

BizWest

- » GRIGGS Herculean efforts reflect deficiencies 37
- » AFFLERBAUGH CNG fleet conversion reduces impacts 55
- » BOLAK Sound different than typical salesperson 58
- » KALINSKI Millennials to consider home ownership 71

THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

VOLUME 36 | ISSUE 8 | JULY 2017

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PAGE 12

ERIE

Retail, industrial developments abound

New projects to bring sales-tax revenue, jobs to serve population. **PAGE 6**

SUPERIOR

Downtown project gains momentum

Mixed-use development to provide residential, office, retail, hotel uses. **PAGE 8**

EXECUTIVE LIFE

New lease on life for an inn — and its owners

Historic Glen Haven B&B restored after September 2013 flood. **PAGE 10**

BANKING & FINANCE

Governments mortgage public buildings

Certificates of participation an easier path to fund projects. **PAGE 50**

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August Embassy Suites, Loveland

■ Power Breakfast: Outdoor Products

September Location TBD

QUOTABLE

“Actually, there are fewer banks today than we had 10 years ago due to consolidation in the industry. However, the competition is stronger than ever.”

Shawn Osthoff: president of the Bank of Colorado **Page 53**



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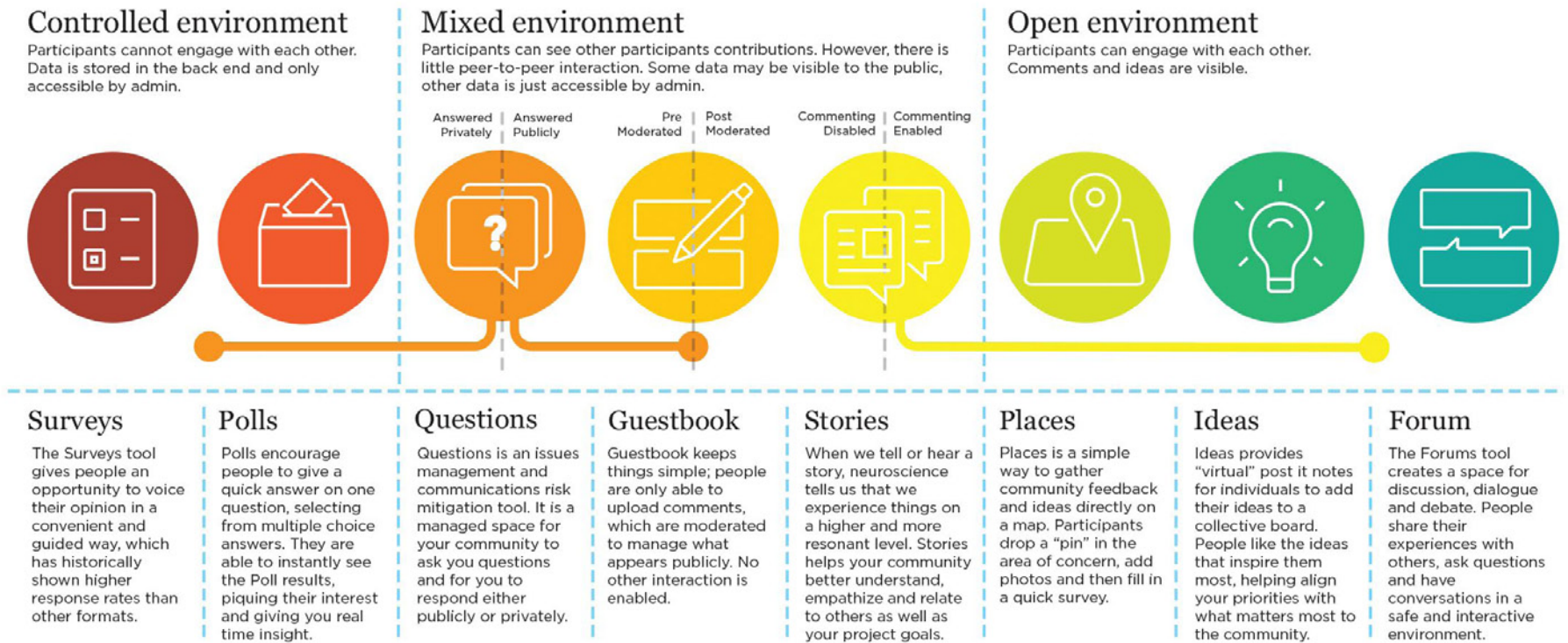
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EngagementHQ Tools Spectrum

Managing your project communications



Bang the Table's websites use eight different engagement tools, including surveys, questions, mapping and forums

Australian software helps Colorado governments engage with citizens

By Jensen Werley
jwerley@bizwest.com

BOULDER — As communities become increasingly divided over values and politics, one Australian software company that's now based in Boulder thinks they have the tool to help local governments actually engage with community members.

BangTheTable is a platform started 10 years ago by former career bureaucrats. The issue they noticed, said CEO Matthew Crozier, was that any time they held an event to meet with community members, the same five or six people would come every time.

"We needed to hear from the community for strategy, but those same people didn't represent the whole community," Crozier said. "We decided to use the Web to connect more people."

Bang the Table was formed, so named for what people do when they're so passionate about something they have to be heard. The company provides a software platform specifically geared toward local governments. Through Bang the Table, clients can create their own branded website with engagement tools embedded in it.

In 10 years, Bang the Table has grown to the point where one-third of government organizations is Australia use it, as well as groups in New

Zealand and Canada.

About a year ago, Crozier started looking at expansion in the United States, where one city stood out.

"Boulder is progressive for government, it's proactive in reaching out to citizens," he said. "Colorado is doing good work here. It's also in the middle of the U.S., and our competitors are here. There are a lot of cities that are ready to adopt this technology."

Clients include Boulder, Fort Collins, Aspen and Louisville, among others.

Bang the Table offers eight different engagement tools to include on sites: surveys, polls, questions, a guest book, stories, mapping feature, an ideas box and forums. Depending on what government is seeking engagement on, clients can choose which of these tools work best for them.

Resilient Boulder, part of the 100 Resilient Cities program for preparing cities for any sort of disaster or disruption, uses Bang the Table. Chief Resilience Officer Greg Guibert said the site, which Boulder has been actively using for the last three months, has been key for reaching different members of the community.

"The challenge local government has, and Boulder is no exception, is reaching a broader and more diverse set of community members," Guib-

ert said. "We cover challenging topics, and so we're looking for ways to communicate, and this has proven to be fantastic for that. There's a seamless integration of the tools, it's easy to use on the backend. There's a varied user experience that is also meaningful. It's perfect for the types of conversations we're having around risk and resilience."

Bang the Table's websites use eight different engagement tools, including surveys, questions, mapping and forums.

In fact, on June 29, Resilient Boulder used the site to launch a new campaign to protect the city's ash trees. For that campaign, residents can map where they spot local ash trees so the city can examine them. They can also submit specific questions and have them answered by the city and keep track on what's going on through a news feed.

While Internet discussions can be increasingly polarized, Bang the Table has found that through its system, which is moderated around the clock, and by posting positively framed questions, cities can have productive discussions.

"People are able to break out of the echo chamber, and you can see a community debate issues," Crozier said.

Discussions are monitored by Bang the Table but are never edited, and if a post is deleted, the

user is emailed exactly why so that they are aware and can resubmit a rephrased response. To protect identities — made all the more important because some cities who use Bang the Table are as small as 700 people — only screen names are posted.

"It's a safe space," Crozier said. "A wrong comment can take a discussion from constructive to awful."

Bang the Table is also a B. Corp. certified company and has an engagement-management team in place to help clients with their strategy for campaigns. The cost to use Bang the Table is scaled based on the size of the city, and clients can have unlimited campaigns using the platform.

With 100 projects a week globally, Bang the Table thinks that it has an engagement tool that can actually help bring communities together, despite worldwide divisiveness seen in government and politics.

"We have a long way to go to get great engagement in the world," Crozier said. "That's a big enough mission for my life. But I find that when you step away from the political, there are issues that are not partisan. This is just tossing ideas, which is how it should be. Cyclists on the right and left can just talk about cycle-path issues. They talk as a neighborhood. I believe that's the answer."

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Datavail acquires 4th company in past 12 months

What follows is a compilation of recent news reported online at BizWest.com. Find the full stories using the search window at the top of the homepage.

Datavail Corp., a Broomfield-based provider of managed services for data and database administration, has acquired Accelatis, a management-software firm based in Wilton, Conn. Financial terms of the deal were not disclosed. This acquisition is the fourth by Datavail in the past year. It acquired Art of BI, an Oracle business intelligence consulting firm, 12 months ago; Navantis, a Canadian-based Microsoft consultancy, six months ago; and Advanced EPM, an Oracle Platinum partner, four months ago.

Posted July 11.

Boulder to host several municipalization events

Boulder officials are planning several events in July and August to meet with the community and discuss municipalization. Boulder Energy Future team is meeting with community members "where they're at" this summer, according to a news release. The goal is to share latest information on the municipalization effort, which would create an electric authority operated by the city. The events include: 4:30 to 7 p.m. July 24

NEWS DIGEST

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at Meadow Music (Chautauqua); 1 to 4 p.m. Aug. 10 at Spruce Pool; and 1 to 4 p.m. Aug. 11 at East Boulder Community Center/ Dog Park.

Posted July 10.

NoCo medical society funds advance-care planning program

The Northern Colorado Medical Society is funding an initiative to offer information on advance-care planning to its 800-plus member physicians and their staffs in Larimer and Weld counties. The Greeley-based medical society is providing \$10,000 to the nonprofit Systems of Care Initiative Inc. in Greeley to provide a program to encourage and assist physicians and their staffs in having conversations with their patients about end-of-life wishes and advance-care directives. Advance-care planning helps people prepare for future medical needs while they are still able to

make decisions. A key part is preparing an advance-care directive, a legal document that is used when a person can't communicate or is unwilling to speak for themselves.

Posted July 7.

United Power sues Frederick, claiming breach of contract

United Power Inc., a not-for-profit electricity provider based in Brighton, is suing the town of Frederick. The lawsuit, filed in Weld County District Court, alleges that Frederick breached a 2014 agreement it made with United Power, particularly in regards to a new major customer, Agilent Technologies Inc. United Power has been contracted by Frederick to provide power to homes and businesses within the municipal boundary, the lawsuit says. In 2014, the two entered a wholesale power-service agreement, effective through the end of 2021. The lawsuit says that according to that agreement, United Power would offer wholesale electric service to Frederick within the town's electric-distribution system, and in turn United Power would get to serve areas within the municipality but outside the electric system. United Power alleges that Frederick is breaking state law and "has deliberately disrespected and dishonored" the agreement.

Posted July 6.

Zayo Group Holdings buys renewable energy

Zayo Group Holdings Inc. (NYSE: ZAYO) has purchased 86 million kilowatt hours of renewable-energy certificates to power five of its zColo data centers in Illinois, Texas and New Jersey. The purchase is part of Zayo's new emphasis on sustainability, which includes the support of green, renewable-energy alternatives. As a result of Zayo's purchase, the company is now an EPA Green Power Partner. Green power is zero-emissions electricity that is generated from environmentally preferable renewable resources.




Posted July 5.

BB-8 maker Sphero splits into 2 companies

Sphero Inc., maker of the acclaimed toy robot BB-8, completed the spinoff of its advanced robotics division into Misty Robotics Inc., which will build personal robots for the home and office. The new company received \$11.5 million in Series A funding from Venrock, Foundry Group and others. Tim Enwall will be the company's chief executive. Enwall founded and led three previous startups: Solista, which was sold to Gartner in 2001; Tendril Networks; Revolv, which was sold to Nest, a unit of Alphabet, in 2014.

Posted June 20.

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Erie projects dot the map

Canyon Creek
12 residential units (total 6 duplexes) are proposed for the southeast corner of Erie Parkway & Meller Street.

Canyon Creek subdivision
Located south of Erie Parkway between 119th and County Line Road. The newest project of 66 single family detached and 64 single family attached homes is being constructed at the southeast corner of Erie Parkway and 119th Street.

Candlelight Estates
Located north of Erie Parkway and west of Meadow View Parkway. The neighborhood consists of approximately 35.6 acres and will have a total of 31 dwelling units.

Flatiron Meadows
Located south of Erie Parkway and west of Meadow View Parkway. The neighborhood consists of approximately 367 acres and a total of 875 dwelling units; a BVSD K-8 school site and Neighborhood Park.

Nine Mile Corner
Approximately 45-acre site located on the southeast corner of 287 & Arapahoe. The Town of Erie Urban Renewal Authority selected Evergreen as their development partner for a retail center.

3200 Village Vista Drive
10,070 square foot retail building has been preleased to Vista Animal Hospital, Farmers Insurance, Hardy Pediatric Dentistry, and Larkridge Family Dentistry.

Morgan Hill
Approximately 215 acres located on the north-west corner of County Road 3 and County Road 10 1/2, that will include 490 single-family homes.

Boulder Community Health
BCH is proposing a 41,000 square foot two-story medical office facility. (Located on northwest corner of Briggs/Erie Parkway).

Compass
Approximately 159 acres in size and will accommodate 500 residential units.

Les Schwab Tire Center
An 11,000 square foot Les Schwab facility has been approved. Les Schwab has reported an opening to occur in 2018.

Ward Industrial Building
An approximate 18,000 square foot flex/industrial facility has been approved and construction is expected to begin 2nd quarter of 2017.

Vista Ridge Marketplace
Seventeen acres of commercial property is being prepared for future commercial users. No tenants have been identified at this time.

Colliers Hill
Approximately 965 acres in size and is located on the northwest corner of Weld County Road 5 and Erie Parkway and will accommodate a maximum of 2,880 dwelling units.

Erie Highlands
Approximately 315 acres in size and is located on the southwest corner of Erie Parkway and Weld County Road 5. Erie Highlands will include 922 dwelling units. Approximately 17 acres of Erie Highlands is for commercial development.

4 Corners Mixed Use Development
A sketch plan has been reviewed for a mix of residential unit types and commercial facilities on approximately 46 acres.

Coal Creek Center
An approximate 12,000 square foot inline retail building is proposed. All units are available for lease and range in size from 1,439 to 3,002 square feet.

671 Mitchell Way
12,832 square foot two-story office building is under construction. 144 to 5,000 square foot office spaces available.

Kiddie Academy
An approximate 9,200 square foot daycare center is under construction.

Vista Ridge
Century Communities is building in Vista Ridge Filing No. 9. Chartered Development Corporation is building 25 single family residential units in Vista Ridge Filing No. 2. Chartered Development Corporation is building 144 multi-family residential units in Vista Ridge Filing No. 12.

Vista Ridge Marketplace
The 123,000 sq. ft. King Soopers Marketplace and fuel station opened the first week of November, 2016 on the northwest corner of Highway 7 and Sheridan. Adjacent to the King Soopers will be Chuck and Don's Pet Supply and Rooster's Men's Grooming Center. One additional unit is available for lease. There are 3 pad sites along Highway 7 for additional commercial users. No tenants for the pad sites have been identified at this time.



Source: www.erieco.gov

Retail, industrial developments abound

New projects to bring sales-tax revenue, jobs to serve population

By Jeff Thomas
news@bizwest.com

ERIE — Town staffers were fairly sure things would take off for Erie retail once the King Soopers Marketplace was completed on the northwest corner of Sheridan Parkway and Colorado Highway 7, said Fred Diehl, assistant to the town administrator. They appeared to be correct in that assumption, as the town appears to be making strides to match its residential growth with more sales-tax revenue and job creation.

“We knew once we had them we’d have a chance for a lot of development to occur on the north side off Highway 7,” Diehl said. “There’s a great deal of interest in Highway 7, and we’re doing a good job, in particular, of making sure we’re putting square pegs in square holes.”

The area near that intersection has filled quickly, said Paul Mehle, the town’s economic-development officer. However, it’s not the only place that Erie appears to be taking some big

strides toward creating more retail opportunities, she said, as Nine Mile Corner, near U.S. Highway 287 and Arapahoe Road, and the Four Corners mixed-use development on the southwestern corner of County Line Road and Erie Parkway are all moving quickly through the planning process.

“The King Soopers opened up in December, and they’ve been doing strong sales there,” Mehle said. “They’ve fully leased in the inline retail (locations),” with a pet-supply store, a male grooming salon and a manicure/pedicure salon.

The nearby pad locations are also filling quickly, with a FirstBank location going through final permit plans and a dental location also planned. Further east, at 3200 Village Vista Drive, a 10,070-square-foot retail building has been pre-leased to Vista Animal Hospital, Farmers Insurance, Hardy Pediatric Dentistry, and Larkridge Family Dentistry.

In addition there is 17 acres of undeveloped commercial real estate called Vista Ridge Marketplace, that is being represented by Alan Lampert of David, Hick Lampert.

The Four Corners mixed-use development, where plans are going through a final plat for approval of a

“We knew once we had them we’d have a chance for a lot of development to occur on the north side off Highway 7.”

Fred Diehl, assistant to the town administrator

mix of residential unit types and commercial facilities, is one of the more interesting developments on tap. The 46-acre project is now in the hands of Foundry Builders, which is currently opening up the Delo Townhomes near downtown Louisville.

On the very hot list — both for location and controversy with neighboring Lafayette — is the Nine Mile Corner location. The 46-acre parcel between Erie and Lafayette is slated for moderate- to high-density residential, along with a mix of commercial and retail and could be under construction by next year.

The developer of the project is Evergreen Devco, a national real estate firm, with offices in Phoenix, Los Angeles and Denver. The firm’s initial plans called for four large retail outlets

and a small number of smaller shops, with the company still searching for an anchor presence.

“Our vision for Nine Mile Corner is a horizontally-integrated, mixed-use community that combines neighborhood retail, restaurants and soft goods, and moderate to high-density residential with modern place-making and historic building architecture (sourced in Erie) in order to create a uniquely Erie retail and residential destination,” notes the project website. “In deference to the Road of Remembrance pillars, our three ‘pillars’ to realizing this vision at Nine Mile Corner are 1) securing a strong neighborhood anchor and attracting the right mix of local and regional restaurants and retailers, 2) integrating high-quality, yet affordable housing to create community, and 3) executing intentional planning, building and landscape architecture to create vibrant ‘places’ within Nine Mile Corner.”

With more retail property coming on line, Mehle noted that the town has begun focusing on developing office and industrial space that can support shops throughout the day. One project that is currently under way is Boulder

Please see **Erie**, page 7

BW ERIE SNAPSHOT

Square miles	19.6
Population	23,000*
Elevation	5,130
Households	7,725
Median Household Income	\$109,000
Per capita income	\$39,398
Median home sales price	\$417,000*

Sources: BizWest Research
*July 2016

Online Resources

- Erie Chamber of Commerce
www.eriechamber.org
- Town of Erie
www.erieco.gov
- Erie Economic Development Council
www.erieedc.org
- Upstate Colorado Economic Development
www.upstatecolorado.org

Economic-Development Contacts/Incentives

Paula Mehle, economic-development coordinator, Town of Erie
303-926-2769, pmehle@erieco.gov

School districts

Boulder Valley School District, St. Vrain Valley School District

City, county, state sales taxes

6.4 percent

Top private employer

Safeway

Sources: Current U.S. Census Bureau Data, Boulder Area Association of Realtors

Erie, from 6

Community Health's 41,000-square-foot two-story medical office facility on northwest corner of Briggs and Erie Parkway.

"I think it is a great time for it (job-related development)," Mehle said. "I think the development community is happy with Erie, and it will give us that much more support of the incoming retail development."

While Erie is currently developing a concept plan for its largest industrial tract near Interstate 25, Mehle said there are substantial amounts

of industrial properties available for purchase today.

"We do have some great industrial land for sale, with nearby utilities (many located near County Line Road and Colorado Highway 7)," she said. "Most of these are greenfields (where no prior development has occurred.)"

Other potential industrial locations listed on the town's website include:

- A light-industrial building at 410 Jones Court, with a 4,608-square-foot metal building with open layout, two offices, restroom and fenced storage area on 0.97 acres. The property is

listed by Nathan Klein of Loveland for \$691,000.

- A light-industrial 12,100 square-foot building at 1121 Telleen Ave. is listed by Christopher Ball of Cushman & Wakefield. The metal building is divided into two areas, with offices on the opposite ends of the building and two sets of restrooms on 2.74 acres.

- The Ward Industrial Building, an 18,000-square-foot flex/industrial facility, has been approved, and construction should soon be underway, though real estate sites indicate the facility has been leased.

"We do have some great industrial land for sale, with nearby utilities (many located near County Line Road and Colorado Highway 7)."

Paul Mehle, Erie's economic-development officer



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Downtown Superior project gains momentum



CHRISTOPHER WOOD / BIZWEST

Clint Folsom, mayor of Superior, stands at the site of Downtown Superior, which will feature housing, retail, office and hotel uses.

Mixed-use development to provide residential, office, retail, hotel uses

By Jeff Thomas
news@bizwest.com

You can forgive Superior town manager Matt Magley if he isn't out in the street turning cartwheels over the buildings rising in Downtown Superior, formerly known as the Town Center. You see, it's been a long time coming.

"There were a lot of meetings and hours and hours of planning prior to any construction," said Magley, who was sitting in on those meetings as a town staffer long before being named town manager in 2010. "After a while, you get tired of talking about it."

But all those hours of meetings, discussions with potential developers, discussions with property owner and planning are finally coming to fruition. "It's nice to see that things are going vertical, Main Street's going in, and there's some development along the creeks," Magley said, "People do

seem to be excited that's something's finally happening."

The mixed-use, pedestrian-oriented development will feature 1,400 homes, along with 44,600 square feet of commercial and retail space, 373,000 square feet of office space, and 500 hotel rooms. More so, it will give Superior a downtown it has been missing at least since the end of the coal-mining industry, along with parks, plazas and a place where the town really feels like a town, said Superior mayor Clint Folsom.

"I think we would all like to see parts of it happening faster, particularly the parts that current residents will be able to enjoy — the public places and the parks," Folsom said. "Those are the pieces that were particularly appealing to all residents in the community, but like everything else, everything takes time."

And Superior's time appears to have finally come.

"It's nice to see that things are going vertical, Main Street's going in, and there's some development along the creeks."

Matt Magley, town manager
Superior

Superior didn't fare quite as well as other southeastern Boulder County towns when the local coal industry faded well before the hippies found a place called Boulder. By the 1970s, there were only a few homes left east of McCaslin Boulevard, as well as some mobile alternative dwellings that often caught the ear of Boulder County Sheriff deputies, agreed Folsom, who spent 13 years as a reserve

officer on the force.

But the town did still have heart, apparently, as documented when the local wells went bad in the 1980s. Faced with possibly annexing to Louisville, or finding another source of water, the town turned to Richmond Homes, which brought in water from the Northern Colorado Water Conservancy District.

