Jerry Manning. Tree Leaf Concepts oversees six restaurants in Boulder and Louisville, as well as Three Leaf Farm, Three Leaf Catering, and the Boulder Tea Company.

ucts. The Farm had a good growth year but unfortunately our restaurants weren't open to utilize and maximize the production. We were able to utilize the end of season storage vegetables such as winter squash through April. One of our farm's goals is to harvest from the farm to the restaurants 12 months a year, so we indeed were successful with this. We did find that our Italian concept, Zucca in Louisville and Leaf, our vegetarian concept in Boulder, were able to navigate and attract the take-out business that helped to sustain the concepts. We did though have all of our concepts open and in operation

for most of the pandemic. Some did better than others.

BizWest: Did you have to downsize or furlough employees over the last year?

Martinelli: We did have to downsize. Our business at its best during the pandemic was 50% of normal. We did try to bring as many of our employees back but due to other circumstances many did not want to return during the pandemic.

BizWest: Some in the hospitality industry have expressed concerns about their ability to hire new

employees due to the availability of unemployment insurance payments. Have you found this to be the case in your businesses?

Martinelli: Yes. It's a bit of a nightmare. To have kept things rolling, staying open and trying to keep staff working only to find out that they won't come back is a bit unnerving. It's as difficult as it was in the beginning, maybe harder. Everyone wants us to be open and get back to normal but the latest stimulus unemployment plan has actually been a deterrent for staff returning to work. They are making lots of free money.

BizWest: During the pandemic, many people took up hobbies such as gardening, herb cultivation, athome cooking, pickling and canning. Three Leaf Farm offers workshops on these sorts of topics — do you expect them to remain popular as people are more able to get out of the house for entertainment and dining?

Martinelli: I do think that the programs we offer are interesting, fun and educational. People are always interested in those things.

BizWest: What are you most looking forward to this summer as life gets back to normal?

Martinelli: Right now I'm not looking too far forward. I'm not sure what "getting back to normal" is going to be. It's been one change and crisis after another. We are just trying to get through day to day and dealing with this staffing crisis. Perhaps by next year we can find some sense of balance.

ON THE JOB ____

PAID ADVERTISING CONTENT

NONPROFIT

Kristin Todd COMMUNITY FOUNDATION OF NORTHERN COLORADO | NEW HIRE

The Community Foundation of Northern Colorado Board of Trustees announces it has hired Kristin Todd to serve as president and chief executive officer. Kristin officially began her duties in Fort Collins on April 26. She most recently served as executive vice president for the Denverbased Daniels Fund, one of the largest private founda-



KRISTIN TODD

tions in the Rocky Mountain West, with assets of approximately \$1.5 billion. Kristin, who joined the Daniels Fund staff in 2003, oversaw all aspects of the organization's grants program. Before the Daniels Fund, Kristin was associate vice president of El Pomar Foundation, based in Colorado Springs. She has served in multiple volunteer roles, including chair of the board at the Colorado Nonprofit Association and as a board member of Philanthropy Colorado, and played key leadership roles in advancing Colorado's philanthropic and nonprofit sectors. The Trustees cited her history of executive leadership at foundations in Colorado, her

experience in maximizing community impact through strategic philanthropy, and authentic collaboration as qualities that will serve the Foundation and its communities well. Kristin graduated from the University of Georgia, earning both magna cum laude and Phi Beta Kappa distinctions. She earned her master's degree in public administration with a concentration in nonprofit management from the University of Colorado.

DENTAL

Chris Fink WHIP MIX CORP. I NEW HIRE

Whip Mix West welcomes Chris Fink to the company. Chris is the new Manual Machine Operator in the shop, reporting to Thomas Bender.

Chris comes to us from Front Range Community College in Longmont, Colorado. He hopes to finish his CAD/CAM schooling and his CNC training this December.

We are pleased to have Chris as a new team member of our Whip Mix West Team!

Kyle Ellison
WHIP MIX
CORPORATION I
PROMOTION
Kyle started with Whip



KYLE ELLISON

Mix as a Process Engineering Manager in March 2020 and has been responsible for process improvements, and monitoring and maintaining quality of all our products.

Prior to coming to Whip Mix, Kyle held positions as Project/Process Engineer, where he managed all areas of capital projects, including planning, labor, finance, machine design, validation documentation, purchasing, research and product design. His most recent positions were at BD Medical in Columbus, NE and Metcraft Industries in Denver, CO. We are happy to have Kyle apply his skills in his new role.

Mark Morgan WHIP MIX CORPORATION | NEW HIRE

Whip Mix West Welcomes Mark Morgan as its new CNC Mill Operator in the shop. Mark comes to the company from Manes Machining & Engineering in Fort Collins, Colorado. He is a graduate of Front Range Community College in Longmont, Colorado.

Whip Mix West is pleased to have Mark as a new team member of the Whip Mix team!.



MARK MORGAN

Jeff Puhl WHIP MIX CORPORATION | NEW HIRE

Whip Mix West Welcomes Jeffery Puhl as Assembly Lead. Jeffery directs the activities of team members in the assembly department. Schedules production and assigns personnel in the subassembly and assembly of articulators, face bows and related products. Welcome, Jeffery!



JEFF PUHL

Kevin Whisenand WHIP MIX CORPORATION | NEW HIRE

Whip Mix West welcomes Kevin Whisenand as the new Quality Technician / Metrologist. Kevin has a well-established background in quality control as well as machining. He has experience working in a highly-regulated industry (aerospace) and will make a valuable member to the Whip Mix West Team.



KEVIN WHISENAND

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Announcing 'Biz Local'

Supporting local and independent businesses

BizWest is launching a campaign to highlight the importance of supporting locally owned businesses. This campaign will include articles on the importance of supporting local businesses, profiles of independent businesses and a database of locally owned businesses.

Why we're doing it:

- **1.** Studies show that dollars spent with a local business remain in the local economy longer than dollars spent at national retailers. The American Independent Business Alliance estimates that 86% of money spent with national chains leaves the local community, while the U.S. Small Business Administration estimates that 68% of all dollars spent with small business remains in the local community.
- **2.** Shopping local supports a vibrant local business scene, with mom-and-pop shops, eclectic galleries and retailers, and a diversity of restaurants.
- **3.** Small businesses represent 99.5% of all Colorado businesses, according to the 2020 Colorado Small Business Profile published by the U.S. Small Business Administration, with small businesses employing 48.1% of all Colorado employees.
- 4. Small businesses also donate heavily to local philanthropic causes.
- **5.** In addition to retail, many other local sectors provide opportunities to engage with locally owned businesses, from manufacturers to suppliers, consultants to the service industry.

What can you do?

1. Help us build our database of locally owned businesses via our submission link.



To be included, companies must demonstrate ownership in Boulder, Broomfield, Larimer or Weld counties, Brighton or Westminster.

Gaia

Sponsored by:

Submit a business: https://bizwest.com/bizlocal/submit/