Of course, that deal wasn't the easiest part of joining the rest of a quickly developing Boulder County. Essentially, the deal created a kind of bifurcated government, as the town had to go to the water district that Richmond established to actually get much done.

Superior turned a corner when it bought out the district near the turn of the millennium, by which time Superior Marketplace was bringing in much-needed sales-tax revenue. But the town really didn't have a center, and it often looked at the area on the

Please see **Superior**, page 9

BW SUPERIOR SNAPSHOT

Square miles	3.96
Population	12,980
Per capita income	\$50,184
Median household income	\$116,250
Households	4,410

Sources: BizWest Research

Online Resources

Town of Superior
www.superiorcolorado.gov

Superior Chamber of Commerce:
www.superiorchamber.com

Economic-Development Contacts/Incentives

Martin Toth, assistant town manager
303-49903675, ext. 120, martint@superiorcolorado.gov

School district

Boulder Valley School District

City, county, state sales taxes

8.445 percent

Superior, from 8

southwestern corner of U.S. Highway 36 and McCaslin Boulevard as the spot that could be created.

“What really kicked it off was we (the town) went through it with the property owners and got a Planning United Development done in 2012,” Magley said. “That essentially gives developers a use by right (to build), and that is when the developers started to get interested.”

But it also required a lot more talking, as the town itself was deciding what its town center was going to look like, rather than have developers bring in plans. Some residents didn’t want anything to take up the open space, but others wanted the area to be all commercial.

“There was a lot of talk on what should be where and how much of

what,” said Folsom, who was on the planning commission prior to his election as mayor a few years back. “Ultimately, we settle on it would be a mixed group of housing and retail, anchored by the Sports Stable (which has multiple ice rinks, indoor fields with other assorted training, such as indoor golf, and restaurants.)”

New homes are obviously a priority for the developers, but Bill Jencks of Ranch Capital, which has the lion’s share of Downtown Superior, said retail and other commercial development is also taking shape.

“This project is really gaining momentum. We’re finishing up the main access to the project via the new roundabout at McCaslin and nearing the completion of Main Street,” said Jencks in a prepared statement. “Downtown Superior will have a

lot to offer for residents and visitors with various recreation options at the Sport Stable, chef concept restaurants, unique retail shopping and year round activities.”

That mixed use is probably the most desirable commercial use today, noted Caryn Geiger a resident and a Coldwell Banker residential broker in the town. Geiger, who also runs the town’s Spring Garage Sale, pointed out that with online sales making a huge dent in brick-and-mortar business, a mixed use is more of a sure thing today.

“The fact that it’s going to be anchored with retail and walkable downtown space makes the residential space more appealing as well,” Geiger said. “They’ve had very good response to the floor plans they offered, and obviously there’s a need

for more residential offerings in the county.”

“But having a centered space for people to congregate downtown — that’s what we were all envisioning.”

No one is absolutely predicting the end of the buildout, though with homes at a premium now it could be sooner than feared after five years filled with many delays. But make no mistake about it, people such as Magley and Folsom believe they are absolutely leaving something meaningful behind for generations of Superior residents to come.

“It’s one of the biggest developments to happen along the U.S. 36 corridor,” Folsom said. “To be part of the planning and be there for the groundbreaking — absolutely you think that it’s definitely going to be a big part of Superior for many generations.”



Forgetfulness is common among seniors; however, the risk of developing dementia increases as we age. Almost 35% of those 85 years and older experience some type of memory loss. There are many possible causes, including vitamin B12 deficiency, or brain, thyroid, kidney, or liver disorders. However, having several additional symptoms could be a sign of Alzheimer’s disease (AD). A visit to the doctor is essential if you or a loved one experiences any of the following:


- Anxiety, agitation or signs of paranoia
- Difficulty in abstract thinking, confusion with time and place, or impaired judgment
- Inappropriate behavior or trouble planning and problem solving
- Difficulty in communicating; using incorrect words in sentence structure
- Challenges with familiar tasks; misplacing things

New advances in treatment are occurring every day, and various therapies and medications can postpone the advancement of Alzheimer’s disease and other dementias.

Good Samaritan Society Communities of Northern Colorado offer a variety of supportive resources for seniors and their families struggling with declining cognitive abilities.



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BW EXECUTIVE LIFE



PHOTO COURTESY MARSHA HOBERT

Restored to its mountain charm, the Inn of Glen Haven is set to reopen this summer as soon as enough staffers are hired.

Before and after

More of Marsha Hobert's before-and-after photos of the Inn of Glen Haven are online at hoberthaven.com/Inn%20of%20Glen%20Haven/.

For more information on the inn or to apply for employment, call 970-586-4696.

New lease on life for an inn — and its owners

Historic Glen Haven B&B restored after September 2013 flood

By Dallas Heltzell
news@bizwest.com

GLEN HAVEN — In December 2012, “Curtis B.” felt he had found a great place for his wife and him to spend their 10th wedding anniversary, and he was excited to tell others about it on the Yelp website.

“If you love the idea of staying in a warm and cozy inn up in the mountains on a cold and blustery night, this is the place for you,” he wrote, awarding the Inn of Glen Haven Yelp’s maximum five-star rating. He described the “warm, rustic, welcoming inn” as “a nice mix of mountain cabin with Victorian décor,” serving “delicious” dinners and breakfasts.

Nine months later came the deadly deluge of September 2013. The charming inn was all but gone, devastated — along with the tiny Larimer County hamlet of Glen Haven that surrounded it.

“We had 16 inches of rain in 48 hours,” said Tom Sellers, who along with his wife, Sheila, has owned the inn for the past 28 years. “The flood came up and took Glen Haven almost off the map.”

For Tom Sellers, the flood disrupted far more than the Inn of Glen Haven.

“We had put it up for sale five weeks before the flood,” he said. “I’m getting old; I’m 70 now, so I was 66 then. We wanted to retire. We wanted somebody younger, with new ideas, to take it over — somebody that had more ambition.”

It’s taken nearly four years of sweat, money and love, but the Inn of Glen



PHOTO COURTESY MARSHA HOBERT

The flood-ravaged entrance to the Inn of Glen Haven is shown in a photo taken just after the September 2013 deluge that devastated the tiny mountain town.

Haven is about to reopen this summer. It’s ready for more cozy high-country getaways, upscale dinners, homey breakfasts and new memories to treasure — as soon as Sellers can finish hiring its staff.

The building started in 1919 as a general store, then served as a post office before becoming a lodging facility in 1935. It was purchased in 1965 by Bill Wells, then the priest at St. Francis of Assisi Anglican Church in Estes Park, who added some of his own stained-glass artistry.

Bill and Doris Wells eventually sold the inn to Ted and Karen Haines, who then sold it to Fritz Sterling. Sellers said Sterling “tried to make a drug and alcohol rehab center out of it but never

succeeded.” The business had been closed for about a year and a half when Tom and Sheila Sellers bought it in April 1989. “I had worked in the auto-body trade and wanted a change,” he said.

While Tom Sellers renewed the business, his wife worked a day job in Boulder for the telephone company then known as Qwest. Every evening and during weekends, the couple would work at the inn.

Bill Wells “really brought the bed-and-breakfast idea and fine dining to the inn,” Sellers said, “and we just carried on the tradition from him” — including a Twelve Days of Christmas celebration Wells started and that continued until the deluge closed the inn.

Unlike many homes and other buildings in Glen Haven, the inn wasn’t entirely swept away, Sellers said, but “we had a lot of downstairs damage. It busted windows. It busted all the exterior doors off. We had water as high as five feet in some areas.”

The inn also lost antique furnishings, a 1963 Austin London taxi, and all its appliances, including a freezer that had just been stocked with lamb and elk meat.

Reopening the inn would mean mud to dig out, a collapsed roof to repair, a water system to restore and a kitchen to gut and replace. The extent of the work needed was staggering. Even after the water finally receded and the sun broke through, thoughts of rebuilding were yet to emerge.

“It took us a long time. Our house got hit too,” Sellers said. “We were all kind of dumbfounded by it for a while.”

Neighbors and friends in the close-knit village rallied to help, however — including Marsha Hobert, who, along with husband Ken, owns the Hobert Haven guest cabins in Glen Haven and Hobert Office Services in Estes Park.

“Tom wanted to make sure he could rebuild, and I wanted to help Tom,” she said. “They’re just hard-working people, and it was difficult for them, with everything they’d lost.”

“Everyone was doing something to help someone,” Sellers said, “so we decided to put it back together.”

Rebuilding, even if only to groom the inn for sale, was going to take money, though, and that was a tall

Please see **Glen Haven**, page 73

Northern Colorado music venues off the beaten path

By Curt MacDougall
news@bizwest.com

For those who enjoy live music, particularly in a smaller venue, the Boulder Valley and Northern Colorado have you covered. Not that there's anything wrong with catching a show at places such as Thunder Mountain, Planet Bluegrass, the Boulder Theater or Mishawaka — each has its own unique qualities. But there are plenty of other options available, ranging from jazz to rock and country to punk, in a wide variety of more-intimate settings. Here, then, are a few of the area's musical hidden gems:

Ace Gillett's, 239 S. College Ave., Fort Collins — Ace Gillett's is sometimes referred to as a “modern-day speakeasy,” a description that music director John Olson says is fairly apt. Located beneath the Armstrong Hotel (yes, from street level you head downstairs) at the south end of Old Town, the bar is one of Northern Colorado's strictly jazz venues. They feature a house rhythm section, along with rotating soloists and local artists (and even the occasional national act) playing a wide variety of jazz styles. Music is featured Wednesday through Sunday, and there is never a cover charge. <https://acegilletts.com/music/>

The Boot, 4164 Clydesdale Parkway, Loveland — If it's country and western music you're looking for, then The Boot's Loveland location may be just the thing. The restaurant has offered live shows at no charge for about six years, mostly country acts but also some rock/classic rock, according to co-owner Mike Zapf. They also have a “New from Nashville” series in conjunction with radio station K-99 that brings in up-and-coming artists. With lots of windows and additional seating on the upstairs patio, Zapf says The Boot is uplifting and family-friendly. <http://thebootgrill.com/music-events-loveland/>

City Star Brewing, 321 Mountain Ave., Berthoud — Breweries are becoming magnets for live music, and City Star is no exception. The business has been turning out craft beer and featuring local artists for just more than five years. Co-owner Whitney Way says the free music “pairs well” with their product and compliments the business. Firing up every Thursday, Friday and Saturday evening, the music ranges from bluegrass to rockabilly, singer-songwriter, blues, and even a swing/jazz trio. Way calls City Star — in a 100-year-old building in downtown Berthoud — “comfortable and homey.” <https://citystarbrewing.com/events/calendar/>

Equinox Brewing, 133 Remington St., Fort Collins — General Manager Eric Smith acknowledges that Equinox is one of the smaller craft breweries in



COURTESY ANDREW VOGT/ ACE GILLETT'S.COM

Live music performed at Ace Gillett's in Fort Collins.

town. As an example, he points out that the firm delivers their beer only as far as they can bike it, strapped to a big tricycle and pedaled to customers within about a mile radius. With lots of exposed wood, the facility can be described with words such as “cozy,” “warm” and “low-key,” Smith said. Free music is featured every Friday and Saturday nights, mostly bluegrass but also a fair amount of jam bands, rock and roll and jazz, with more acoustic singer-songwriter sessions on the patio on Sunday afternoons. www.equinoxbrewing.com/events/index.php

High Hops Brewery, 6461 Colorado Highway 392, Windsor — High Hops has been promoting local musicians since opening its doors in 2012. Owner Pat Weakland says the brewery's motto is “all types of beer for all types of people,” and the same can be said for the musical genres featured on the outdoor stage. That means bluegrass, classic rock, reggae, blues — what Weakland calls “family-oriented, fun music.” The tunes are free every Friday and Saturday year-round, with Sunday shows during the summer. www.highhopsbrewery.com/events.html

Mountain Sun Pub & Brewery, 1535 Pearl St., Boulder — With a mix of wall tapestries and posters from local concerts, Assistant General Manager Andrew Simtich calls Mountain Sun a laid-back, local watering hole that's “definitely got the hippie/Boulder feel.” The pub is no stranger to the live music scene, having brought acts in for more than 20 years. The Sunday night shows are free and range from bluegrass to folk to classic rock to local jam bands, drawing families, home-brew enthusiasts and locals of all ages. www.mountainpub.com/calendar.php

Old Colorado Brewing Company, 8121 First St., Wellington — The Neckel family has been brewing craft beer in Northern Colorado for years, but only recently opened their new brewery in Wellington. On Fridays, they offer live music, mostly country and classic rock, featuring lots of local talent and new bands. Located in a former grain elevator, Old Colorado has one of the more unique settings in the area. Co-owner Tara Neckel says it's a perfect fit, because they wanted to keep the place homey and comfortable, where everybody could feel like they're part of the family. <http://oldcoloradobrewing.com/events>

Patrick's Irish Pub, 909 Eighth Ave., Greeley — A traditional Irish pub that features traditional Irish music every Thursday night. Greg Farnsworth describes it as an informal group of friends coming together to play songs from the Emerald Isle. No cover charge.

Pourhouse Bar & Grill, 124 E. Fourth St., Loveland — The décor in the Pourhouse in downtown Loveland should tip you off right away — with musical instruments hanging on the walls alongside pictures of area musicians, you'll hear plenty of local talent. Owner Chris Kline says they have jazz on Tuesday nights, an “unplugged” series on Thursdays, and full bands — mostly blues and rock — Friday and Saturday, with showtimes usually starting at 9 p.m. Kline adds that there's no cover charge, and not a bad seat in the house. <http://pourhousecolorado.com/events/>

The Roost, 526 Main St., Longmont — Having opened just two years ago, The Roost is a relative newcomer to the live music scene. Still, co-owner Dan Lance says they've been support-

ing local Front Range talent from the get-go, with free shows on Friday and Saturday nights. There's no specific genre, so you can catch rock, blues, jazz, swing, folk or bluegrass, all in a family-friendly atmosphere. They've also recently added a singer-songwriter showcase on Tuesday nights, held on the rooftop deck, weather permitting. <http://theroostlongmont.com/events/>

Surfside 7, 238 Linden St., Fort Collins — When it comes to ambiance, “eclectic” doesn't quite cover Surfside 7. With exposed brick on one wall, a 1950s-era print on another wall, leopard-skin on the bar stools and a bit of bamboo left over from a previous life as a “tiki-bar,” the place has a style all its own. Jon Snodgrass books the acts and says they are equally diverse, from rock to punk, country, bluegrass and singer-songwriters. They try to avoid the typical Friday and Saturday shows, preferring instead to hold shows Sunday through Thursday. Ticket prices vary depending on the band. www.surfsideseven.com/rock.html

Swing Station, 3311 W. Larimer County Road 54G, Laporte — In case there's any confusion, the Swing Station's website spells it out as plainly as possible, calling the establishment “Laporte's finest Honkytonk.” They have live music every night, with a house band on Monday and Thursday, singer-songwriter night on Tuesday, open mic on Wednesday and full bands Friday through Sunday. Owner Heather Allshouse says they promote a fun atmosphere, making it a place where “you can come and meet someone and make friends.” Most nights, the music is free, with a cover charge on Friday and Saturday. www.swingstationlaporte.com/music-events



BizWest 500 showcases region's movers, shakers

What goes into compiling the BizWest 500? Growth — lots of it, from the 200 companies listed in the Mercury 100 lists of fastest-growing private companies in the Boulder Valley and Northern Colorado.

Employee counts, as manifested in our list of the 200 largest private-sector employers in the region, and the 50 largest public-sector employers.

Compensation, as displayed in our ranking of the 25 highest-paid executives of publicly traded companies in the region.

Revenue, as seen in the list of the 25 largest public companies in the Boulder Valley and Northern Colorado. (We cheated a little here, continuing to list a couple of companies that have moved to nearby cities such as Denver or Westminster.)

And research — lots and lots of research.



**PUBLISHER'S
NOTBOOK**
CHRISTOPHER
WOOD

Oh, did we mention research?

This edition of BizWest constitutes our second annual BizWest 500, providing data on 500 employers and executives. We've been doing many of these lists in some form for years but assembled and expanded them last year into one massive publication. Only in our Book of Lists published at the beginning of the year will readers find information on so many local companies.

Information compiled for the BizWest 500 comes largely from readers, as company officials respond to a wave of surveys from our research department. Some employment estimates come from other publications, company websites, economic-development agencies or other sources.

All data for the Publicly Traded Companies and Highest-Paid Executives lists came from the U.S. Securities and Exchange Commission.

Of course, we know we've missed companies. If you feel that your company should belong on the list of Largest Private-Sector Employers, contact our editor, Chris Wood, at cwood@bizwest.com. Did we miss a governmental organization? Let us know.

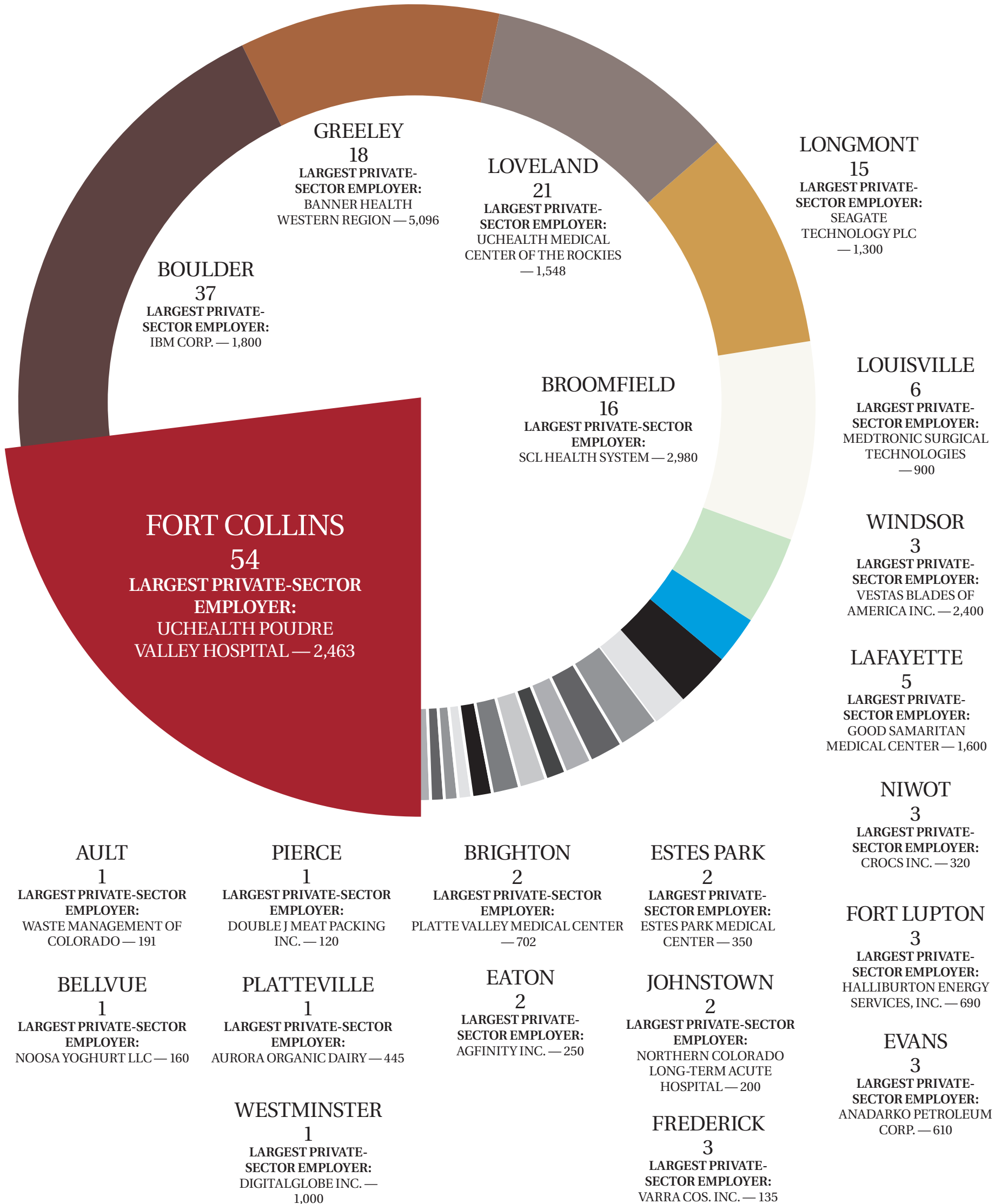
In particular, if your company is experiencing rapid growth next year, be sure to provide your data for the next editions of the Mercury 100s for the Boulder Valley and Northern Colorado. That next round will be based on growth from 2015 through 2017.

In the meantime, enjoy this edition of the BizWest 500!

*Executive Editor and Co-publisher
Christopher Wood can be reached at 303-630-1942, 970-232-3133 or cwood@bizwest.com.*

By the numbers

Here's the number of companies and their top employer by city that are ranked in BizWest's top 200 largest private-sector employers.





Publicly Traded Companies

Companies based in Boulder, Broomfield, Larimer and Weld counties, ranked by 2016 revenue

Rank	Company	Revenue 2016	Net income 2016	52-week high	Phone	Stock ticker	Industry
		Revenue 2015	Net income 2015	52-week low	Website	Stock exchange	CEO
						Employees Worldwide	
1	Ball Corp. 10 Longs Peak Drive Broomfield, CO 80021	\$9,061,000,000.00 \$7,997,000,000.00	\$263,000,000.00 \$280,900,000.00	\$42.87 \$34.34	303-469-3131 http://www.ball.com/	BLI NYSE 18,450	Packaging and containers John A. Hayes CEO, president & chairman
2	Level 3 Communications Inc. 1025 Eldorado Blvd. Broomfield, CO 80021	\$8,172,000,000.00 \$8,229,000,000.00	\$677,000,000.00 \$3,433,000,000.00	\$64.61 \$44.01	720-888-2750 www.level3.com	LVLT NYSE 12,600	Diversified communication services Jeffrey K. Storey CEO
3	Pilgrim's Pride Corp. 1770 Promontory Circle Greeley, CO 80634-9039	\$7,931,123,000.00 \$8,180,104,000.00	\$439,729,000.00 \$645,962,000.00	\$20.83 \$20.47	970-506-8000 www.pilgrims.com	PPC Nasdaq 20	Meat Processing William W. Lovette CEO
4	WhiteWave Foods Co. 1225 17th St., Suite 1000 Denver, CO 80202	\$4,198,099,000.00 \$3,866,295,000.00	\$214,554,000.00 \$168,393,000.00	\$56.25 \$38.34	303-635-4500 www.whitewave.com	WWAV NYSE 5,800	Food - major diversified Gregg L. Engles CEO
5	Woodward Inc. 1081 Woodward Way Fort Collins, CO 80524	\$2,023,078,000.00 \$2,038,303,000.00	\$180,838,000.00 \$181,452,000.00	N/A N/A	970-482-5811 www.woodward.com	WWD Nasdaq 6,800	Aerospace/defense products and services Thomas A. Gendron President, CEO & Chairman
6	Zayo Group Holdings Inc. 1805 29th St. Boulder, CO 80301	\$1,721,700,000.00 \$1,347,100,000.00	(\$76,200,000.00) \$155,300,000.00	\$35.65 \$27.62	303-381-4683 www.zayo.com	ZAYO NYSE 3,224	Networking and communication devices Daniel P. Caruso CEO
7	Vail Resorts Inc. 390 Interlocken Crescent Broomfield, CO 80021	\$1,601,286,000.00 \$1,399,924,000.00	\$149,754,000.00 \$114,754,000.00	\$215.82 \$140.73	303-404-1800 www.vailresorts.com	MTN NYSE 5,200	Resorts and casinos Robert A. Katz CEO
8	Crocs Inc. 7477 Dry Creek Parkway Niwot, CO 80503-8021	\$1,036,273,000.00 \$1,090,630,000.00	(\$16,494,000.00) (\$83,196,000.00)	\$12.53 \$5.93	303-848-7000 www.crocs.com	CROX Nasdaq 5,068	Textile - apparel footwear and accessories Gregg Ribatt CEO
9	DigitalGlobe Inc. 1300 W. 120th Ave. Westminster, CO 80234	\$725,400,000.00 \$702,400,000.00	\$26,500,000.00 \$23,300,000.00	\$35.95 \$22.40	303-684-4000 www.digitalglobe.com	DGI NYSE 1,733	Aerospace/defense products and services Jeffrey R. Tarr CEO
10	Advanced Energy Industries Inc. 1625 Sharp Point Drive Fort Collins, CO 80525	\$483,704,000.00 \$414,811,000.00	\$127,454,000.00 (\$158,486,000.00)	\$86.25 \$38.00	970-221-4670 www.advanced-energy.com	AEIS Nasdaq 1,558	Diversified electronics Yuval Wasserman CEO/president
11	Noodles & Co. 520 Zang St., Suite D Broomfield, CO 80021	\$482,544,000.00 \$455,451,000.00	(\$71,677,000.00) (\$13,765,000.00)	\$10.47 \$31.56	720-214-1900 www.noodles.com	NDLS Nasdaq 10,900	Restaurants Dave Boennighausen interim CEO
12	DMC Global Inc. 5405 Spine Road Boulder, CO 80301	\$158,575,000.00 \$166,918,000.00	\$6,505,000.00 (\$23,971,000.00)	\$17.19 \$9.20	303-665-5700 www.dynamicmaterials.com	BOOM Nasdaq 428	Metal fabrication Kevin T. Longe CEO
13	Array BioPharma Inc. 3200 Walnut St. Boulder, CO 80301	\$137,879,000.00 \$51,909,000.00	(\$92,940,000.00) \$9,369,000.00	\$13.40 \$3.10	303-381-6600 www.arraybiopharma.com	ARRY Nasdaq 177	Biotechnology Ron Squarer CEO
14	Heska Corp. 3760 Rocky Mountain Ave. Loveland, CO 80538	\$130,083,000.00 \$104,597,000.00	\$10,508,000.00 \$5,239,000.00	\$110.25 \$41.23	970-493-7272 www.heska.com	HSKA Nasdaq 327	Medical laboratories and research Kevin S. Wilson CEO
15	AeroGrow International Inc. 4940 Pearl East Circle Boulder, CO 80301	\$19,612,000.00 \$17,912,000.00	(\$553,000.00) (\$191,000.00)	\$5.85 \$2.10	720-444-7755 www.aerogrow.com	AERO OTC 30	Lawn and Garden Tractor Michael Wolfe CEO
16	Real Goods Solar Inc.** 110 16th St., Suite 300 Denver, CO 80202	\$17,425,000.00 \$45,500,000.00	(\$25,328,000.00) (\$10,780,000.00)	\$354.00 \$0.80	888-56-SOLAR / 888-567-6527 www.rgsenergy.com	RGSE Nasdaq 160	Solar Dennis Lacey CEO
17	Gaia Inc.*** 833 W. South Boulder Road Louisville, CO 80027	\$17,247,000.00 \$13,459,000.00	\$87,066,000.00 (\$11,706,000.00)	\$12.40 \$6.05	303-222-3600 www.gaiam.com	GAIA Nasdaq 114	Catalog and mail order houses Lynn Powers CEO
18	Encision Inc. 6797 Winchester Circle Boulder, CO 80301-2350	\$9,336,078.00 \$9,671,481.00	(\$880,200.00) (\$1,382,746.00)	\$0.52 \$0.18	303-444-2600 www.encision.com	ECIA OTC 31	Medical instruments and research Greg Trudel CEO
19	Surna Inc. 1780 55th St., Suite A Boulder, CO 80301	\$7,579,000.00 \$7,865,000.00	(\$3,273,000.00) \$5,296,000.00	\$0.29 \$0.07	303-993-5271 www.surna.com	SRNA OTC 28	Cultivation technologies
20	UQM Technologies Inc. 4120 Specialty Place Longmont, CO 80050	\$5,306,799.00 \$4,015,744.00	\$6,938,351.00 \$5,988,530.00	\$0.99 \$0.42	303-682-4900 www.uqm.com	UQM NYSE 49	Industrial electrical equipment Joseph Mitchell CEO
21	miRagen Therapeutics Inc. 6200 Lookout Road Boulder, CO 80301	\$3,337,000.00 \$2,538,000.00	(\$12,674,000.00) (\$11,328,000.00)	\$18.00 \$1.80	303-531-5952 www.miragenrx.com	MGEN Nasdaq 45	Bioscience William S. Marshall, Ph.D.; Jason A Leverone, C.P.A. president and CEO; chief financial officer
22	Clovis Oncology Inc. 5500 Flatiron Parkway Boulder, CO 80301	\$78.00 \$0.00	(\$349,137,000.00) (\$352,861,000.00)	\$96.92 \$13.43	303-625-5000 www.clovisoncology.com	CLVS Nasdaq 278	Biotechnology Patrick J. Mahaffy CEO
23	Nivalis Therapeutics Inc. 3122 Sterling Circle, Suite 200 Boulder, CO 80301	\$0.00 \$0.00	(\$31,463,000.00) (\$22,818,000.00)	\$9.35 \$2.00	720-945-7700 www.nivalis.com	NVLS Nasdaq 5	Biotechnology Jon Congleton CEO
24	Arca Biopharma Inc. 11080 Circle Point Road, Suite 140 Westminster, CO 80020	\$0.00 \$0.00	(\$16,444,000.00) \$11,445,000.00	\$3.36 \$2.15	720-940-2100 www.arcabiopharma.com	ABIO Nasdaq 20	Biotechnology Michael R. Bristow CEO
25	Lightwave Logic Inc. 1831 Lefthand Circle, Suite C, Longmont, CO 80501	\$0.00 \$0.00	(\$4,407,208.00) (\$4,845,462.00)	\$1.86 \$0.54	720-340-4949 www.lightwavelogic.com	LWLG OTC 10	Electronics and components Thomas E. Zeliber CEO

* Acquired by Danone in April 2017.

** Recently relocated headquarters from Louisville.

*** Formerly known as Gaiam Inc.

Researched by BizWest



Highest-Paid Executives

Ranked by total compensation

Rank	Executive Title Company	Total 2016 2015	Base salary 2016 2015	Bonus 2016 2015	Stock awards 2016 2015	Option awards 2016 2015	compensations 2016 2015	Other 2016 Other 2015
1	Daniel P. Caruso CEO Zayo Group Holdings Inc.	\$11,861,908 \$16,515,781	\$17,500 \$176,875	N/A \$0	\$11,844,408 \$16,338,906	N/A \$0	N/A \$0	N/A N/A
2	Jeffrey K. Storey President & CEO Level 3 Communications Inc.	\$11,722,228 \$11,199,523	\$1,200,000 \$1,246,154	\$3,150,000 \$2,379,300	\$7,200,444 \$7,357,263	N/A \$0	N/A \$0	\$171,784 \$216,806
3	John A. Hayes CEO, president & chairman Ball Corp.	\$11,189,233 \$9,365,745	\$1,238,615 \$1,198,462	N/A \$0	\$3,278,877 \$2,200,017	\$2,310,256 \$2,200,006	\$3,988,186 \$3,534,326	\$81,860 \$133,907
4	Matt Erickson president & co-CEO Zayo Group Holdings Inc.	\$7,320,006 \$98,605,134	\$230,000 \$230,000	N/A N/A	\$7,021,294 \$9,528,960	N/A N/A	\$68,713 \$101,553	N/A N/A
5	Chris Morley president & co-CEO Zayo Group Holdings Inc.	\$7,258,294 \$9,732,024	\$220,000 \$220,000	N/A N/A	\$6,990,169 \$9,436,399	N/A N/A	\$48,125 \$75,625	N/A N/A
6	Ken desGarennes chief financial officer Zayo Group Holdings Inc.	\$7,236,481 \$9,792,313	\$240,000 \$240,000	N/A N/A	\$6,823,981 \$9,354,628	N/A N/A	\$172,500 \$197,685	N/A N/A
7	Robert A. Katz CEO Vail Resorts Inc.	\$6,153,726 \$5,344,423	\$869,341 \$846,281	N/A \$0	\$2,628,207 \$2,231,712	\$1,956,557 \$1,890,372	\$671,613 \$341,332	\$28,008 \$34,726
8	Andrew E. Crouch regional president Level 3 Communications Inc.	\$6,055,082 \$6,203,273	\$637,998 \$682,163	\$1,488,040 \$1,605,640	\$2,086,800 \$2,130,200	N/A N/A	N/A N/A	\$1,842,244 \$1,785,270
9	Thomas A. Gendron President, CEO & Chairman; CEO/ chairman Woodward Inc.; Woodward Inc.	\$5,842,312 \$5,388,664	\$924,231 \$859,324	N/A N/A	N/A \$0	\$3,212,712 \$3,042,756	\$1,599,030 \$1,391,648	\$106,339 \$95,026
10	Sunit S. Patel executive VP Level 3 Communications Inc.	\$5,016,883 \$7,784,423	\$650,000 \$675,000	\$1,132,950 \$1,288,788	\$3,222,991 \$5,787,470	N/A N/A	N/A N/A	\$10,942 \$33,165
11	Yuval Wasserman CEO/president Advanced Energy Industries Inc.	\$4,105,597 \$0	\$625,000 \$0	N/A \$0	\$2,581,217 \$0	N/A \$0	\$889,500 \$0	\$9,880 \$0
12	Ron Squarer CEO Array BioPharma Inc.	\$4,072,948 \$4,072,948	\$575,280 \$558,250	N/A \$0	\$226,875 \$1,170,438	\$695,592 \$1,954,337	\$435,000 \$343,262	\$47,341 \$46,661
13	Scott C. Morrison Ball Corp.	\$3,942,042 \$3,313,099	\$666,728 \$648,751	N/A N/A	\$1,343,405 \$1,000,036	\$536,052 \$499,996	\$1,171,912 \$1,032,757	\$64,229 \$68,608
14	Erik C. M. Bouts senior vice president & COO Ball Corp.	\$3,482,564 \$4,082,731	\$695,243 \$631,632	N/A \$285,401	\$1,289,269 \$1,711,747	\$481,947 \$400,483	\$717,491 \$861,230	\$87,127 \$99,034
15	Jeffrey R. Tarr CEOs DigitalGlobe Inc.; DigitalGlobe Inc.	\$3,426,174 \$4,834,636	\$710,000 \$710,000	N/A \$0	\$1,726,165 \$3,688,114	N/A \$0	\$980,000 \$425,000	\$10,009 \$11,522
16	Laurinda P. Pang regional president Level 3 Communications Inc.	\$3,396,257 \$3,577,299	\$539,692 \$495,385	\$680,291 \$708,774	\$2,148,103 \$2,342,338	N/A N/A	N/A N/A	\$28,171 \$30,802
17	Gregg Ribatt CEO Crocs Inc.	\$3,048,592 \$5,034,902	\$950,000 \$883,616	N/A \$0	\$1,799,998 \$4,095,934	N/A \$0	\$273,125 \$43,856	\$25,469 \$11,496
18	William W. Lovette President & CEO Pilgrim's Pride Corp.	\$2,975,725 \$6,553,337	\$1,000,000 \$1,038,462	N/A \$0	N/A \$0	N/A \$0	\$1,500,000 \$4,537,000	\$475,725 \$977,875
19	Lisa A. Pauley senior VP, human resources & administration Ball Corp.	\$2,668,449 \$1,610,299	\$464,443 \$452,665	N/A N/A	\$1,065,388 \$247,996	\$258,020 \$248,003	\$659,730 \$582,058	\$43,042 \$39,898
20	Charles E. Baker VP, general counsel Ball Corp.	\$2,593,409 \$1,715,460	\$492,871 \$478,431	N/A N/A	\$915,939 \$249,981	\$270,023 \$250,005	\$672,198 \$603,975	\$33,980 \$35,630
21	Jirka Rysavy Gaia Inc.*	\$2,568,995 \$769,353	\$466,336 \$464,423	\$712,500 \$303,430	N/A N/A	\$1,388,359 N/A	N/A N/A	\$1,800 \$1,500
22	Andrew Rees president & interim CEO Crocs Inc.	\$2,401,783 \$2,627,850	\$700,000 \$700,000	N/A N/A	\$1,500,002 \$1,867,224	N/A N/A	\$175,000 \$35,000	\$26,781 \$25,626
23	John M. Ryan executive vice president, chief legal officer Level 3 Communications Inc.	\$2,364,103 \$3,116	\$463,500 \$477,692	\$755,945 \$621,073	\$1,116,576 \$2,005,041	N/A N/A	N/A N/A	\$28,082 \$12,293
24	Robert F. Weber vice chairman, CEO & treasurer Woodward Inc.	\$1,894,137 \$1,707,583	\$499,712 \$464,589	N/A N/A	N/A N/A	\$666,066 \$610,907	\$684,815 \$590,221	\$43,544 \$41,866
25	Gary W. Ferrera executive VP & CFO DigitalGlobe Inc.	\$1,831,905 \$2,646,124	\$425,000 \$354,167	N/A \$200,000	\$993,301 \$1,890,422	N/A N/A	\$404,000 \$195,000	\$9,604 \$6,535

Source: U.S. Securities and Exchange Commission

* Formerly known as Gaiam Inc.

Researched by BizWest



Public-Sector Employers

Ranked by number of full-time employees

Rank	Employer	Number of employees in region	Type	Phone	Website	Headquarters	Person in charge, Title
1	University of Colorado Boulder 565 UCB, University of Colorado Boulder Boulder, CO 80309	7,531	Public university		303-492-6893 www.colorado.edu	Boulder, CO	Philip DiStefano, chancellor
2	Colorado State University 200 W. Lake St. Fort Collins, CO 80523	6,701 ¹	Public university.		970-491-6211 www.colostate.edu	Fort Collins, CO	Anthony (Tony) Frank, Dr., president
3	St. Vrain Valley School District 395 S. Pratt Parkway Longmont, CO 80501-6527	4,661 ¹	Public school district.		303-776-6200 www.stvrain.k12.co.us	Longmont, CO	Don Haddad, superintendent
4	Boulder Valley School District 6500 Arapahoe Ave. Boulder, CO 80303	4,381 ¹	Public school district.		303-447-1010 www.bvsd.org	Boulder, CO	Cindy Stevenson, interim superintendent
5	Poudre School District-R1 2407 Laporte Ave. Fort Collins, CO 80521	3,615 ¹	Public school district.		970-490-3620 www.psdschools.org	Fort Collins, CO	Sandra Smyser, Ph.D., superintendent
6	Thompson School District-R2J 800 S. Taft Ave. Loveland, CO 80537	3,615 ¹	Public school district.		970-613-5000 www.thompsonschoools.org	Loveland, CO	Stan Scheer, Dr., superintendent
7	Weld County School District 6 (Greeley-Evans) 1025 Ninth Ave. Greeley, CO 80631	2,700	Public school district.		970-348-6000 www.greeleyschools.org	Greeley, CO	Deirdre Pilch, Superintendent of Schools; Wayne Eads, interim superintendent
8	City of Fort Collins 300 Laporte Ave. Fort Collins, CO 80522	2,400	Municipal government.		970-221-6505 www.fcgov.com	Fort Collins, CO	Darin Atteberry, city manager; Wade Troxell, mayor
9	Boulder County 2020 13th St. Boulder, CO 80302	2,008	County government.		303-441-3500 www.bouldercounty.org	Boulder, CO	Cindy Domenico; Deb Gardner; Elise Jones, commissioners
10	Larimer County 200 W. Oak St. Fort Collins, CO 80521	1,639 ¹	County government.		970-498-7010 www.larimer.org	Fort Collins, CO	Linda Hoffmann, county manager
11	University of Northern Colorado 1862 10th Ave. Greeley, CO 80639	1,600 ¹	Public university.		970-351-1890 www.unco.edu	Greeley, CO	Kay Norton, president
12	Weld County 1150 O St. Greeley, CO 80631	1,500 ¹	County government.		970-356-4000 www.co.weld.co.us	Greeley, CO	Mike Freeman, chair, board of county commissioners
13	City of Boulder 1777 Broadway Boulder, CO 80306	1,400 ²	Municipal government.		303-441-3090 www.bouldercolorado.gov	Boulder, CO	Jane S. Brautigam, city manager
14	National Center for Atmospheric Research (NCAR) 1850 Table Mesa Drive Boulder, CO 80305	1,226 ³	Scientific research laboratory. Mission is to understand the behavior of the atmosphere and related systems.		303-497-1000 ncar.ucar.edu	Boulder, CO	James W. Hurrell, director
15	University Corporation for Atmospheric Research (UCAR) 1850 Table Mesa Drive Boulder, CO 80305	1,202 ¹	Research and development related to atmospheric sciences, provides advanced research facilities for the science community, technology transfer.		303-497-1000 www.ucar.edu	Boulder, CO	Thomas J. Bogdan, president
16	City of Loveland 500 E. Third St., Suite 330 Loveland, CO 80537	1,158 ¹	Municipal government.		970-962-2000 www.cityofloveland.org	Loveland, CO	Bill Cahill, city manager
17	Front Range Community College 4616 S. Shields St. Fort Collins, CO 80526	939	Public college with degrees that transfer to colleges and universities; career/technical degrees in in-demand career fields and customized training for business and industry.		970-226-2500 www.frontrange.edu	Westminster, CO	Andy Dorsey, president
18	City of Greeley 1000 10th St. Greeley, CO 80631	877	Municipal government.		970-350-9770 www.greeleygov.com	Greeley	Roy H Otto, city manager
19	NOAA Earth System Research Laboratory 325 Broadway Boulder, CO 80305-3337	867 ⁴	Formed to pursue a broad and comprehensive understanding of the Earth system. This system comprises many physical, chemical and biological processes.		N/A N/A	Boulder, CO	
20	National Oceanic & Atmospheric Administration (NOAA) 325 Broadway Boulder, CO 80305	867 ¹	Research, services and technology development related to oceans, atmosphere and geophysical environments.		303-497-6000 www.boulder.noaa.gov	Boulder, CO	Jerry Janssen, executive director
21	City of Longmont 350 Kimbark St. Longmont, CO 80501	854 ¹	Municipal government.		303-776-6050 longmontcolorado.gov	Longmont, CO	Harold Dominguez, city manager
22	Aims Community College 5401 W. 20th St. Greeley, CO 80634	774	Public college.		970-339-6404 www.aims.edu	Greeley, CO	Leah Borenstein, Dr., president
23	National Institute of Standards and Technology (NIST) 325 Broadway Boulder, CO 80305-3337	750	A non-regulatory federal agency that promotes U.S. innovation and industrial competitiveness by advancing measurement science, standards and technology in ways that enhance economic security.		303-497-5507 www.nist.gov	Gaithersburg, MD	Kent Rochford, acting NIST director
24	City and County of Broomfield 1 DesCombes Drive Broomfield, CO 80020	611 ¹	County and municipal government.		303-469-3301 www.broomfield.org	Broomfield, CO	Charles Ozaki, city and county manager
25	Cooperative Institute for Research in Environmental Sciences (CIRES) CIRES Building, Room 318 Boulder, CO 80309	400 ⁵	Identifies and pursues innovative research in earth system science and foster public awareness of these processes.		303-492-1143 www.cires.colorado.edu	Boulder, CO	Waleed Abdalati, director

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

¹ Did not respond, 2015 information.

² Did not respond, 2016 information.

³ Includes UCAR + NCAR.

⁴ Included with CIRES.

⁵ Includes NOAA employees.



Public-Sector Employers

Ranked by number of full-time employees

Rank	Employer	Number of employees in region	Type	Phone Website Headquarters	Person in charge, Title
26	North Range Behavioral Health 1300 N. 17th Ave. Greeley, CO 80631	376	Provides compassionate, comprehensive mental health and addiction services for all ages.	970-347-2120 www.northrange.org Greeley, CO	Larry Pottorff, LCSW, Executive director
27	City of Brighton 500 S. Fourth Ave. Brighton, CO 80601	350	Municipal government.	303-655-2000 www.brightonco.gov Brighton, CO	Clint Blackhurst, acting city manager; Dick McLean, mayor
28	Laboratory for Atmospheric and Space Physics (LASP) 1234 Innovation Drive Boulder, CO 80303-7814	325 ¹	Planetary, atmospheric and space sciences research; engineering division designs and builds space flight hardware; mission operations division operates spacecrafts.	303-492-6412 lasp.colorado.edu Boulder, CO	Daniel Baker, director
29	Town of Erie 645 Holbrook St. Erie, CO 80516	320 ¹	Municipal government.	303-926-2769 www.erieco.gov Erie, CO	Tina Harris, mayor
30	CU Joint Institute for Laboratory Astrophysics (JILA) CU Campus Box 440 Boulder, CO 80309-0440	303 ¹	Basic research and development in five areas: atomic molecular experimental physics, atomic and molecular theory, precision and gravitational measurement and astrophysics.	303-492-7789 jila.colorado.edu Boulder, CO	Murray Holland, chair/fellow
31	National Ecological Observatory Network Inc. (NEON) 1685 38th St., Suite 100 Boulder, CO 80301	182 ¹	Enable understanding and forecasting of the impacts of climate change, land use and invasive species on continental-scale ecology by providing infrastructure and consistent methodologies.	720-746-4844 www.neoninc.org Boulder, CO	Russ Lea, CEO
32	City of Evans 1100 37th St. Evans, CO 80620	175 ²	Municipal government.	970-475-1170 www.evanscolorado.gov Evans, CO	John Morris, mayor
33	Town of Estes Park 170 MacGregor Ave. Estes Park, CO 80517	150	Municipal government and utility provider.	970-586-5331 www.estes.org Estes Park, CO	Frank Lancaster, town administrator; Todd Jirsa, mayor
34	Town of Windsor 301 Walnut St. Windsor, CO 80550	135	Municipality.	970-674-2400 www.windsorgov.com Windsor, CO	Kelly Arnold, town manager
35	Cooperative Institute for Research in the Atmosphere (CIRA) Colorado State University Fort Collins, CO 80523	126 ¹	A cooperative institute that is also a research department within CSU's College of Engineering. Its vision is to conduct interdisciplinary research in the atmospheric sciences.	970-491-8448 www.cira.colostate.edu Fort Collins, CO	Christain Kummerow, director
36	USDA Agricultural Systems Research Unit (ASRU) 2150 Centre Ave., Building D, Suite 200 Fort Collins, CO 80526	125 ¹	ASRU exists to provide leadership in systems research for developing sustainable and adaptive integrated agricultural systems.	970-492-7300 www.ars.usda.gov Fort Collins, CO	Laurence Chandler, area director
37	City of Fort Lupton 130 S. McKinley Ave. Fort Lupton, CO 80621	120 ¹	Municipal government.	303-857-6694 www.fortlupton.org Fort Lupton, CO	Claud Hanes, city administrator; Tommy Holton, mayor
38	USDA Forest Service, Rocky Mountain Research Station 240 W. Prospect Road Fort Collins, CO 80526	110 ¹	Administers and conducts research on experimental forests, ranges and watersheds while maintaining long-term databases for these areas. Oversees activities on more than 260 research natural areas.	970-498-1100 www.fs.fed.us/rmrs Fort Collins, CO	George S. Foster, station director
39	Centers for Disease Control and Prevention Lab (CDC/DVBD) 3156 Rampart Road Fort Collins, CO 80521	101 ¹	Collaborating to create the expertise, information and tools that people and communities need to protect their health through health promotion, prevention of disease, injury and disability and preparedness for new health threats.	800-232-4636 www.cdc.gov/ncezid/dvbd/ index.html Atlanta, GA	Lyle Petersen, MD, MPH, director of Division of Vector- Borne Diseases
40	USDA National Wildlife Research Center 4101 LaPorte Ave. Fort Collins, CO 80521	100	Provides federal leadership and scientific expertise to resolve wildlife conflicts that threaten public health and safety, natural resources and agriculture.	970-266-6000 www.aphis.usda.gov/ wildlifedamage/nwrc/ Fort Collins, CO	Larry Clark, director
41	UNAVCO 6350 Nautilus Drive Boulder, CO 80301	80 ²	Facilitate geoscience research and education using geodesy. Help with mitigation of hazards and managing natural resources.	303-381-7500 www.unavco.org Boulder, CO	M. Meghan Miller, president
42	Town of Eaton 223 First St. Eaton, CO 80615	65 ¹	Utilities: water, sewer, trash.	970-454-3338 www.eatonco.org Eaton, CO	Scott Moser, mayor; Scott Moser
43	Town of Frederick 401 Locust St. Frederick, CO 80530	60	Electric, water and storm water utilities. Events, community services, planning, engineering, finance, police, public works.	720-382-5500 www.frederickco.gov Frederick, CO	Tony Carey, mayor
44	NTIA Institute for Telecommunication Sciences (NTIA-ITS) 325 Broadway Boulder, CO 80305	56 ¹	Promotes advanced telecommunications and information infrastructure development in the U.S.	303-497-5216 www.its.blrdoc.gov Boulder, CO	
45	Town of Firestone 151 Grant Ave. Firestone, CO 80520	55 ¹	Municipality.	303-833-3291 www.firestoneco.gov Firestone, CO	Wesley LaVanchy, town manager
46	Town of Johnstown 450 S. Parish Ave. Johnstown, CO 80534	36 ¹	Government - water, sewer, trash - business licenses, building permits, elections	970-587-4664 www.townofjohnstown.com Johnstown, CO	Mark Romanowski, mayor
47	Town of Superior 124 E. Coal Creek Drive Superior, CO 80027	34 ¹	Municipal government.	303-499-3675 www.superiorcolorado.gov Superior, CO	Andrew Muckle, mayor
48	Town of Berthoud 807 Mountain Ave. Berthoud, CO 80513	32	Municipal government.	970-532-2643 www.berthoud.org 32	Michael Hart, town administrator; Steve Mulvihill, mayor
49	City of Dacono 512 Cherry Ave. Dacono, CO 80514	30	Municipal government.	303-833-2317 www.cityofdacono.com Dacono, CO	Joseph Baker, mayor; A.J. Euckert, city administrator
50	Town of Wellington 3735 Cleveland Ave. Wellington, CO 80549	25 ¹	Municipal government.	970-568-3381 www.townofwellington.com Wellington, CO	Jack Brinkhoff, mayor

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

¹ Did not respond, 2015 information.

² Did not respond, 2016 information.

Researched by BizWest



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
1	UCHealth 2315 E. Harmony Road, Suite 200 Fort Collins, CO 80528	5,500* 14,500	Health care.	970-237-7000 www.uchealth.org Denver, CO	Elizabeth Concordia, CEO 1925
2	Banner Health Western Region 1801 16th St. Greeley, CO 80631	5,096 39,000	Health care.	970-346-1561 www.bannerhealth.com Phoenix, AR	Scott Baker, vice president of operations 1995
3	JBS USA 1770 Promontory Circle Greeley, CO 80634	3,688** N/A	Animal meat producer and exporter.	970-506-8000 www.jbssa.com Greeley	Wesley Batista, CEO 1953
4	SCL Health System 500 El Dorado Blvd, Suite 4300 Broomfield, CO 80021	2,980* N/A	Health care.	866-665-2636 www.sclhs.net Denver	Mike Slubowski, president/ CEO 2013
5	UCHealth Poudre Valley Hospital 1024 S. Lemay Ave. Fort Collins, CO 80524	2,463 2,463	A 262-bed 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 Fort Collins, CO	Kevin Unger, president and CEO 1925
6	Level 3 Communications Inc. 1025 Eldorado Blvd. Broomfield, CO 80021	2,440* 12,600	Telecommunication services.	720-888-2750 www.level3.com Broomfield	Jeffrey Storey, CEO 1998
7	Vestas Blades America Inc. 11140 Eastman Park Drive Windsor, CO 80550	2,400** N/A	Wind turbines, blades, nacelles, towers.	970-674-6100 www.vestas.com Denmark	Anders Runevad, CEO 1979
8	Oracle Corp. 500 Eldorado Blvd. Broomfield, CO 80021	2,000* 115,000	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
9	Ball Corp. 10 Longs Peak Drive Broomfield, CO 80021	1,930 18,450	Packaging; aerospace unit.	303-469-3131 http://www.ball.com/ Broomfield, CO	John Hayes, CEO, president & chairman 1880
10	North Colorado Medical Center 1801 16th St. Greeley, CO 80631	1,900 47,000	Health-care services — acute medical inpatient, outpatient, diagnostic, medical imaging, wellness.	970-810-4121 www.bannerhealth.com Phoenix, AR	Margo Karsten, CEO, Banner Health Northern Colorado 1904
11	North Colorado Medical Center 1801 16th St. Greeley, CO 80631	1,900* N/A	Cancer care, orthopedics, trauma care, burn care, heart care, women's services, emergency care, intensive care, surgery services.	970-810-6002 www.bannerhealth.com/ncmc N/A	1904
12	IBM Corp. 6300 Diagonal Highway Boulder, CO 80301	1,800* 377,757	Computer software, hardware and services.	303-924-6300 www.ibm.com Armonk, NY	Ginni Rometty, chairman/CEO 1911
13	Ball Aerospace & Technologies Corp. 1600 Commerce St. Boulder, CO 80301-2734	1,616*** 2,693	Develops and manufactures spacecraft, advanced instruments and sensors, components, data exploitation systems and RF solutions for strategic, tactical and scientific applications.	303-939-6100 www.ballaerospace.com Boulder, CO	John Hayes, CEO, president 1956
14	Good Samaritan Medical Center 200 Exempla Circle Lafayette, CO 80026	1,600 1,600	Bone and Joint Institute, cardiovascular services, cardiac rehabilitation. Center for Childbirth with neonatal intensive care. Level II trauma center	303-689-4000 www.goodsamaritancolorado.org Lafayette	Beth Forsyth, Interim President & COO 2004
15	UCHealth Medical Center of the Rockies 2500 Rocky Mountain Ave. Loveland, CO 80538	1,548 1,548	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 Loveland, CO	Kevin Unger, president & CEO 2007
16	Broadcom Ltd. 4380 Ziegler Road Fort Collins, CO 80525	1,500*** N/A	Analog, mixed-signal and optoelectronic components and subsystems.	970-288-2575 www.avagotech.com San Jose, Calif.	Hock Tan, CEO/president 2005
17	Woodward Inc. 1081 Woodward Way Fort Collins, CO 80524	1,475** 6,800	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
18	State Farm 1555 Promontory Circle Greeley, CO 80638	1,300 65,000	State Farm and its affiliates are the largest providers of auto, home and individual life insurance in the United States. State Farm is ranked No. 35 on the 2016 Fortune 500 list of largest companies.	970-395-5000 www.statefarm.com Bloomington, Ill.	Denise Hardin, senior vice president 1922
19	Seagate Technology PLC 389 Disc Drive Longmont, CO 80503	1,300* 44,455	Data-storage company.	720-684-1900 www.seagate.com Cupertino, CA	Stephen Luczo, CEO/president 1979
20	Longmont United Hospital 1950 Mountain View Ave. Longmont, CO 80501	1,048 1,250	Health care.	303-651-5111 www.Centura.org Longmont, CO	Mitchell Carson, president & CEO 1959
21	Urban Lending Solutions 11802 Ridge Parkway Broomfield, CO 80021	1,003** N/A	Mortgage services. Appraisals, valuations, titles and settlement services, document fulfillment	303-996-8900 www.urban-ls.com Pittsburgh, Penn.	Charles Sanders, CEO 2002
22	DigitalGlobe Inc. 1300 W. 120th Ave. Westminster, CO 80234	1,000 1,733	Provides high-resolution satellite imagery.	303-684-4000 www.digitalglobe.com Westminster, CO	Jeffrey Tarr, CEO 1992
23	Hunter Douglas 1 Duette Way Broomfield, CO 80020	968* 16,500*	Window shades and blinds, window shadings, modern Roman shades, privacy sheers, Hunter Douglas Platinum technology.	303-466-1848 www.hunterdouglas.com Pearl River, NY	Richard Pellett, president/ general manager 1946
24	Medtronic Surgical Technologies 826 Coal Creek Circle Louisville, CO 80027-9750	900**** 98,017	Biomedical engineering in the research, design, manufacture and sale of instruments and appliances.	720-890-3200 www.medtronic.com Louisville, CO	Omar Ishrak, CEO 1949
25	Otter Products 209 S. Meldrum St. Fort Collins, CO 80524	854** 1,000**	Protection for smartphone and tablet devices under the OtterBox and LifeProof brands.	1-855-688-7269 www.otterbox.com Fort Collins, CO	Steve Nisbet, president 1998

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

* BizWest estimate.

** Did not respond, 2015 information.

*** Did not respond, 2016 information.

**** Includes Boulder and Louisville locations.

Researched by Chris Wood



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
26	Emerson Process Management, Micro Motion Division 7070 Winchester Circle Boulder, CO 80301	830* 131,600	Coriolis flow and density measurement technology.	03-530-8400 www.micromotion.com St. Louis, MO	David Farr, CEO 1977
27	Columbine Health Systems 802 W. Drake Road, Suite 101 Fort Collins, CO 80526	821 821	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	1971
28	Intrado Inc. 1601 Dry Creek Drive Longmont, CO 80503	816* 1,100*	9-1-1 support services.	720-494-5800 www.intrado.com Longmont	Mary Hester, president 1979
29	Qualfon 4401 Innovation Drive Fort Collins, CO 80525	800** 11,000	Customer sales and support. Call center.	970-206-9000 www.centerpartners.com Fort Collins, CO	James Dunn, CEO 1997
30	Anheuser-Busch Fort Collins Brewery 2351 Busch Drive Fort Collins, CO 80524	760** 154,000	Brewing company.	970-490-4500 www.anheuser-busch.com Leuven	Kevin Fahrenkrog, senior general manager; Glenn Wilson, plant manager 1852
31	Hach Co. 5600 Lindbergh Drive Loveland, CO 80539	750 4,200	Water-analysis systems and hydro lab instruments.	970-669-3050 www.hach.com Loveland	Lance Reisman, president 1947
32	Banner Health Clinics and Centers 7251 W. Fourth St. Greeley, CO 80534	737*** N/A	Family and internal medicine, pediatrics, allergy, behavioral health, cardiology, cardiac/thoracic/vascular surgery, endocrinology, gastroenterology, neurology, neurosurgery, medical and radiation oncology, orthopedics, pulmonology, general surgery, urology, obstetrics, gynecology, midwives, occupational health, palliative care, urgent care, pain management, vein clinic	970-506-6517 N/A Greeley, CO	Scott Baker, vice president of operations, Banner Medical Group 2009
33	Teletch Holdings Inc. 2400 W. 29th St., Suite 100 Greeley, CO 80631	730 48,000	Offers consulting, technology, care services and growth services.	970-347-2908 www.teletech.com Englewood, CO	Kenneth Tuchman, chairman 1984
34	Platte Valley Medical Center 1606 Prairie Center Parkway Brighton, CO 80601	702*** N/A	Bile Duct Biliary Breast Colon/Rectal Cancer Diverticulitis Endocrine Endocrine Gallbladder Gastric Cancer GERD GI Hernia Pancreatic Pancreatitis Skin Lesion Removal Thoracic Trauma Ulcers Vascular	303-498-1600 www.pvmc.org Brighton	John Hicks, CEO/president 1960
35	Wells Fargo 1242 Pearl St. Boulder, CO 80302	700*** 269,000	Wells Fargo provides banking, insurance, investments, mortgage, and consumer and commercial finance through 8,800 locations, 13,000 ATMs, the internet (wellsfargo.com) and mobile banking, and has offices in 36 countries to support customers who conduct business in the global economy.	303-441-0360 www.wellsfargo.com San Francisco, CA	Jonathan Munro, area president 1852
36	Halliburton Energy Services, Inc. 2990 County Road 27 Fort Lupton, CO 80621	690* 55,000	Providers of products and services to the global energy industry.	303-825-4346 www.halliburton.com Houston, TX	1919
37	Vail Resorts Inc. 390 Interlocken Crescent Broomfield, CO 80021	680* 5,200	International Ski Area Operations	303-404-1800 www.vailresorts.com N/A	Robert Katz, CEO 1997
38	Salud Family Health Centers - Longmont 220 E. Rodgers Road Longmont, CO 80501	637*** N/A	Medical, Dental, Behavioral Health and Pharmacy	303-776-3250 www.saludclinic.org N/A	John Santistevan, President/CEO 1970
39	Tolmar Inc. 701 Centre Ave. Fort Collins, CO 80526	635 635	Fully integrated pharmaceutical company. Product development, clinical trial expertise and manufacturing.	970-212-4500 www.tolmar.com Fort Collins, CO	Michael Duncan, CEO 2006
40	Anadarko Petroleum Corp. 4000 Burlington Ave. Evans, CO 80620	610* 5,800	Oil and natural gas producer.	970-330-0614 www.anadarko.com Woodlands, TX	Al Walker, president & CEO 1960
41	Brocade Communications Systems 4 Brocade Parkway Broomfield, CO 80021	600* 4,143	Technology company specializing in data and storage networking products.	720-558-8000 http://www.brocade.com San Jose, CA	Lloyd Carney, CEO 1995
42	Imagine! 1400 Dixon Ave. Lafayette, CO 80026	600*** 600	Support to people of all ages with cognitive, developmental, physical and health-related needs.	303-665-7789 www.imaginecolorado.org Lafayette, CO	Mark Emery, executive director 1963
43	UCHealth Medical Group 2695 Rocky Mountain Ave., Suite 110 Loveland, CO 80538	584*** N/A	Medical administrative group.	970-624-4420 www.uchealth.org Loveland	Deborah (Debbie) Chandler, president and CEO; Donna Lankford, CHMG VP Operations North Region 2009
44	McKee Medical Center 2000 N. Boise Ave. Loveland, CO 80538	577*** N/A	Acute-care hospital.	970-820-4640 www.bannerhealth.com/McKee N/A	Margo Karsten, Interim CEO, Banner Health Northern Colorado 1976
45	Sandoz Inc. 2555 W. Midway Blvd. Broomfield, CO 80020	550**** 26,500****	Generic pharmaceutical industry. Develops, produces and markets a wide range of affordable, high-quality medicines.	303-466-2400 www.us.sandoz.com Holzkirchen, Germany	Peter Goldschmidt, president, Sandoz US and head of North America 1975
46	Mental Health Partners 1333 Iris Ave. Boulder, CO 80304	550*** N/A	Nonprofit organization providing comprehensive mental health and wellness services in Boulder and Broomfield counties.	303-443-8500 www.mhpcolorado.org Boulder, CO	Kelly Phillips-Henry, CEO 1962
47	Agrium Inc. 3005 Rocky Mountain Ave. Loveland, CO 80538	525**** N/A	Marketer and distributor of fertilizer, seed and crop protection products.	970-685-3300 www.agrium.com N/A	Charles Magro, CEO/president 1978
48	HP Inc. 3404 E. Harmony Road Fort Collins, CO 80528-9544	500* 302,000	Laptop computers, desktop computers, printers and other products.	970-898-3800 www.hp.com Palo Alto, CA	1939
49	U.S. Bank 2845 Linden Court Loveland, CO 80538	500 60,000	Full-service, all-encompassing consumer and business banking.	970-669-5172 www.usbank.com Minneapolis, MN	Flint Mulder, vice president 1863
50	Zayo Group Holdings Inc. 1805 29th St. Boulder, CO 80301	500* 3,224	Provides comprehensive bandwidth infrastructure services, full suite of lit services and dark-fiber products.	303-381-4683 www.zayo.com Boulder	Daniel Caruso, CEO 2007

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* BizWest estimate.

** Did not respond, 2015 information.

*** Did not respond, 2016 information.

**** 2016 data.

***** Did not respond, 2016 information. Includes 375 employees of subsidiary company Crop Production Services.

Researched by Chris Wood



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
51	Noble Energy Inc. 2115 117th Ave. Greeley, CO 80634	500* 2,395*	Oil and natural gas exploration and production.	970-304-5000 www.nobleenergyinc.com Houston, TX	Mike Guinn, district manager 2000
52	Select Energy Services LLC 3031 First Ave. Greeley, CO 80631	500** 2,000	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
53	Advanced Energy Industries Inc. 1625 Sharp Point Drive Fort Collins, CO 80525	500*** 1,558	Power and control technologies for high-growth, precision power conversion solutions.	970-221-4670 www.advanced-energy.com Fort Collins, CO	Yuval Wasserman, CEO/ president 1981
54	Circle Graphics 120 Ninth Ave. Longmont, CO 80501-4594	500 800	Digital printing: Billboards and consumer wall decor	303-532-2370 www.circlegraphicsonline.com Longmont, CO	Andrew Cousin, CEO 2000
55	Avista Adventist Hospital 100 Health Park Drive Louisville, CO 80027	462 462	Emergency care, orthopedics, imaging, 3D mammography, surgery, breast care, gynecologic oncology, oncology, pelvic health, spine, neurology, urogynecology, obstetrics, gynecology, genetic counseling.	303-673-1000 www.avistahospital.org Louisville, CO	Dennis Barts, CEO 1990
56	Leprino Foods 1302 N. First Ave. Greeley, CO 80631	450 4,000	Dairy food and ingredient company.	970-351-6041 www.leprinofoods.com Denver, CO	Mike Durkin, president 1950
57	New Belgium Brewing Co. 500 Linden St. Fort Collins, CO 80524	450* 750	Belgian-style, hoppy and experimental craft beers.	970-221-0524 www.newbelgium.com Fort Collins, CO	Kim Jordan; Christine Perich, CEO 1991
58	Aurora Organic Dairy 7388 Colorado Highway 66 Platteville, CO 80651	445* N/A	Certified organic milk and butter.	720-564-6296 www.aodmilk.com N/A	Marc Peperzak, CEO/founder 2003
59	Spectra Logic Corp. 6285 Lookout Road Boulder, CO 80301	425* 450	Scalable "deep storage" solutions that utilize automated tape libraries and disk systems to store data.	303-449-6400 www.spectrallogic.com Boulder	Nathan Thompson, CEO 1979
60	McLane Western Inc. 2100 E. Ken Pratt Blvd. Longmont, CO 80504	410** 20,000	Distribution center.	303-682-7500 www.mclaneco.com Temple, TX	Keith Pearson, president 1894
61	Google Boulder 2590 Pearl St., Suite 110 Boulder, CO 80302	400** N/A	Organize the world's information and make it universally accessible and useful.	303-245-0086 www.google.com Mountain View, CA	Larry Page, CEO 1998
62	Elevations Credit Union 2300 55th St. Boulder, CO 80301	384 420	Checking & savings accounts, mortgage loans, credit cards, auto loans, home equity lines of credit, student loans, business loans, financial planning.	303-443-4672 www.elevationscu.com Boulder, CO	Gerry Agnes, president/CEO 1952
63	Carestream Health Inc. 2000 Howard Smith Ave. West Windsor, CO 80550	380*** 7,300	Medical film.	970-304-4600 www.carestream.com Rochester, NY	Chris Schmachtenberger, director, WW media manufacturing and site manager 2007
64	Madwire/Marketing 360 3420 E. Harmony Road Building 5, 3rd Floor Fort Collins, CO 80528	380 380	Small-business digital marketing software & highly skilled professional marketing services through a single, powerful platform.	970-541-3284 www.madwire.com Fort Collins, CO	JB Kellogg, co-CEO, co- Founder, COO 2009
65	Crop Production Services Inc. 3005 Rocky Mountain Ave. Loveland, CO 80538	375 N/A	Agricultural crop-protection chemicals and nutritionals.	970-685-3300 www.cpsagu.com Calgary, Alberta, Canada	Richard Gearheard, CEO 1978
66	Intel Corp. 4701 Technology Parkway Fort Collins, CO 80528	350** 107,300	Data-storage solutions.	970-267-2267 www.intel.com Santa Clara, CA	1968
67	PEI 5435 Airport Blvd., Suite 106 Boulder, CO 80301	350 500	A technology consultancy and service provider specializing in Managed Services, Unified Communications Cloud Services and Advanced Infrastructure	303-786-7474 www.pei.com Boulder, CO	Tim Krueger; Tim Krueger, presidents 1988
68	Estes Park Medical Center 555 Prospect Ave. Estes Park, CO 80517	350 N/A	Full-service hospital and Level IV Trauma Center.	970-586-2317 www.epmedcenter.com Estes Park, CO	1975
69	Interim Healthcare 2000 Vermont Drive, Suite 100 Fort Collins, CO 80525	350*** N/A	Both medical and non medical homecare services. Provide supplemental staffing to local healthcare facilities.	970-472-4180 www.interimhealthcare.com Sunrise, FL	Margy Blomberg, administrator 1996
70	Salud Family Health Centers - Fort Lupton 1115 Second St. Fort Lupton, CO 80621	350*** N/A	Medical, dental and behavioral health-care services.	303-857-2771 www.saludclinic.org Fort Lupton	John Santistevan, CEO/ president 1970
71	RE/MAX Alliance 4770 Baseline Road, Suite 200 Boulder, CO 80303	349 846	Real Estate Sales	303-499-9880 www.homesincolorado.com Arvada, Colorado	Beverly Kleinsasser 1984
72	Orthopaedic & Spine Center of the Rockies 2500 E. Prospect Road Fort Collins, CO 80525	332* N/A	Comprehensive orthopaedic, spine, sports medicine, concussion, and podiatry care. Orthopaedic care for on-the-job injuries. Surgery-recovery centers, MRI, digital x-ray, PT-OT, cast-brace-splints.	970-493-0112 www.orthohealth.com N/A	1969
73	IBMC College 3842 S. Mason St. Fort Collins, CO 80525	325 375	Certificate, diploma and degree programs in computer, cosmetology, dental, medical assisting, medical billing and coding, pharmacy tech, massage, business and paralegal fields.	970-223-2669 www.ibmc.edu Fort Collins, CO	Diana Gunderson, Vice President of Education 1987
74	Crocs Inc. 7477 Dry Creek Parkway Niwot, CO 80503-8021	320*** 5,068	Casual footwear.	303-848-7000 www.crocs.com Niwot, CO	Gregg Ribatt, CEO 2002
75	The Lodge at Balfour Independent Living* 1331 E Hecla Drive Louisville, CO 80027	320*** N/A	All utilities, including WI-Fi, and 24/7 emergency response system in all residences. Concierge service, transportation, indoor pool.	303-926-8300 www.balfourcare.com Louisville	Ronnie Brown, executive director 2004

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*** Did not respond, 2015 information.

Researched by Chris Wood



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
76	Hensel Phelps Construction Co. 420 Sixth Ave. Greeley, CO 80631	315 2,010	Planning and design, construction and facility management.	970-352-6565 www.henselphelps.com Greeley, CO	Jeffrey Wenaas, president; Allan Bliesmer, District Manager / Vice President 1937
77	SummitStone Health Partners 125 Crestridge St. Fort Collins, CO 80525	315 315	24-7 crisis services, comprehensive mental health and substance use disorder treatment, education and support services for the citizens of Larimer County.	970-494-4200 www.summitstonehealth.org Fort Collins, CO	Michael Allen, CEO 1957
78	Sierra Nevada Corp Space Systems 1722 Boxelder St. Louisville, CO 80027	300* 3,000	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
79	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 80020	Scott Thompson, president 1971
80	Boulder Medical Center PC 2750 Broadway Boulder, CO 80304	300 300	Locally owned and operated, allowing staff and physicians to engage in patient-centered, compassionate health care. Three locations throughout Boulder and Louisville.	303-440-3000 www.bouldermedicalcenter.com Boulder, CO	Patrick Menzies, CEO 1949
81	Sunrise Community Health Administration 2930 11th Ave. Evans, CO 80620	294* N/A	Services include medical, dental, behavioral health, laboratory, radiology, pharmacy, care management, and health education.	970-350-4606 www.sunrisecommunityhealth.org N/A	Mitzi Moran, CEO 1973
82	Associates in Family Medicine 3702 Automation Way, Suite 103 Fort Collins, CO 80525	290 290	Family medicine medical clinic.	970-224-1670 www.afmfc.com Fort Collins, CO	James Sprowell, CEO 1979
83	Frasier 350 Ponca Place Boulder, CO 80303	290 290	Wellness, adult day care, dementia care, retirement, independent living, skilled nursing, assisted living, rehab activities, concierge.	303-499-4888 www.frasiermeadows.com Boulder, CO	Timothy Johnson, president and CEO 1960
84	Associates in Family Medicine - Foxtrail Office 1625 Foxtrail Drive Loveland, CO 80538	288 288	Family-medicine medical clinic.	970-619-6900 afmfc.com Fort Collins, CO	James Sprowell, CEO 1962
85	Associates in Family Medicine - South Office 1113 Oakridge Drive Fort Collins, CO 80525	288 288	Family-medicine medical clinic.	970-225-0040 www.afmfc.com Fort Collins, CO	James Sprowell, CEO 1962
86	Re/Max Alliance 5440 Ward Rd. #230 Arvada, CO 80002	284 858	Real estate brokerage.	303-420-53521 www.coloradocommercialbrokers.com, www.homesincolorado.com Arvada	Gene Vaughan, broker/owner 1985
87	UCHealth Longmont Clinic 1925 W. Mountain View Ave. Longmont, CO 80501	281** N/A	Multispecialty medical center includes radiology, lab, walk-in urgent care, diagnostic imaging, nuclear medicine.	303-776-1234 www.longmontclinic.com N/A	Jack Campbell, administrator 1906
88	MWH Global Inc. 380 Interlocken Crescent, Suite 200 Broomfield, CO 80201	267 N/A	Strategic consulting, technical engineering and construction services firm.	303-533-1900 www.mwhglobal.com N/A	Alan Krause, chairman/CEO 1820
89	CP+B 6450 Gunpark Drive Boulder, CO 80301	250 750	Full-service advertising agency.	303-628-5100 www.cpbgroup.com Boulder, CO	Lori Senecal, global CEO; Danielle Whalen, EVP/ managing director; Devin Reiter, VP/managing director 1988
90	Colorado Premium Foods 2035 Second Ave Greeley, CO 80631-7201	250 430	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
91	Agfinity Inc. 260 Factory Road Eaton, CO 80615	250 250	Agricultural cooperative serving both the urban and rural communities of Northern Colorado. Business units that work in retail, animal nutrition, refined fuels, propane, car-care centers, grain and agronomy.	970-454-4000 www.agfinityinc.com Eaton, CO	Jason Brancel, CEO/President 1905
92	Phase 2 Co. 216 Hemlock St. Fort Collins, CO 80524	250 250	Drywall, paint, acoustics.	970-482-7000 www.phase2co.com Fort Collins, CO	Alison Larsen-Rogers, president 1973
93	Platte River Power Authority 2000 E. Horsetooth Road Fort Collins, CO 80525	250 250	Not-for-profit wholesale electricity generation and transmission provider.	970-226-4000 www.prpa.org Fort Collins, CO	Jason Frisbie, general manager/CEO 1973
94	SolidFire 1600 Pearl St., Suite 200 Boulder, CO 80302	250 250	SolidFire, now part of NetApp is the market leader in all-flash storage systems built for the Next Generation Data Center.	720-523-3278 www.solidfire.com Boulder, CO	David Wright, CEO 2010
95	Global Healthcare Exchange LLC 1315 W. Century Drive Louisville, CO 80027	236 630	Medical software for automating manual processes.	720-887-7000 www.ghx.com Louisville, CO	Bruce Johnson, CEO & president 2000
96	Good Samaritan Society - Loveland Village* 2101 S. Garfield Ave Loveland, CO 80537	225* N/A	Secured memory care, physical, occupational and speech therapies, long-term and skilled care. Assisted living, Colorado home care, independent living.	970-624-5468 www.good-sam.com Sioux Falls, SD	Lisa Melby, executive director 1972
97	Nite Ize Inc. 5660 Central Ave. Boulder, CO 80301	225* N/A	Outdoor accessory company, using LED lighting.	303-449-2576 www.niteize.com Boulder, CO	Rick Case, CEO & founder 1989
98	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
99	Raintree Athletic Club 2555 S. Shields St. Fort Collins, CO 80526	220 220	Full-service health club: indoor pool, indoor track, weight room, basketball, racquetball, massage, spinning, group fitness, senior programs, yoga, barre, Pilates, TRX, Hiit programs, Cafe/Bar	970-490-1300 www.raintreeathleticclub.com Fort Collins, CO	2009
100	Connell Resources Inc. 7785 Highland Meadows Parkway, Suite 100 Fort Collins, CO 80528	215*** N/A	Asphalt, paving, utilities, excavation, aggregates, general contracting.	970-223-3151 www.connellresources.com N/A	Richard Connell, president 1949

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Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
101	Home Instead Senior Care 251 Boardwalk Drive Fort Collins, CO 80525	214 60,000	Licensed non-medical home care.	970-494-0289 www.homeinstead.com/ northerncolorado Fort Collins, CO	Mike Maguire, president 2001
102	Corden Pharma Colorado Inc. 2075 55th St. Boulder, CO 80301-2880	210 4,000	Develops and produces pharmaceutical intermediates and active ingredients.	303-442-1926 www.cordenpharma.com Boulder, CO	Brian McCudden, CEO 1946
103	Sandisk/Western Digital Technologies Inc. 1951 S. Fordham St., #400 Longmont, CO 80503	210* N/A	Flash storage and other data-storage solutions.	303-827-0321 www.sandisk.com Milpitas, CA	Stephen Milligan, CEO 1970
104	Xilinx Inc. 3100 Logic Drive Longmont, CO 80503	200* 3,500	All programmable FPGAs, SoCs, 3DICs, design tools.	720-652-3600 www.xilinx.com San Jose, CA	Moshe Gavrielov, president/ CEO 1984
105	RES Americas 11101 W. 120th Ave., Suite 400 Broomfield, CO 80021	200 800	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	Ivor Catto, CEO 1997
106	Eye Center of Northern Colorado PC 1725 E. Prospect Road Fort Collins, CO 80525	200 200	Ophthalmology, optometry, optical, LASIK, plastic and reconstructive surgery.	970-221-2222 www.eyecenternoco.com Fort Collins, CO	Carol Wittmer, practice administrator 1962
107	The Eye Laser Center of Northern Colorado 6125 Sky Pond Drive, Suite 160 Loveland, CO 80538	200 200	Lasik and refractive surgery, cosmetic and reconstructive surgery of the eyelids, orbit and lacrimal system.	970-663-3262 www.eyecenternoco.com Fort Collins, CO	Carol Wittmer, practice administrator 1996
108	Northern Colorado Long-Term Acute Hospital 4401A Union St. Johnstown, CO 80534	200** N/A	Treating any patient requiring extended acute care, including those requiring high observation, medically complex care, rehabilitation & vent weaning.	970-619-3663 NCLTAH.ernesthealth.com Albuquerque, NM	Mike Phillips, area director of operations 2007
109	DMC Global Inc. 5405 Spine Road Boulder, CO 80301	195 428	Explosion welding, explosion-welded clad products and advanced perforating systems and components.	303-665-5700 www.dynamicmaterials.com Broomfield, CO	Kevin Longe, CEO 1965
110	Avery Brewing Co. 4910 Nautilus Court North Boulder, CO 80301-3242	195 209	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
111	Waste Management of Colorado 40950 Weld County Road 25 Ault, CO 80610	191*** N/A	Recycling collection, trash collection, portable toilet service	970-674-2505 www.wm.com N/A	Richard Morford, district manager 1968
112	Gallegos Sanitation Inc. 1941 Heath Parkway Fort Collins, CO 80524	190*** N/A	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 N/A	Gallegos Family, owners 1959
113	Kodak Alaris 9952 Eastman Park Drive Windsor, CO 80551	185** 4,000**	Imaging	970-686-7611 www.kodakalaris.com Hemel Hemstead, London, England	Stephen Kozak, Kodak Alaris site manager 2013
114	Walker Manufacturing Co. 5925 E. Harmony Road Fort Collins, CO 80528	180 180	Manufacturer of commercial-grade riding lawn mowers and attachments.	970-221-5614 www.walkermowers.com Fort Collins, CO	Bob Walker, president 1959
115	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
116	Via Mobility Services 2855 N. 63rd St. Boulder, CO 80301	175 175	On-demand, driver-assisted, wheelchair accessible transportation. Mobility options information and referral. Nonprofit.	303-447-2848 www.viacolorado.org Boulder, CO	Frank Bruno, CEO 1979
117	Golden Aluminum Inc. 1405 E. 14th St. Fort Lupton, CO 80621	173*** N/A	Aluminum coil manufacturing.	303-654-8301 www.goldenaluminum.com N/A	Ted Blakely, vice president of operations 1983
118	United Power Inc. 500 Cooperative Way Brighton, CO 80603	171 N/A	Electric-distribution cooperative, providing electricity to more than 150,000 people along Colorado's northern Front Range.	303-659-0551 www.unitedpower.com Brighton	Darryl Schriver, CEO 1938
119	Array BioPharma Inc. 3200 Walnut St. Boulder, CO 80301	170 177	Discovers, develops and commercializes targeted small molecule drugs to treat patients afflicted with cancer.	303-381-6600 www.arraybiopharma.com Boulder, CO	Ron Squarer, CEO 1998
120	Miramont Lifestyle Fitness 901 Oakridge Drive Fort Collins, CO 80525	161 N/A	All-inclusive fitness club, health and wellness programs.	970-282-1000 www.miramontlifestyle.com Fort Collins	Shane Hunsinger, COO 1979
121	Dellenbach Motors 3111 S. College Ave. Fort Collins, CO 80525	160 160	New-car franchisee of Chevrolet, Cadillac and Subaru. Includes service, parts and body shop.	970-226-2438 www.dellenbach.com Fort Collins, CO	Michael Dellenbach, dealer principal 1965
122	Sun Construction & Design Services Inc. 1232 Boston Ave. Longmont, CO 80501	160 160	Construction and renovation of industrial and commercial buildings.	303-444-4780 www.sunconstruction.com Longmont, CO	Andrew Welch, president 1985
123	Markley Motors Inc. 3401 S. College Ave. Fort Collins, CO 80525	160** N/A	Full service dealership	888-500-4584 www.markleymotors.com Fort Collins, CO	Roger Belisle, general manager 1936
124	Noosa Yoghurt LLC 4120 County Road 25E Bellvue, CO 80512	160 N/A	Cultured dairy products.	970-493-0949 www.noosayoghurt.com Bellvue, CO	Wade Groetsch, president/ COO 2010
125	Banner Fort Collins Medical Center 4700 Lady Moon Drive Fort Collins, CO 80528	155*** N/A	Full-service, acute-care hospital offering emergency care, orthopedics, general surgery, women's health, labor and delivery, gastroenterology, urology, pulmonology, intensive care and other medical and surgical services.	970-821-4000 www.BannerHealth.com/FortCollins N/A	Margo Karsten, CEO N/A

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Ranked by number of employees in region

Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
126	Pedersen Toyota-Scion-Volvo 4455 S. College Ave. Fort Collins, CO 80525	151* N/A	Full service dealership.	970-223-3100 www.pedersentoyota.com N/A	Mark Pedersen, president/ general manager 1972
127	TRU Community Care 2594 Trailridge Drive East, Suite A Lafayette, CO 80026	151** N/A	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	Pat Mehnert, interim CEO & president 1976
128	RGS Energy 833 W. South Boulder Road, Suite 200 Louisville, CO 80027	150* 244*	A full-service solar electric company providing everything from the planning stages to the installation and deployment of solar-energy systems; fronts utility rebates.	888-567-6527 www.rgsenergy.com Louisville	Dennis Lacey, CEO 1978
129	SomaLogic Inc. 2945 Wilderness Place Boulder, CO 80301	150 160	Develops clinical diagnostics and research tools based on its proprietary and novel proteomics technologies.	303-625-9000 www.somallogic.com Boulder	Byron Hewett, CEO 2000
130	Boulder Scientific Co. 4161 Specialty Place Longmont, CO 80504	150* 150*	Manufacturer of advanced organometallic catalysts, ligands, and co-catalysts.	970-535-4494 www.bouldersci.com Longmont, CO	Don Morrison, director of business development 1972
131	Hungenberg Produce Inc. 976 N. Balsam Ave. Greeley, CO 80631	150* 150	Fresh carrots, cabbage.	970-356-6616 www.hungenbergproduce.com N/A	Paul Hungenberg, secretary/ treasurer 1974
132	OpenStage Theatre & Company Inc. 402 N. College Ave. Fort Collins, CO 80525	150 150	Lives plays including comedies, classics, and cutting edge dramas.	970-484-5237 www.openstage.com Fort Collins, CO	Denise Freestone, producing artistic director 1973
133	RallySport Health & Fitness Club 2727 29th St. Boulder, CO 80301	150 150	Full service multipurpose fitness facility with full aquatics and spa amenities.	303-449-4800 www.rallysportboulder.com Boulder, CO	Erin Carson, owner/general manager/performance director 1978
134	Sill-TerHar Motors Inc. 150 Alter St. Broomfield, CO 80020	150 150	Full-service dealership.	303-469-1801 www.sthmotors.com Broomfield, CO	Jack TerHar, owner 1960
135	CHPG Primary Care Niwot 6800 79th St., Suite 102 Niwot, CO 80503	150* N/A	Family medicine, preventive care, health screenings, blood draws.	720-494-7100 N/A N/A	2006
136	Life Care Center of Greeley** 4800 25th St. Greeley, CO 80634	150* N/A	Inpatient and outpatient rehabilitation with physical, occupational and speech-language pathology.	970-330-6400 www.lcca.com N/A	Jason Reed 1998
137	Northern Colorado Rehabilitation Hospital 4401 Union St. Johnstown, CO 80534	150* N/A	Hospital provides rehabilitative services for patients with functional deficits as a result of debilitating illnesses or injuries.	970-619-3400 www.ncrh.ernesthealth.com Albuquerque, NM	Mike Phillips, area director 2005
138	Meadow Gold Dairy 450 25th St. Greeley, CO 80631	148** N/A	Dairy products.	970-352-7860 www.deanfoods.com Dallas, TX	Scott Johnson, sales manager; John Guerin, general manager 1937
139	Tharp Cabinet Co. 1246 N. Denver Ave. Loveland, CO 80537	147* N/A	Full service manufacturer of custom residential, commercial, and specialty cabinets.	970-667-7144 www.tharpcabinets.com N/A	Garth Rummery, president 1971
140	Water Pik Inc. 1730 E. Prospect Road Fort Collins, CO 80553	145* 0	Waterflossers, sonic toothbrushes and replacement showerheads.	970-484-1352 www.waterpik.com Fort Collins, CO	Richard Bisson, CEO/president 1962
141	Weld County Garage 2699 47th Ave. Greeley, CO 80634	141 141	Full service dealership.	970-352-1313 www.weldcountygara.com Greeley, CO	Warren Yoder, owner/general manager 1908
142	Sparkfun Electronics 6333 Dry Creek Parkway Niwot, CO 80503	140** 140	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
143	Aleph Objects Inc. 626 W. 66th St. Loveland, CO 80538	139 150	Products include the LulzBot line of desktop 3D printers, accessories, and 3D printing filament materials.	970-377-1111 www.alephobjects.com Loveland, CO	Jeff Moe, CEO; Steven Abadie, Chief Operating Officer; Harris Kenny, President 2011
144	Good Day Pharmacy — Corporate Office 3780 E. 15th St., Suite 102 Loveland, CO 80538	138 138	Independent pharmacy chain. Specialties include compounding, bio-identical hormones, medical equipment, specialty care medications, specialty pharmacy serving assisted living and skilled nursing.	970-461-1975 www.gooddaypharmacy.com Loveland, CO	1985
145	The Women's Clinic of Northern Colorado 2500 Rocky Mountain Ave., Suite 150 Loveland, CO 80538	136 136	OB/GYN care, mammography, Dexa bone density screening, ultrasounds.	970-493-7442 www.fcwc.com Fort Collins, CO	1970
146	Good Samaritan Society — Fort Collins Village 508 W. Trilby Road Fort Collins, CO 80525	135 27,000	Senior and assisted-living apartments, long-term-care skilled nursing, short-term rehab, in-and-out-patient therapy services, and home care.	970-226-4909 www.good-sam.com/fortcollinsvillage Sioux Falls, SD	Fred Pitzl, administrator 1973
147	Transpro Burgener Trucking 7301 S.W. Frontage Road Fort Collins, CO 80528	135** 171**	Dry bulk trucking.	970-482-4888 www.gotranspro.com Fort Collins, CO	Curt Burgener, CEO/president 1946
148	The Neenan Co. 3325 S. Timberline Road Fort Collins, CO 80525-4427	135 135	Provides development, design and construction services for education, healthcare, government and commercial facilities.	970-493-8747 www.neenan.com Fort Collins, CO	David Shigekane, president 1966
149	Varra Cos. Inc. 8120 Gage St. Frederick, CO 80516	135** 135**	Sand, gravel, ready-mix concrete.	303-666-6657 www.varracompanies.com N/A	Chris Varra, president 1949
150	Mark Young Construction Inc. 7200 Miller Place Frederick, CO 80504	133* N/A	General commercial construction.	303-776-1449 www.markyoungconstruction.com N/A	David Guida, president 1989

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

* Did not respond, 2015 information.

** Did not respond, 2016 information.

Researched by Chris Wood



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region	Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
151	North Shore Health & Rehab Facility 1365 W. 29th St. Loveland, CO 80538	132	N/A	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	Clark McLaurin, administrator 1962
152	TRC 131 E. Lincoln St., Suite 200 Fort Collins, CO 80524	130	4,100	Environmental consulting.	970-484-3263 www.trcsolutions.com Lowell, MA	Christopher Vincze, chairman/ CEO 1961
153	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 and www.foxtheatre.com Boulder, CO	Cheryl Liguori, CEO BT: 1995 Fox Theater 1992 Z2 Entertainment was formed in 2010 merging the two venue businesses.
154	In-Situ Inc. 221 E. Lincoln Ave. Fort Collins, CO 80524	130	130	Manufacturer of environmental monitoring and sampling systems used to assess the quantity and quality of groundwater and surface water.	970-498-1500 www.in-situ.com Fort Collins	John Pawlikowski, CEO/ president 1976
155	Pathways 305 Carpenter Road Fort Collins, CO 80525	130	130	Community-based, nonprofit agency providing medical and comfort care for individuals navigating the last months of life. Bereavement support is available to everyone in our service area.	970-663-3500 www.pathways-care.org Fort Collins	1978
156	Flatirons Imports Inc. 5995 Arapahoe Road Boulder, CO 80303	129	N/A	Full service dealership.	303-442-2544 www.flatironsimports.com N/A	Scott Crouch, owner 1988
157	Fort Collins Dodge Chrysler Jeep 3835 S. College Ave. Fort Collins, CO 80525	128*	N/A	Full service dealership.	970-226-5340 www.fortcollinsdodgechryslerjeep.com Fort Collins, CO	Steve Hardy, general manager 2009
158	Lemay Avenue Health & Rehab Facility 4824 S. Lemay Ave. Fort Collins, CO 80525	127	N/A	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 Lamastra, administrator 1971
159	Ovations Food Services at The Ranch 5290 Arena Circle Loveland, CO 80538	125*	10,000*	Catering, suites, restaurant and concessions.	970-619-4050 http://treventscomplex.com/ aboutspectra.html Lutz, Florida	Phil Hossler, General Manager 2003
160	Advanced Micro Devices Inc. 2950 E. Harmony Road, No. 300 Fort Collins, CO 80258	125**	9,139	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
161	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
162	GE Healthcare - Dharmacon 2650 Crescent Drive, No. 100 Lafayette, CO 80026	125***	155***	Life science research reagents and consumables including CRISPR Gene Editing, siRNA, shRNA, miRNA, custom RNA, cDNA, PCR/qPCR and other molecular biology applications.	303-604-9499 www.gelifesciences.com/dharmacon UK	Michael Deines, vice president and general manager 1995
163	Advance Tooling Concepts LLC 33 S. Pratt Parkway Longmont, CO 80501	125	125	One of the industry's leading injection molding companies and injection mold manufacturers that services the medical clean room molding community. Parent company is ARC Group Worldwide.	303-772-2525 www.atcmold.com N/A	Jed Rust, GM 1999
164	King Buick GMC 4175 Byrd Drive Loveland, CO 80538	123***	123***	Automotive Retailer.	970-667-8905 www.kinggm.com Loveland, CO	Rex King, president 1998
165	Envision, Creative Support for People with Developmental Disabilities 1050 37th St. Evans, CO 80620	121*	N/A	Provide services to people with intellectual and developmental disabilities/delays in Weld County Colorado	970-339-5360 www.envisionco.org Evans, Colorado	Mary Lu Walton, executive director 1964
166	King Chevrolet Buick GMC 1415 Vista View Drive Longmont, CO 80504	121*	N/A	Full-service dealership.	303-776-2650 www.kinggm.com Longmont, CO	Rex King, president; Jared King, general manager 1998
167	VMware Inc. 380 Interlocken Crescent, Suite 500 Broomfield, CO 80021	120**	19,000	Software-defined data center, end user computing, hybrid cloud computing.	303-942-4600 www.vmware.com Palo Alto, CA	Patrick Gelsinger, CEO 1998
168	Black Roofing Inc. 6115 Ben Place Boulder, CO 80301	120	120	Roofing, waterproofing, dampproofing, insulation, caulking, deck coating and sheet-metal services.	303-449-5176 www.blackroofing.com Boulder, CO	Tim Black, executive president; Dan Zahtila, President; Brandon DeLozier, Vice President; Jason Pryor, Vice President 1975
169	CooperSmith's Pub & Brewing 5 Old Town Square Fort Collins, CO 80524-2446	120	120	Full-service restaurant and brewpub.	970-498-0483 www.coopersmithspub.com Fort Collins, CO	Dwight Hall, brewer/president 1989
170	Green Ride Colorado Inc. 4825 Earhart Road Loveland, CO 80538	120	120	Locally owned shared-ride airport shuttle company focused on minimal environmental impact while providing transportation for residents and visitors.	970-226-5533 www.greenrideco.com Fort Collins, CO	Robert Flynn; Ray Schofield, co-founders 2008
171	Green Ride Colorado Inc. 4800 Baseline Road, Unit D110 Boulder, CO 80303	120	120	Locally owned shared-ride airport shuttle company focused on minimal environmental impact while providing transportation for residents and visitors.	970-226-5533 www.greenrideco.com Fort Collins, CO	Robert Flynn; Ray Schofield, co-founders 2008
172	Z2 Entertainment, Boulder & Fox Theatres 2032 14th St. Boulder, CO 80302	120	120	Live Entertainment venues	303-786-7030 www.bouldertheater.com Boulder	Cheryl Liguori, CEO 1992 & 1995
173	Double J Meat Packing Inc. 726 W. Main St. Pierce, CO 80650	120***	N/A	Custom butchering and processing of beef, bison and lamb.	970-834-1388 doublejcuts.com Pierce	Jay Hasbrouck, president 2002
174	Larry H. Miller Toyota Boulder 2465 48th Court Boulder, CO 80301	120*	N/A	Full service dealership.	303-443-3250 www.bouldertoyota.com N/A	Steve Doersam, general manager 1987
175	Harmony Foundation Inc. 1600 Fish Hatchery Road Estes Park, CO 80517	117	N/A	A residential treatment center for the diseases of drug and alcohol addiction. Gender separate/specific with medically managed detox and a full nursing staff.	970-586-4491 www.harmonyfoundationinc.com Estes Park, CO	Dorothy "Dot" Dorman 1969

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* Did not respond, 2015 information.

** BizWest estimate.

*** Did not respond, 2016 information.

Researched by Chris Wood



Private-Sector Employers

Ranked by number of employees in region

Rank	Company	Employees in region Employees worldwide	Products/Services	Phone Website Headquarters	Person in charge, Title Year founded
176	Re/Max Alliance 4703-A Boardwalk Drive Fort Collins, CO 80525	115 846	Real estate brokerage.	970-226-3990 www.homesincolorado.com Arvada	Gene Vaughan, broker/owner 1985
177	Fisher Honda & Kia 6025 Arapahoe Road Boulder, CO 80303	115 115	Full service dealership.	303-443-0530 www.fisherauto.com Boulder, CO	Craig Fisher, president 1973
178	Mountainside Medical Colorado LLC 6165 Lookout Road Boulder, CO 80301	115 115	Contract manufacturing for medical companies.	303-222-1260 www.mountainsidemed.com Boulder, CO	Susan Neidecker, CEO 2006
179	FCI Constructors Inc. 4015 Coriolis Way Frederick, CO 80504	110 366	Commercial and industrial design-builder, general contractor and construction manager covering several markets across Colorado and the surrounding states.	970-535-4725 www.fcicol.com Grand Junction	Jeff Erker, vice president 1978
180	Heska Corp. 3760 Rocky Mountain Ave. Loveland, CO 80538	110 327	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
181	CBW Automation 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.cbwautomation.com Fort Collins, CO	1970
182	Gregory Electric 3317 N. Lincoln Ave. Loveland, CO 80538	110 N/A	Electrical contractor	970-669-7609 www.gregoryelectricinc.com Loveland Colorado	Rod Bryant, president 1988
183	Keller Williams 1st 606 Mountain View Ave., Suite 100 Longmont, CO 80501	110** N/A	Real estate, property management, HOA management.	303-776-3200 longmont.yourkwoffice.com N/A	Bronwyn Schuetze, managing broker 1989
184	Tetra Tech Inc. 1900 S. Sunset St., Suite 1-E Longmont, CO 80501	110 N/A	Provider of consulting, engineering, program management, construction management and technical services worldwide.	303-772-5282 www.tetrattech.com N/A	Dan Batrack, president/CEO 1966
185	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
186	Sterling-Rice Group Inc. 1801 13th St., Suite 400 Boulder, CO 80302-5130	107** N/A	Brand-building, consumer insights, business strategy, innovation, advertising and design.	303-381-6400 www.srg.com Boulder, CO	Walt Freese; Buddy Ketchner, presidents 1984
187	Children's Hospital Colorado North Campus 469 W. Colorado Highway 7 Broomfield, CO 80023	105 6,030	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	Suzy Jaeger, SVP, chief patient experience and access officer 2008
188	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
189	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
190	Grace Pointe Continuing Care Senior Campus*** 1919 68th Ave. Greeley, CO 80634	105** N/A	Assisted living, memory care (dementia), skilled nursing-long term care, and full rehabilitation center for post-op or post-hospitalization. Inpatient and outpatient.	970-304-1919 www.gracepointegreeley.com Greeley, CO	Deb Majors, nursing home administrator 2009
191	Holland & Hart LLP 1800 Broadway, Suite 300 Boulder, CO 80302	100 992	Law firm.	303-975-5292 www.hollandhart.com Denver, CO	Mark Wiletsky, Administrative Partner; Elizabeth Sharrer, Firm Chair 1947
192	Centre Avenue Health & Rehab Facility 815 Centre Ave. Fort Collins, CO 80526	100 160	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	Erik Margolis, administrator 2001
193	Flood and Peterson 4821 Wheaton Drive Fort Collins, CO 80525	100 115	Commercial insurance, employee benefits, surety, risk control, personal insurance.	970-266-8710 www.floodpeterson.com Greeley, CO	Royal Lovell, chairman & CEO; Brett Kemp, President 1939
194	Allnutt Funeral Service 650 W. Drake Road Fort Collins, CO 80526	100*** 100	Funerals, memorial services, cremation, receptions, pre-planning.	970-482-3208 www.allnutt.com Greeley, CO	Richard Allnutt, president, CEO 1886
195	Fort Collins Country Club 1920 Country Club Road Fort Collins, CO 80524	100 100	Private location with views, food and service.	970-482-1336 www.fortcollinscc.com Fort Collins, CO	Alix Bold, private event director 1959
196	MacKenzie Place*** 4750 Pleasant Oak Drive Fort Collins, CO 80525	100 100	Senior lifestyle community including independent, assisted-living and memory-care apartments and cottages.	970-207-1939 www.mackenzieplace.com Seattle, WA	Sanyath (Sam) Bonnell, general manager 2008
197	Total Facility Care LLC 471 N. Denver Ave. Loveland, CO 80537	100 100	Commercial cleaning and building maintenance.	970-800-3801 www.TotalFacilityCare.com Loveland	Pete Gazlay, president 2010
198	Colorado Visiting Nurse Association 2105 Clubhouse Drive Greeley, CO 80634	100 80	Skilled nursing, physical therapy, occupational therapy, speech therapy, personal care and home making services.	970-330-5655 www.vncolorado.org Denver, CO	Chris Lee, president & CEO 1889
199	Columbine West Health & Rehab Facility 940 Worthington Circle Fort Collins, CO 80526	100 N/A	Rehabilitation, dementia unit, hospice, transportation, activities, beauty shop, courtyards, and music therapy, PT, OT, and Speech Language Pathology. NP Services. Wound Care. Discharge planning	970-221-2273 www.columbinehealth.com Fort Collins, CO	Joy Winner, Administrator 1988
200	Flood and Peterson 4687 W. 18th St. Greeley, CO 80634	100 N/A	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

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

* BizWest estimate.

** Did not respond, 2015 information.

*** Did not respond, 2016 information.

Researched by Chris Wood

Small satellites help Blue Canyon Technologies soar

By Elizabeth Gold
news@bizwest.com

The success trail for Blue Canyon Technologies sounds something like the chicken-and-egg story, with technology playing the part of the chicken. Or maybe it's the part of the egg. That's the twist, right?

Ten years ago, the technology that currently drives Blue Canyon wasn't around. The reason the company is doing so well today is because companies that use Blue Canyon's products exist — and, of course, those companies wouldn't exist if Blue Canyon's technology wasn't available.

You get the idea.

The nanosatellite area of business didn't exist 10 years ago because there wasn't a good way to launch spacecraft other than by using big payload systems. One of the problems with big payloads, unfortunately, was the cost, which caused research-and-development engineers to focus on coming up with a better idea.

That's when Blue Canyon found its niche.

"As this market has evolved, the market for launching smaller satellites is growing, and we're enabling it to grow," Stafford said. "We make smaller spacecraft be able to do things that larger spacecraft used to do."

When compared with traditional satellites, nanosatellites retain similar



JONATHAN CASTNER / FOR BIZWEST

Electrical technician Marsha Snyder, left, and mechanical technician Natali Vannoy work at Blue Canyon Technologies in Boulder.

capabilities that were initially associated only with big payloads, but with one particular advantage: They cost less.

Stafford described the difference as actually a fraction of the cost. "It can be a hundredth of the price," he said.

When Blue Canyon Technologies kicked off, it was mimicking the work that larger companies such as Lockheed Martin and Boeing were doing. Stafford's background included working at Ball Aerospace & Technologies Corp., so he knew the industry.

"Originally, we weren't sold on the nano market," he said, "so we started developing satellites that were larger

than the ones we do now."

Along the way, customers helped them make the mental shift.

"It took about two years for us to change our focus and go into this market," he said. "Large organizations dominated this field for decades, and there was little opportunity for small companies to exist, but since 2008, we've been developing these technologies. Small companies like us are able to be agile and innovative."

It's a big plus when you're in the space-technology market.

Being a small, edgy aerospace company comes with its own set of chal-

lenges. Right now it's just trying to keep up with growth, having grown from 18 employees to 52 in just 1½ years.

"Our revenue has doubled every year for the past three years," Stafford said, "and it's a challenge to keep up with that kind of growth and all the new opportunities."

Finding employees who are the right fit add to the challenge. The right skill set combined with a culture match are at the top of Stafford's list when hiring.

The culture is as expected for a company that's playing a big part in the technological development of the new space industry: fast and innovative.



Blue Canyon
Technologies

2425 55th St, Suite 200, Building A
Boulder, CO 80301

720-458-0703

www.bluecanyontech.com

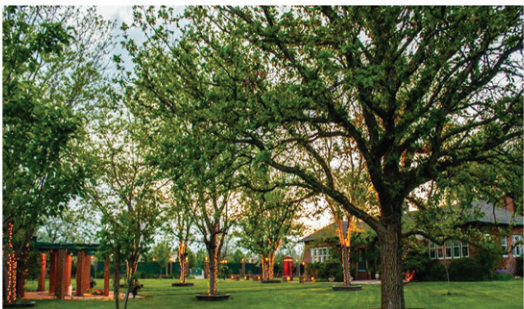
George Stafford, CEO, president

Founded: 2008

Employees: 52

Primary service: Provides turnkey small satellite solutions, including nanosatellites, microsatellites and ESPA-class.

Growth: 88%



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Mercury 100 Fastest-Growing Private Companies — Flight I

Boulder Valley

Companies with 2016 revenue above \$5,800,001.

Rank	Company	2-year revenue growth	Revenue 2016 Revenue 2014	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Vertiba LLC 1590 Broadway Boulder, CO 80302	123%	\$17,000,000 \$7,636,000	45	Salesforce.com implementation and cloud application development services.	720-458-8166 www.vertiba.com	Ted Battreall; Jim Hooton, Co-CEOs 2010
2	Symmetry Builders Inc. 5375 Western Ave., Suite B110 Boulder, CO 80301		\$22,033,409 \$10,475,554	31	Commercial general contractor serving Colorado, offering design-build, design-assist, etc.	303-444-1044 www.symmetrybuilders.net	Henry Zurburgg, president; CJ McCray, Partner 2011
3	Blue Canyon Technologies 2425 55th St, Suite #200, 88% Bldg. A Boulder, CO 80301	88%	\$6,500,000 \$3,464,284	50	Provides turnkey small satellite solutions, including nanosatellites, microsatellites, and ESPA-class.	720-458-0703 www.bluecanyonotech.com	George Stafford, CEO and president 2008
4	Accent Electrical Services Corp. 7223 W. 118th Place, Unit L Broomfield, CO 80020	84%	\$9,775,000 \$5,300,000	69	Certified woman-owned commercial electrical contractor specializing in new construction, tenant finish, design build and commercial service.	303-466-8966 www.accentes.com	2003
5	Circle Graphics 120 Ninth Ave. Longmont, CO 80501-4594	80%	\$171,000,000 \$95,000,000	500	Digital printing: Billboards and consumer wall decor	303-532-2370 www.circlegraphicsonline.com	Andrew Cousin, CEO 2000
6	Mondo Robot LLC 5445 Conestoga Court, Suite 200 Boulder, CO 80301	63%	\$6,000,000 \$3,670,000	32	Websites, games, mobile apps, video, logos and digital solutions.	303-800-2916 www.mondorobot.com	Christopher Hess, executive creative director/founder 2006
7	Sun Construction & Design Services Inc. 1232 Boston Ave. Longmont, CO 80501	61%	\$38,179,383 \$23,754,144	160	Construction and renovation of industrial and commercial buildings.	303-444-4780 www.sunconstruction.com	Andrew Welch, president 1985
8	Avery Brewing Co. 4910 Nautilus Court North Boulder, CO 80301-3242	60%	\$28,638,000 \$17,900,000	195	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	Adam Avery, president/owner 1993
9	Bobo's Oat Bars 6325 Gunpark Drive, Suite B Boulder, CO 80301	52%	\$9,300,000 \$6,100,000	45	Manufactures non-GMO, vegan, wheat-free and gluten-free breakfast/energy bars using non-refined ingredients.	303-938-1977 www.bobosoatbars.com	Beryl Stafford, president/founder 2003
10	Wallaroo Hat Co. 3155 Sterling Circle Boulder, CO 80301	50%	\$6,000,000 \$4,000,000	12	Imports and distributes crushable, packable, washable fabric sun hats with ultraviolet protection for men, women and children.	303-494-5949 www.wallarohats.com	Lenya Shore, president; Stephanie Carter, President 1999
11	Datavail Corp. 11800 Ridge Parkway, Suite 125 Broomfield, CO 80021	48%	\$39,000,000 \$26,326,603	60	Provides data management and database services, offering 24/7 managed services and consulting in BI/analytics, applications management, database management and more.	866-730-5451 www.datavail.com	Mark Perlstein, president/CEO 2007
12	Gorilla Logic Inc. 1500 Pearl St., Suite 300 Boulder, CO 80302	46%	\$22,700,000 \$15,507,793	50	Supporting enterprise on their high-stakes Web and mobile app development via near-shoring, IT staffing and project outsourcing.	303-974-7088 www.gorillalogic.com	Stu Stern, president/co-founder 2002
13	Black Roofing Inc. 6115 Ben Place Boulder, CO 80301	46%	\$19,000,000 \$13,000,000	120	Roofing, waterproofing, dampproofing, insulation, caulking, deck coating and sheet-metal services.	303-449-5176 www.blackroofing.com	Tim Black, executive president; Dan Zahtila, President; Brandon DeLozier, Vice President; Jason Pryor, Vice President 1975
14	Barnes Electrical Contracting Inc. 1375 Horizon Ave. Lafayette, CO 80026	44%	\$10,800,000 \$7,486,400	90	Commercial and residential electrical contracting. Apartment complexes, housing communities, hotels, office and big-box retail.	303-665-6188 www.barneselectrical.com	David Barnes, president; Craig Barnes, owner 1986
15	Interwest Consulting Group P.O. Box 18330 Boulder, CO 80308	28%	\$35,498,295 \$27,721,515	17	Provide civil engineering and related services to private and public clients.	303-444-0524 www.interwestgrp.com	Terry Rodrigue, president 2002
16	8z Real Estate 4041 Hanover Ave., Suite 200 Boulder, CO 80305	28%	\$19,404,886 \$15,180,487	74	Residential real estate brokerage.	303-543-3083/800-231-9153 www.8z.com	Lane Hornung, CEO/founder 2010
17	Textile Network Inc. 501 E. Simpson St. Lafayette, CO 80026	25%	\$6,500,000 \$5,200,000	8	Specializes in plastic hardware, webbing, elastic, cord, bungee and research and development consultation.	303-666-9599 www.texnetinc.com	Pamela Resendez, owner 1990
18	Anthem Branding LLC 2617 Broadway Boulder, CO 80304	25%	\$8,619,195 \$6,901,452	32	Custom-branded promotional merchandise and apparel, as well as full-service creative agency capabilities.	303-245-8000 www.anthembranding.com	Ted Church, Principal; Ted Church Pete Burhop, Principals 2006
19	Krische Construction Inc. 605 Weaver Park Road Longmont, CO 80501	20%	\$22,852,931 \$19,120,635	35	General contractor.	303-776-7643 www.krischeconstruction.com	Mark Pilkington, president 1987
20	Golden Triangle Construction Inc. 700 Weaver Park Road Longmont, CO 80501	19%	\$101,150,000 \$84,700,000	87	Commercial general contractor.	303-772-4051 www.gtc1.net	Brian Laartz, president; Jeff Nading, CEO 1977

Regions surveyed include Boulder and Broomfield counties.

Researched by BizWest

Software from n.io stays ahead of the curve

By Elizabeth Gold
news@bizwest.com

A tagline on n.io Innovation's website describes the Broomfield-based company as "software built to empower your real-time world." It describes the organization's purpose as enabling others to create transformational applications, products and services.

When chief executive Doug Standley defined what his company does, he likened it to electricity: "It helps you do a lot of things but no one goes to bed thinking, 'Thank God for electricity.'"

Taking into account the explosive growth n.io has been experiencing, the statement seems a little faulty as a comparison. The kind of dollars customers are investing in n.io's software indicate that a lot of companies are praising it and continuing to come back for more.

In short, n.io helps customers make the transition from manually dependent operations to digital operations. Its software makes it possible for a source or data to be interoperable with any other source or data.

For example, the company's pilot agriculture project connected multiple farming activities such as irrigation systems and mechanical devices to one control, which could also be made fully automatic.

Standley described his company's platform as broadly horizontal by design.



JONATHAN CASTNER / FOR BIZWEST

Integration engineer Jacob Snell works at n.io Innovation's facility in Broomfield. The company re-evaluates its offerings every month and listens to its team, the market and customer questions.

"We started out getting traction in industrial agricultural," he said, "and this year, we're moving into health care, with upcoming being telecom and financial services."

Noting that his customers serve across those industries, he added that n.io is agnostic to the market.

When n.io hit the ground in 2014, its plan was in clear sight. "We had a very clear vision for a hyper-connected society before it was cool," Standley said.

In the late 1990s, when the Internet was less prevalent, he focused his master's thesis on his vision of digital media.

"The digital media market is now catching up to our vision," he added, punctuating the point that being ahead of the curve has always been a company success factor.

Other factors include more of the same kind of forward thinking.

"I think you need to focus on a how-to-win and a how-to-play plan," Standley said. He does that by re-evaluating n.io's offerings every month and listening to his team, the market, feedback and questions regarding products.

With a three-pronged focus on customers, the company and products,



N.Io Innovation LLC

295 Interlocken Blvd., Suite 500
Broomfield, CO 80021
877-231-0353

<https://n.io>

Doug Standley, CEO

Founded: 2014

Employees: 42

Primary service: A distributable software platform that empowers transformation through universal connectivity and artificial intelligence.

Growth: 5,313%

n.io also takes advantage of its startup status. "We have the ability to make changes without ingrained hierarchy or deep-rooted processes," he said.

As a leader, Standley fosters mutual transparency with his employees. "While they're with us, we're stewards of their career," he said.

Weekly meetings focus on updates, lessons learned and any breakdowns in transparency. He also has one-on-one meetings with all employees every quarter.

"I take feedback on things we can do differently," he said, "because it's important to have a willingness to challenge and to be challenged without fear."

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Mercury 100 Fastest-Growing Private Companies — Flight II

Boulder Valley

Companies with 2016 revenue between \$3,080,001 and \$5,800,000.

Rank	Company	2-year revenue growth	Revenue 2016 Revenue 2014	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	n.io innovation LLC 295 Interlocken Blvd., Suite 500 Broomfield, CO 80021	5,313%	\$5,413,242 \$100,000	34	n.io is a distributable software platform that empowers transformation through universal connectivity and artificial intelligence.	877-231-0353 www.n.io	Doug Standley, CEO; Graven Prest, COO 2014
2	Splick.it Inc. 1881 Ninth St., Suite 303 Boulder, CO 80302	338%	\$5,700,000 \$1,300,000	14	SaaS platform and API for multi-location restaurants providing Web and native mobile ordering: payment, one-to-one marketing, loyalty and catering.	303-486-4052 splickit.com	Rob Taylor, CEO 2011
3	Solid Power Inc. 500 S. Arthur Ave., Unit 300 Louisville, CO 80027	244%	\$4,199,146 \$1,221,139	18	A CU-Boulder spin-out business, Solid Power develops solid-state rechargeable batteries. Target markets include automotive, consumer electronics, aerospace and military.	720-300-8167 www.solidpowerbattery.com	Douglas Campbell, CEO 2012
4	Roccor LLC 2602 Clover Basin Drive, Suite D Longmont, CO 80503	226%	\$4,189,082 \$1,286,783	31	Roccor provides low-cost, high performance deployable structure and thermal management systems technology for government and commercial space customers.	303-200-0068 www.roccor.com	Douglas Campbell, CEO 2011
5	Animal Arts Design Studios 4520 Broadway, Suite E Boulder, CO 80304	120%	\$4,971,000 \$2,256,400	26	Designing spaces for the veterinary care and humane shelter of animals.	303-444-4413 www.animalarts.com	Tony Cochrane, president 1979
6	CivilEx LLC 1898 S. Flatiron Court, Suite 200 Boulder, CO 80301	102%	\$5,241,420 \$2,600,000	16	Excavation contractor specializing in grading, drainage, excavation, utility and demolition.	303-444-7775 N/A	Patrick Minniear, co-founder; Kristin Robinson, Co-Owner 2013
7	Voltage Advertising & Design Ltd. 901 Front St., Suite 300 Louisville, CO 80027	101%	\$3,100,000 \$1,540,000	24	Digital campaigns, websites, mobile apps, and big-brand e-commerce.	303-664-1687 www.voltagead.com	Eric Fowles, CEO/founder 2008
8	Rosewood Construction Inc. 4134 Stone Place Boulder, CO 80301	100%	\$3,500,000 \$1,750,000	7	N/A	303-443-6022 www.rosewoodconstruction.com	David Rose, president 1980
9	DevelopIntelligence LLC 2675 Northpark Drive Lafayette, CO 80026	96%	\$5,016,550 \$2,564,000	11	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 Zorgrager, CEO/founder 2003
10	Sopher Sparr Architects LLC 1731 15th St., Suite 250 Boulder, CO 80302	83%	\$3,242,225 \$1,772,691	13	Architecture, sustainable design, entitlement and rezoning, planning and development, interior design, 3D rendering, graphic design.	303-442-4422 www.sophersparr.com	Stephen Sparr, principal; Adrian Sopher, Principal 1978
11	KGA Studio Architects PC 950 Spruce St., Suite 2D Louisville, CO 80027	59%	\$3,556,434 \$2,239,240	20	Specializes in residential design. KGA is comprised of two design studios, one specializing in custom homes and whole house remodels while the other studio focuses on production housing.	303-442-5882 www.kgarch.com	Paul Mahony, president/senior partner 1977
12	Native Edge Associates Inc. 4625 N. Broadway Boulder, CO 80304	50%	\$4,391,386 \$2,930,000	48	Landscape design, landscape construction, landscape maintenance and grounds management, ice and snow management.	303-245-9166 www.nativeedgelandscapes.com	Tom Sunderland, president & founder 2001
13	Concept 32/Closet and Storage Concepts 117 S. Sunset St., Suite A Longmont, CO 80501	41%	\$5,108,636 \$3,634,118	38	Cabinets for closets, garages, offices, pantries, kitchens and entertainment centers.	303-682-5009 concept32designs.com	Isaiah Rozek, owner, managing partner 2004
14	Altvia 590 Burbank St., Suite 220 Broomfield, CO 80020	39%	\$3,800,000 \$2,734,239	21	Provides private-equity software solutions.	800-914-9120 www.altvia.com	Kevin Kelly, CEO and founder 2006
15	WishGarden Herbs Inc. 321 S. Taylor Ave., 100 Louisville, CO 80027	27%	\$4,200,000 \$3,295,000	28	Manufacturer of medicinal herbal supplements.	303-516-1803 www.wishgardenherbs.com	Catherine Hunziker, president 1979
16	Longs Peak Landscape 4325 Hilltop Road Longmont, CO 80504	26%	\$4,547,145 \$3,614,909	49	Landscape construction, maintenance and design. Snow removal, restoration services, renovation, maintenance, commercial, residential, HOAs.	303-682-2857 www.LongPeakLandscape.com	Mike DePriest, president 1994
17	1908 Brands Inc. 2100 Central Ave., Suite 201 Boulder, CO 80301	24%	\$5,543,210 \$4,467,102	29	Brand-management company focused on promoting natural and sustainable products.	720-204-3042 www.1908brands.com	Steve Savage, president/CEO 2010
18	A Spice of Life 5541 Central Ave., Suite 272 Boulder, CO 80301	22%	\$4,506,000 \$3,700,000	50	Full-service catering, event planning, staffing services, logistics, event rentals, tents, corporate dining and cafes.	303-443-4049 www.aspiceoflife.com	David Rubin, president/general manager 1988
19	North Boulder Physical Therapy 3000 Center Green Drive, Suite 110 Boulder, CO 80301	22%	\$3,947,943 \$3,243,337	32	Sports PT, orthopedic PT, post-operation PT, neurological PT, pediatric PT, auto, work injury, Pilates, knee, ankle, shoulder, incontinence, braces, orthotics, women's health, TMJ, vertigo, balance.	303-413-9903 www.northboulderpt.com	Debra Layne, owner 1979
20	Rocky Mountain Kawasaki 645 Frontage Road Longmont, CO 80501	18%	\$4,500,000 \$3,800,000	18	Full service motorcycle, ATV, UTV side by side, and watercraft, sales, parts and service.	303-651-2453 www.rockymountankawasaki.com	Marshall Cook, manager; Roger Roberts, co/owner internet manager; Marvin Rosencrans III, co/owner, service manager 2002

Regions surveyed include Boulder and Broomfield counties.

Researched by BizWest

Information presented was provided upon request from facility representatives, and BizWest assumes the data are accurate and truthful. To be considered for future lists or update information, email research@bizwest.com.

Just making great beer not enough for Odd13

By Elizabeth Gold
news@bizwest.com

When your goal is to be known as one of the most creative and innovative businesses in your industry, creating a strategic plan and following through with it ranks high.

As a craft brewer in Colorado, the third-ranked state for breweries per capita, Kristin Scott believes that making great beer isn't enough to meet the goal.

Along with Odd13 Brewing co-owner Ryan Scott, she credits their success to date and into the future with consistently making great beer as well as focusing on four foundations: maintaining a healthy culture, being innovative and quality-focused, keeping the company's message clear and consistent and making data-driven decisions.

The Scotts concentrate on building and supporting a healthy culture by treating employees as assets rather than expenses. They offer flexible time off, good benefits and an environment where working hard and playing hard go hand in hand.

"Ryan and I both come from corporate backgrounds, and we have worked for companies that really focus on life-work balance," she said. "Having teams that work well together and on the same page makes everyone happier



JONATHAN CASTNER / FOR BIZWEST

Head brewer Eric Larkin watches over the process at Odd13 Brewing in Lafayette. The brewery makes evolving recipes and processes a top priority.

and more productive."

In the innovation and quality category, Odd13 Brewery makes evolving recipes and processes a top priority. An investment early on in lab equipment verifies quality control and quality assurance. Date coding beer, so that out of date means off the shelf, makes sure that customers keep coming back for more.

"We have invested a lot of time and money into the way our brand looks on the shelf," Kristin Scott said, referring to the thought they put into marketing

materials such as artwork and label designs. Choosing names for the beers gets the same kind of attention as consistent messaging.

Even though drinking good beer can increase good feelings, the Scotts put a high value on going beyond gut feelings when making decisions for their brewery. Instead, they rely on data and financial models.

Kristin Scott stressed the need to know daily tasks as a means of developing a successful business.

"Throughout the first 2½ years,

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ROULDER VALLEY
Odd13 Brewing

301 E. Simpson St.

Lafayette, CO 80026

303-997-4164

www.odd13brewing.com

Kristin and Ryan Scott, co-owners

Founded: 2013

Employees: 9, with 5 independent contractors

Primary service: Beer manufacturer and wholesaler.

Growth: 322%

Ryan and I worked in virtually every role in the brewery, which I think is important to grow and manage a brewery in the long term" she said. "Understanding the ins and outs of the day-to-day business is critical before growing the business and adding employees."

As a leader, Kristin Scott makes a point of modeling a positive attitude, especially through growth phases, as a critical tool for retaining employees and keeping morale high. Meeting in-person with employees on a regular schedule and recognizing their accomplishments with positive feedback, annual raises and appreciating days helps as well.

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Mercury 100 Fastest-Growing Private Companies — Flight III

Boulder Valley

Companies with 2016 revenue between \$1,700,001 and \$3,080,000.

Rank	Company	2-year revenue growth	Revenue 2016 Revenue 2014	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Odd13 Brewing Inc. 301 E. Simpson St. Lafayette, CO 80026	322%	\$1,931,671 \$458,172	18	Beer manufacturer/beer wholesaler.	303-997-4164 www.odd13brewing.com	Kristin Scott, co-owner/head of sales 2013
2	Xero Shoes 100 Technology Drive, Suite 315 Broomfield, CO 80021	250%	\$2,700,000 \$772,000	10	Lightweight performance recreation footwear that supports natural foot movement. Shoes and sandals for everything from taking a walk, to hiking, to working out, to running a 100k ultra marathon.	303-447-3100 www.xeroshoes.com	Steven Sashen, CEO 2009
3	Avior Control Technologies Inc. 2000 Pike Road, Suite B Longmont, CO 80501	204%	\$1,820,084 \$598,265	16	A full-service custom high-performance motor and motion control house, specifically servicing space, high-vacuum and high-reliability industries.	720-491-3708 www.AviorControls.com	Scott Starin, vice president 2010
4	Seth Ellis Chocolatier dba Free2B Foods 6880 Winchester Circle Boulder, CO 80301	115%	\$1,950,000 \$904,878	25	Sun Cups (food allergen free) rice chocolate roasted sunflower seed butter cups, dark chocolate roasted sunflower seed butter cups, mint cups and caramel cups. Launched new bars and Snack Breaks .	303-253-7870 www.free2Bfoods.com	Mike Murray, CEO 2006
5	BlogMutt 5353 Manhattan Circle, #200 Boulder, CO 80303	112%	\$2,119,000 \$1,000,000	7	Blog-writing service for businesses too busy to write their own blog posts.	720-469-5032 www.blogmutt.com	Steve Pockross, CEO 2011
6	Ecoscape Environmental Design LLC 3075 75th St., Unit 2 Boulder, CO 80301	95%	\$1,716,000 \$882,000	16	Full-service landscape design, build, and maintenance company. From outdoor living spaces including patios, water features, firepits to xeriscape gardens.	303-447-2282 EcoscapeDesign.com	Bill Melvin, president/owner 2000
7	Studio NYL Structural Engineers Inc. 2995 Baseline Road, Suite 314 Boulder, CO 80303	58%	\$2,060,000 \$1,300,000	15	Structural engineering and facade consulting firm specializing in high-end architecture. Offering a wide variety of building types and specialty structures.	303-558-3145 www.studionyl.com	Julian Lineham; Christopher OHara, principals 2004
8	City Electric 685 S. Arthur Ave Louisville, CO 80027	57%	\$1,887,500 \$1,200,000	11	Commercial and residential electrical installation and construction, MMJ electrical design and installation, PV solar installation company.	720-328-5795 www.cityelectriccolorado.com	Gabriel Simpson, president/ master electrician 2009
9	Computer Worx 4735 Walnut St., Unit C Boulder, CO 80301	56%	\$1,937,399 \$1,245,000	11	Specializes in all areas of information technology, including managed services, IT support services, data backup, data recovery and VOIP phone services.	720-773-2492 www.computerworx.com	Jay Burgess, President 2001
10	Green Ride Colorado Inc. 4800 Baseline Road, Unit D110 Boulder, CO 80303	53%	\$2,168,532 \$1,417,586	120	Locally owned shared-ride airport shuttle company focused on minimal environmental impact while providing transportation for residents and visitors.	970-226-5533 www.greenrideco.com	Robert Flynn; Ray Schofield, co-founders 2008
11	Peak Asset Management LLC 1371 E. Hecla Drive, Suite A Louisville, CO 80027	47%	\$3,058,000 \$2,078,000	14	An independent, comprehensive and objective wealth advisory firm providing professional management services in the financial markets.	303-926-0100 www.peakam.com	Tara Hume, CFA, FRM, partner 1994
12	Arch 11 Inc. 3100 Carbon Place, Suite 100 Boulder, CO 80301	39%	\$2,575,000 \$1,850,000	20	Modern residential and commercial projects incorporating high-tech alternative energy systems and LEED-approved technologies.	303-546-6868 www.arch11.com	James Trewitt, principal 1993
13	Parallel Path 4688 Broadway Boulder, CO 80304	35%	\$2,860,000 \$2,120,000	13	Full-service digital marketing agency: B2C and B2B brand awareness, lead generation, eCommerce, strategy, SEO, paid search, display, social, analytics, native, creative, Web design and development.	303-396-1111 www.parallelpath.com	Brian Cleveland, chairman/ founder 2006
14	Coal Creek Physical Therapy 315 South Boulder Road, #100 Louisville, CO 80027	30%	\$2,405,909 \$1,845,362	18	Sports, orthopedic, spine, auto, work injury, knee, ankle, shoulder, neck, low back, hip, orthotics, headaches, TMJ, vertigo and dizziness, stress/anxiety, women's health, chronic pain, pediatrics,	303-666-4151 www.coalcreekpt.com	Julie Byrt, owner 2001
15	Jorgensen, Brownell & Pepin PC 900 S. Main St., Suite 100 Longmont, CO 80501	30%	\$3,049,609 \$2,344,202	21	Services clients in the areas of divorce, custody, family law, real estate, construction, business, probate, elder law, estate planning, personal injury, criminal, litigation.	303-678-0560 www.jbplegal.com	Anne Jorgensen, vice president/ managing shareholder 1989
16	TRC Residential LLC 588 U.S. Highway 287, Suite 202 Lafayette, CO 80026	18%	\$1,800,000 \$1,525,000	3	Residential and light commercial construction.	303-543-6075 www.travis-russell.com	Phillip Travis, managing member; Lawrence Russell, Managing member 2009
17	Insight Designs Web Solutions LLC 2006 Broadway, Suite 300 Boulder, CO 80302	17%	\$2,794,888 \$2,397,545	17	Web development and design, app development and design, and business strategy.	303-449-8567 www.insightdesigns.com	Beth Krodel, Partner 1999
18	Pulitzer Promotions Inc. 2746 Bristlecone Way Lafayette, CO 80026	15%	\$1,731,000 \$1,500,000	3	Imprinted promotional products for corporate events, employee recognition, marketing programs, celebrations and more.	303-664-0445 www.pulitzerpromotions.com	Joy Pulitzer, CEO 1996
19	TNC Drywall Inc. 7209 Valtec Court, Suite C Boulder, CO 80301	14%	\$1,942,000 \$1,705,516	7	Steel framing and all aspects of drywall installation and finish.	303-444-9873 www.tncdrywall.com	Joseph Mullins, president 1980
20	Broomfield Pediatrics and Internal Medicine 3301 W. 144th Ave., Suite 200 Broomfield, CO 80023	12%	\$2,486,355 \$2,224,135	15	Medical care for people of all ages.	303-438-5522 www.bfpim.com	Nancy Greer, Physician and Owner 2000

Regions surveyed include Boulder and Broomfield counties.

Researched by BizWest

To travel world of work, try Turning the Corner

By Elizabeth Gold
news@bizwest.com

A combination of services that keep increasing and a good team to deliver them keeps Turning the Corner moving up the success ladder.

Since the company opened in 2011, it has added a new service to help job seekers find dream jobs and companies find dream employees every year. With a primary purpose of matching people with the jobs they're best suited for and most passionate about, Turning the Corner also has continuously increased ways that it can help companies meet their goals.

Services that target the goals for organizations to hire and keep employees include executive coaching, management training, outplacement plans and human-resources support.

"The No. 1 reason people want out of their jobs is that they don't feel cared about by their managers," said Kendra Prospero, chief executive and founder. Unhappy employees complain that they're either undermanaged or overmanaged — also known as micromanaged.

"Undermanaged" includes not knowing the goals they're being held accountable for, she said, much less knowing if they're meeting them.

With employee engagement at a record low, she said, knowing how to



JONATHAN CASTNER / FOR BIZWEST

Kendra Prospero, chief executive and founder of Boulder-based Turning the Corner, says that "one of the most important things a leader can do is to get people to stand in their strength."

provide a work experience that taps into employee drive, innovation and productive passion is vital. "It's why we do management training," Prospero said. Courses focus on using emotional intelligence to solve problems and to develop employees.

"One of the most important things a leader can do is to get people to stand in their strength," she added. Doing that includes making sure they're in the right job and have the right skills.

She uses the directive as a way to manage her own team, and added that when people are aligned with their team, they care well for each other as

well as for their clients. It's one of the primary ways a company can reach its targeted goals.

The work Turning the Corner does balances equally between helping businesses and helping job seekers, Prospero said. "We work regularly with about five to seven job seekers a week," she said, "and about 40 others who are receiving some sort of consulting but not weekly."

The company also works with about 30 companies yearly. In addition to employee development, Turning the Corner helps companies address issues around having to reduce their workforce



Turning the Corner

1830 17th St., Suite 100

Boulder, CO 80302

720-446-8876

www.turningthecornerllc.com

Kendra Prospero, CEO and founder

Founded: 2011

Employees: 9, with 5 independent contractors

Primary service: Helping people find and fill jobs and stay in them.

Growth: 418%

but not wanting to leave employees high and dry. The benefits include maintaining positive morale among remaining employees and a demonstration of values that show a company appreciates the dedication of its workers.

The comprehensive services Turning the Corner offers make the company stand out from the crowd, Prospero said. Most recruiters focus strictly on recruiting, she said, and most career coaches stop short of making sure that clients have the skills necessary to get their next best job. Instead, she said, her company goes beyond the basics and does what it takes to create a workforce that works for everyone.

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Mercury 100 Fastest-Growing Private Companies — Flight IV

Boulder Valley

Companies with 2016 revenue between \$649,001 and \$1,700,000.

Rank	Company	2-year revenue growth	Revenue 2016 Revenue 2014	Number of local employees	Products/Services	Phone Website	Person in charge Title Year founded
1	Cadence Labs LLC 1320 Pearl St., Suite 300 Boulder, CO 80302	636%	\$725,066 \$98,492	4	Software development & graphic design, specializing in e-commerce website development on the Magento platform. Also provides general e-commerce strategy and consulting for small-medium businesses.	720-612-3127 www.cadence-labs.com	Alan Barber CEO 2014
2	Turning the Corner LLC 1830 17th St., Suite 100 Boulder, CO 80302	418%	\$675,000 \$130,300	10	Job-seeker, recruiting, and HR services to help people connect to work they love and end suffering in the workplace.	720-446-8876 www.turningthecornerllc.com	Kendra Prospero CEO & founder 2011
3	BKMedia Group Inc. 1319 W. Baseline Road, Suite 101A Lafayette, CO 80026	180%	\$1,690,022 \$604,455	10	Digital marketing agency focused on website development, search engine optimization, marketing automation, social media strategy, conversion rate optimization and email marketing.	303-651-2203 www.bkmediagroup.com	Bradley Moss founder, creative director 2001
4	Brown Civil Engineering 1300 Plaza Court N., Suite 101 Lafayette, CO 80026	103%	\$776,150 \$381,440	7	Complete civil engineering, sustainable design based, for commercial, residential, municipal and institutional developments and redevelopments.	303-551-8910 www.browncivilengineering.com	Margaret Brown president 2007
5	Rodwin Architecture 1245 Pearl St., Suite 202 Boulder, CO 80302	89%	\$800,000 \$424,000	12	Green design/build for custom green homes and commercial projects in Boulder County.	303-413-8556 www.rodwinarch.com	Scott Rodwin principal 1999
6	Greater Western Plumbing LLC 1003 S. Bross St. Longmont, CO 80501	80%	\$778,794 \$433,607	8	Full-service plumbing, new construction, commercial and service.	303-223-8342 www.greaterwesternplumbing.com	Mike Stahlman; Dustin Waltz owner 2011
7	Mighty Fudge Studios LLC 1017 Pearl St. Boulder, CO 80302	72%	\$920,155 \$534,889	6	Brand development, private-label and package design, retail promotions, illustration, animation, augmented reality and apps.	303-442-0189 www.mightyfudgestudios.com	Kimberly Mallek; Patrick Mallek partners 1999
8	1-800-GOT-JUNK? 4009 S. Valley Drive Longmont, CO 80504	59%	\$1,159,931 \$728,403	15	Locally & female-owned and operated, full-service junk-hauling specializing in reusing/recycling/repurposing.	303-827-5573 www.1800gotjunk.com	Lilly Wallace Franchise owner. 2005
9	Caddis PC 1510 Zamia Ave., Suite 103 Boulder, CO 80304	51%	\$1,246,357 \$826,000	6	Architecture, planning, sustainability, etc.	303-443-3629 www.caddispc.com	Bryan Bowen; Hans Cerny principal architect; Principal Architect 2002
10	GreenPlay LLC 1021 E. South Boulder Road, Suite N Louisville, CO 80027	45%	\$1,592,384 \$1,097,329	5	Consulting services in parks and recreation.	303-439-8369 www.greenplayllc.com	Teresa Penbrooke; Christine Dropinski CEO/founding managing member; Managing Member 1999
11	Blue Dot Advocates 1877 Broadway Boulder, CO 80302	40%	\$872,200 \$625,200	2	Legal solutions for impact investors.	303-402-9284 www.bluedotlaw.com	Bruce Campbell Esq. 2004
12	Community Cycles 2805 Wilderness Place, #1000 Boulder, CO 80301	33%	\$657,000 \$493,000	17	Nonprofit that promotes, educates and advocates for the safe use of bicycles.	720-565-6019 www.communitycycles.org	Sue Prant Executive Director 2006
13	RiteHealth Solutions 2770 Dagny Way, Suite 204 Lafayette, CO 80026	33%	\$882,809 \$663,376	8	Consulting firm offering insurance policies, ACA compliance and reporting and HR support. Includes an online/paperless benefits-admin tool.	303-443-1770 www.ritehealthsolutions.com	Rachel Zeman owner/broker 2009
14	Taylor Moving LLC 4949 N. Broadway, Suite 110 Boulder, CO 80304	28%	\$1,428,000 \$1,115,000	25	Local moving and storage.	303-443-5885 www.taylormove.com	Glen Taylor owner, member 1997
15	Details Design Studio 1800 Commerce St., Suite D Boulder, CO 80301	20%	\$925,470 \$768,765	1	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
16	CMIT Solutions of Boulder East - Broomfield 2770 Arapahoe Road, Suite 132-209 Lafayette, CO 80026	18%	\$650,000 \$550,000	5	IT managed-services provider.	303-673-9994 www.cmitsolutions.com/eboldbroom	Susan Bateman president 2002
17	Barrett Studio Architects 1944 20th St. Boulder, CO 80302	17%	\$978,624 \$840,000	6	Architecture and master planning.	303-449-1141 www.barrettstudio.com	David Barrett owner/design principal 1977
18	Minuteman Press Boulder 1644 Conestoga St., Suite 4 Boulder, CO 80301	15%	\$750,000 \$650,000	8	Black-and-white and full-color copies. Full-service marketing, promotional items, commercial design, printing, bindery and mailing center utilizing all forms of media.	303-449-2997 www.mpboulder.com	George Sawicki; Susan Sawicki co-owner 1990
19	Eyecare Center of Boulder 1836 30th St. Boulder, CO 80301	14%	\$810,000 \$710,000	5	Optometrist, optical, ocular disease management.	303-449-2401 www.eyecarecenterofboulder.com	Dennis Dupuis; Eric Dupuis O.D.; optometrist 1991
20	Lisa E. Battan PC 1909 26th St., Suite 1F Boulder, CO 80302	11%	\$1,000,000 \$900,000	8	Immigration law firm serving the immigration needs of businesses, families and individuals.	303-444-8668 www.battanlaw.com	Lisa Battan immigration attorney 2000

Regions surveyed include Boulder and Broomfield counties.

Researched by BizWest

Information presented was provided upon request from facility representatives, and BizWest assumes the data are accurate and truthful. To be considered for future lists or update information, email research@bizwest.com.

Creative West has designs on Boulder's needs

By Elizabeth Gold
news@bizwest.com

Jonathon Warner, principal at Creative West Architects, brings a unique talent to building projects in Boulder. He's developed a knack for interpreting the city of Boulder's building codes and regulations in a way that puts him in demand by investors, contractors and developers.

Warner has been building his business in Boulder since 2003, when he moved his office there from Boston. With a background in working on high-end, custom houses, he fit right in.

Along the way, he also got involved in the local student housing market, and that's when his knowledge of the city of Boulder's codes started to grow.

"My niche is in understanding the complexities of the city of Boulder's zoning laws," he said. "I'm a good mediator between client goals and the city of Boulder's goals, and I'm able to work with the city, so everyone gets to achieve their goals."

A lot of Warner's clients are repeat customers in the student housing market. Projects range from single-family residential houses to larger apartment complexes. The houses include distressed properties that his clients buy to fix up and rent.

Warner credits his company's busi-



JONATHAN CASTNER / FOR BIZWEST

Jonathon Warner, principal at Boulder-based Creative West Architects, says his company is successful because it understands the complexity of building in Boulder.

ness demand for being at the right place at the right time and meeting the right people. It helps that he also has combined experience in both development and construction, which gives him a broader understanding of what clients need.

One of the top reasons he's sought out, however, has a lot to do with his ability to translate zoning requirements to keep customers coming back and his business moving forward.

"Even the simplest remodel now requires documentation that would be very challenging and time consuming for a homeowner to pull together on their own," Warner said. "Every year, the process gets more difficult with more documentation required, so a fair percentage of our work becomes providing that documentation, filling out applications and strategizing on how to navigate the approval process. "This, of course, means that it is



Creative West Architects

385 Broadway, Suite 200
Boulder, CO 80305
720-644-6699

www.creativewestarchitects.com

Jonathon Warner, principal

Founded: 1999

Employees: 4, with 3 independent contractors

Primary service: Architectural firm for residential and commercial properties.

Growth: 275%

advisable to retain an architect familiar with the city and its processes."

Warner focuses on the necessity for all parties to approach projects as a team. He offers clients his track record as a skilled architect and his dedication to solving problems with an eye toward an appealing end product.

His ability to communicate ranks high in helping him do a good job for everyone involved.

"If I understand what everyone's goal is, I can facilitate a path," he said. "We're all working toward successful completion of projects that are both safe and profitable."

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Mercury 100 Fastest-Growing Private Companies — Flight V

Boulder Valley

Companies with 2016 revenue up to \$550,000.

Rank	Company	2-year revenue growth	Revenue 2016 Revenue 2014	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Creative West Architects 385 Broadway, Suite 200 Boulder, CO 80305	275%	\$569,400 \$152,000	3	Architecture and planning.	720-644-6699 www.creativewestarchitects.com	Jonathon Warner, principal 1999
2	All County Boulder Property Management 5600 Arapahoe Ave., Suite 202 Boulder, CO 80303	125%	\$516,560 \$229,821	8	Offers comprehensive residential property management services for all areas of Boulder County.	720-428-2100 www.allcountyboulder.com	Simon Heart, owner/ president 2012
3	F9 Productions 703 Third Ave., Suite D Longmont, CO 80501	113%	\$587,000 \$275,000	5	Architecture, engineering, construction, real estate development.	303-775-7406 www.f9productions.com	Alex Gore; Lance Cayko, founders 2009
4	Urban West Studio 1300-C Yellow Pine Ave. Boulder, CO 80304	100%	\$300,000 \$150,000	5	Commercial interiors, mixed-use buildings, multi-family housing.	303-817-2533 www.urbanweststudio.com	Leonard Thomas, architect/principal 2008
5	The Mountain-Ear 20 E. Lakeview Drive, Unit 109 Nederland, CO 80466	95%	\$121,755 \$62,378	5	Weekly newspaper.	303-810-5409 www.themtnear.com	Barbara Hardt, Publisher 1977
6	DD9 4275 16th St., No. 104 Boulder, CO 80304	74%	\$400,000 \$230,000	3	Web design, UX/UI, branding and web-application development.	303-417-6369 dd9.com	Todd Dumas, president/ creative director 2001
7	Transformance Advisors Inc. 2150 Orchard Ave. Boulder, CO 80304	57%	\$202,301 \$129,038	3	Management consulting and education.	720-565-9549 www.transformanceadvisors.com	Mike Loughrin, CEO 2003
8	Tin Shed Sports 112 E. Second St. Nederland, CO 80466	49%	\$485,000 \$325,000	4	Bicycle & ski sales, service, rental, demo.	303-258-3509 www.tinshedsports.com/	Josh Harrod, Manager 2012
9	Jules Gourmet Catering 1849 Cherry St., Suite 7 Louisville, CO 80027	47%	\$648,937 \$441,389	12	Full-service caterer for weddings, corporate events, cocktail parties, funerals, graduations, and home parties.	303-926-1303 www.julesgourmet.com	Julie Dunigan, partner 1997
10	North Boulder Pilates¹ 3000 Center Green Drive, Suite 140 Boulder, CO 80301	25%	\$120,000 \$96,000	6	Pilates taught by physical therapists in private or small (5-6 person classes) for people with osteoporosis, pain or injuries.	303-413-3496 www.northboulderpilates.com	Debra Layne, Managing Member 2007
11	Sidewalk Cafe Design 3314 Cripple Creek Trail Boulder, CO 80305	25%	\$75,000 \$60,000	1	Specializes in creating websites.	720-304-0533 www.sidewalkcafesdesign.com	1996
12	Kaiser Lock & Key Service Inc. 815 Walnut St. Louisville, CO 80027-1847	24%	\$515,000 \$416,000	N/A	Install, repair and service lock entry systems for home and business. Simple locks to advanced access systems.	303-666-0739 www.kaiserlock.com	Janet Kaiser; Kevin Kaiser, owners 1984
13	Mary Williams Fine Arts 5311 Western Ave., Unit 112 Boulder, CO 80301	22%	\$550,000 \$450,000	2	Specializes in historic, antique prints and maps, original paintings and sculptures by some of the finest artists in the country, and fine custom framing. Please email us to be included in our private openings guest list.	303-938-1588 www.marywilliamsfinearts.com	Mary Williams, owner 1996
14	Vision Web Design & Hosting 4845 Pearl East Circle, Suite 101 Boulder, CO 80301	21%	\$170,000 \$140,000	2	Web design and development, Web hosting.	720-201-6051 www.visionwebdev.com	Ken Murray, principal 2001
15	Oliver Photography 724 W. Hemlock Circle Louisville, CO 80027	20%	\$210,000 \$175,000	1	Specializes in custom portraiture for families, high school seniors, corporate, business headshots and more.	303-666-6672 www.oliverphotography.com	Mike Oliver, Ownere 1996
16	Green Girl Recycling Services LLC 21 S. Sunset St. Longmont, CO 80501	19%	\$635,000 \$534,000	8	Front-door style, complete recycling services to residential and commercial customers in Boulder, Larimer & Weld counties. Data destruction, Electronics, Single-Stream, Compost & hard-to-recycle items	303-442-7535 www.greengirlrecycling.com	Bridget Johnson, Owner 1999
17	Wilder Architecture & Planning PC P.O. Box 869 Erie, CO 80516-0869	17%	\$79,355 \$68,084	1	Architectural services for residential remodels, custom homes, light commercial and tenant finish projects. Interior design for both residential and commercial spaces.	303-665-5034 www.wilder-architecture.com	Patricia Dallarosa, president 2003
18	CareFree Travel Associates Inc. 3000 Center Green Drive, Suite 220 Boulder, CO 80301	14%	\$400,000 \$350,000	2	Foreign independent travel, corporate travel, destination weddings, honeymoons, family vacations, escorted tours, Disney vacations.	303-499-9400 www.bouldercarefreetravel.com	Jan Nance, owner/ manager 1988
19	Maverick Mold & Machine Inc. 14308 Mead St., Unit B Longmont, CO 80504	12%	\$600,000 \$538,000	5	Injection molds.	970-535-4604 www.maverickmold.co	Brian Bradley, president 2001
20	Thomas E. Healy CPA PC 1015 Pine St. Boulder, CO 80302	9%	\$163,707 \$150,110	1	Business and personal income tax; financial and business planning.	303-443-1804 www.tomhealycpa.com	Tom Healy, president 1979

Regions surveyed include Boulder and Broomfield counties.

¹ Does not want to be included in Boomers.

Researched by BizWest

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This article, for example, will be found anytime someone looks for definitions of "content marketing" or "native advertising" or even just "marketing."

BizWest account executives have content marketing information to share. Contact me to learn more.



Ken Amundson
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See the Health & Wellness section of the Recreator for a complete list of activities and registration information - www.fcgov.com/recreator.



Diane Horak
Program Manager



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Alison Ford
Shift Manager/New Mercer Commons



Herculean efforts reflect organizational deficiencies

When he headed up Chrysler, Lee Iacocca said, "How can I trust a manager with a department if he can't organize two weeks off with his family?" It is short-sighted for the startup entrepreneur to brag about working outrageous hours. It is self-defeating for the upstart department to push employees past their limits to beat another department to a milestone — herculean efforts don't work. They are repeat prohibitive.

Repeat prohibitive describes the runner or cyclist who ventures too far out the first time, suffers grinding pain and swears to never again repeat the experience.

Herculean efforts incite creative bragging about long work hours or skipped vacations. Americans leave more than 600 million unused vacation days a year. I remember noticing how some employees regularly recorded late-night messages and carefully positioned their cars in the parking lot while hitching rides with friends for evening gym workouts.

Overdone herculean efforts evolve from two deficiencies in the organization. First, when a startup, steady-on or established business loses touch with its mission and values, employees and entire departments begin to pick their own battles and puff up their importance to appear relevant. With no clear mission or values, people exaggerate the importance of whatever they're doing.

A second reason for continually moving fake mountains is having a poor measurement system. My best clients have great measurement systems. Others judge performance on hearsay, rumor and isolated events. A simple and visible system that measures long-term goals and short-term indicators works best. No one has to pretend to be working hard — thoughtful numbers show true performance.

Four problems with extended herculean efforts:

1. Mental aversion — This is where repeat prohibitive kicks in. Our brains hate pain. That is why we conveniently forget to start hard tasks or difficult physical workouts — oops, forgot it again. We didn't forget, our brains blocked it out.

2. Worsening team dynamics — Sure, there's a level of camaraderie that grows from fighting for a common cause with "tooth and nail." The problem is that team members get fired up and later burnt out at different times and rates. Herculean efforts accelerate this mismatch of emotional engine revving among members of the team.

3. Physical damage — Sleep deprivation, cortisol in the blood and con-

stant alert combine in a multiplier effect to make you and your business sick. You might think you're tough, but Mother Nature will kick your butt. My tests and observations show that you can hide the effects of stress and overwork for about 18 months. After that year and a half, you'll become "BFF" with two or three of the following: muscle twitches, vision issues, neck pain, back spasms, eating disorders, addiction, interpersonal blow-ups and concentration lapses.

4. Mistakes go up while learning goes down — I believe that 30

percent to 40 percent of herculean efforts go to fix the problems or missed opportunities from the last herculean effort! The mistakes were small and simple back then. Now, they've grown tentacles reaching into all parts of the enterprise. The best learning occurs under moderate stress. Anything that spikes anxiety will stifle learning. Employees resent leaders who con them into needlessly sacrificing their humanity.

Enlightened leaders value good results over herculean efforts. All must step up and "elevate our game" when genuinely required. Those who

do this best are the ones who rest, care for their families and reflect on who they are as human beings.

Of course, Iacocca turned Chrysler around and later retired. He believed that you can pace yourself to accomplish great things and guard your humanity enough to do it again.

Rick Griggs is former Intel Corp. training manager and inventor of the rolestorming creativity tool. He speaks on balance, teams and the confidence of Napoleon. Reach him at 970-690-7327.



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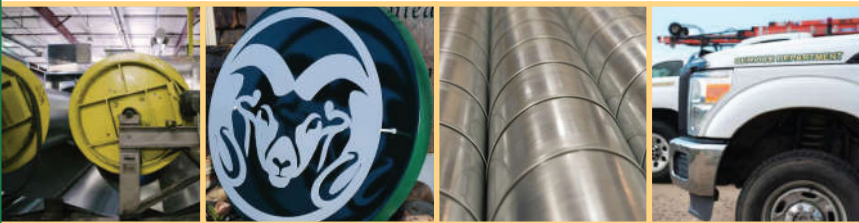


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JOEL BLOCKER / FOR BIZWEST

FR Cos. president Devin Ferrey, left, and vice president Andrew Rauch co-founded the Fort Collins-based, privately owned provider of real estate solutions in 2010.

'Getting it right' helps FR Cos. build on success

By Elizabeth Gold
news@bizwest.com

Quality, flexibility and persistence have been the foundation directives FR Cos. Limited has followed to keep expanding its locations, its team and its clients.

"Situations don't always go as expected but we stay steady on the goal," said vice president Andrew Rauch. "We pride ourselves on offering more for less and on getting it right."

Knowing the company's goal has helped keep it on track and grow in a market that continues to look like a roller coaster ride on graph paper.

"Since Andrew and I started, we've had a two-pronged approach of developing and redeveloping property and making money to reinvest," said president Devin Ferrey. "Our tagline is 'higher standards on product delivery, initiatives and quality features,' and we hold ourselves to that standard internally, too.

"We take integrity and quality seriously. People are hired, fired, promoted and demoted on their quality of work."

When Ferrey and Rauch started the company, they bought properties, fixed them up and sold them for a profit. They then reinvested those profits into rental properties they planned to retain. "We built a diversified and sustainable market that wouldn't be affected with a boom or a bust economy," Ferrey said.

Their clarity of purpose, as well as business diversity and high standards, continue to build the value of FR Cos. through owning properties and building homes.

"We have to be selective, meaning properties need to be the right price and the right location," Ferrey said. The standard has to work across the board for projects that range from \$200,000 buildings to custom home lots that start at \$300,000 with homes kicking the price up to \$1 million.

MERCURY 100
NORTHERN COLORADO
FR Cos. Ltd.

125 S. Howes St., second floor
Fort Collins, CO 80521

970-284-3200

www.fr-corp.com

Devin Ferrey, president; Andrew Rauch, vice president

Founded: 2010

Employees: 27

Primary service: Home building, land development, residential and commercial rental property.

Growth: 124%

As business owners, Ferrey and Rauch work side-by-side with their team — a value in which they believe.

"We're active and involved and here every day," Rauch said. "We keep our hands in all aspects of the business."

"There's no task that's too small or menial," Ferrey added.

Both men credit their team as the backbone of the company's success. "It took us four years to build such a great team," Ferrey said.

Challenges confronting FR Cos. predominantly boil down to the housing situation Colorado has been juggling for a while now: supply, demand and the increasing costs that bridge the two.

"Finding projects with both good land and good water are a challenge on the home-building side of the business," Ferrey said, "and some prices are up 40 percent for buyers."

Sticker shock for homebuyers carries over into how they often interact with companies such as FR. Expectations are high, and margins are low. Continuing to build a respected reputation with customers still gets top billing, however, in how the owners move forward.

"We'll sometimes spend what it takes," Ferrey said, "and end up losing money to make sure we get it right."



Mercury 100 Fastest-Growing Private Companies — Flight I

Companies with 2016 revenue above \$15,000,000.

Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2016 Revenue 2014	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Aleph Objects Inc. 626 W. 66th St. Loveland, CO 80538	357%	\$21,153,297 \$4,628,725	139	Products include the LuzBot line of desktop 3D printers, accessories, and 3D printing filament materials.	970-377-1111 www.alephobjects.com	Jeff Moe, CEO; Steven Abadie, Chief Operating Officer; Harris Kenny, President 2011
2	Madwire/Marketing 360 3420 E. Harmony Road Building 5, 3rd Floor Fort Collins, CO 80528	189%	\$52,824,140 \$18,304,918	380	Small-business digital marketing software & highly skilled professional marketing services through a single, powerful platform.	970-541-3284 www.madwire.com	JB Kellogg, co-CEO, co-Founder, COO 2009
3	FR Cos. Ltd. 125 S. Howes St., 2nd Floor Fort Collins, CO 80521	124%	\$23,382,183 \$10,436,313	31	Home building, land development, residential and commercial rental property.	970-284-3200 www.fr-corp.com	Devin Ferrey, president; Andrew Rauch, Vice President 2010
4	Elder Construction Inc. 7380 Greendale Road Windsor, CO 80550	105%	\$28,500,000 \$13,900,000	26	Commercial general contractor. Scope of work includes everything from site developments, ground up construction, tenant improvements and renovations.	970-744-4731 www.elderconstructioninc.com	Chris Elder, president & CFO 1994
5	The Neenan Co. 3325 S. Timberline Road Fort Collins, CO 80525-4427	78%	\$111,416,000 \$62,684,000	135	Provides development, design and construction services for education, healthcare, government and commercial facilities.	970-493-8747 www.neenan.com	David Shigekane, president 1966
6	FCI Constructors Inc. 4015 Coriolis Way Frederick, CO 80504	77%	\$410,000,000 \$231,631,531	110	Commercial and industrial design-builder, general contractor and construction manager covering several markets across Colorado and the surrounding states.	970-535-4725 www.fcio.com	Jeff Erker, vice president 1978
7	Baessler Homes 3780 W. 10th St., Suite 200 Greeley, CO 80634	67%	\$45,601,000 \$27,296,000	48	Home builder, including single-family and multifamily.	970-353-1492 www.BaesslerHomes.com	Jamie Baessler, president/CEO 1968
8	Brinkman Construction Inc. 3528 Precision Drive, Suite 100 Fort Collins, CO 80528	49%	\$122,000,000 \$82,000,000	85	Construction solutions.	970-267-0954 www.brinkmanpartners.com	Jim Ciesla, CEO 2005
9	ECI Site Construction Management Inc. 2526 14th St., S.E. Loveland, CO 80537	45%	\$25,000,000 \$17,200,000	25	General contractor and construction manager of multi-faceted infrastructure and recreation projects. Provides turn-key sitework/hardscape packages.	970-669-6291 www.ecisite.net	Selina Cook, secretary/ treasurer; Ted Johnson, vice president; Brian Peterson, president 1983
10	Associates in Family Medicine - South Office 1113 Oakridge Drive Fort Collins, CO 80525	31%	\$31,274,719 \$23,815,991	288	Family-medicine medical clinic.	970-225-0040 www.afmfc.com	James Sprowell, CEO 1962
11	Roche Constructors Inc. 361 71st Ave. Greeley, CO 80634	31%	\$102,791,000 \$78,560,000	65	Construction manager/general contractor.	970-356-3611 www.rocheconstructors.com	Tom Roche, CEO/president 1971
12	All Phase Restoration 7355 Greenridge Road, Suite C Windsor, CO 80550	26%	\$26,000,000 \$20,687,522	51	Water and mold mitigation, fire reconstruction, asbestos abatement, general contractor.	970-213-1900 www.aprestoration.com	Jeffrey Mauck, CEO 2002
13	United Power Inc. 500 Cooperative Way Brighton, CO 80603	22%	\$219,961,706 \$179,891,711	N/A	Electric-distribution cooperative, providing electricity to more than 150,000 people along Colorado's northern Front Range.	303-659-0551 www.unitedpower.com	Darryl Schriver, CEO 1938
14	Dairy Specialists LLC 3309 Empire St. Evans, CO 80620	20%	\$20,910,635 \$17,428,963	58	Dairy equipment, supplies, service and maintenance. Agricultural waste specialists, equipment and supplies. Design services.	970-330-1870 www.dairyspecialists.com	Randy Sorensen, CEO 1991
15	Kuck Mechanical Contractors 395 W. 67th St. Loveland, CO 80539	19%	\$16,743,720 \$14,088,713	80	Full mechanical-HVAC contracting installation, design/build, sheet-metal fabrication, commercial, industrial construction, heat, ventilation and air conditioning remodel.	970-461-3553 www.kuckmechanical.com	Ted Kuck, president 1999
16	Duran Excavating Inc. 14332 County Road 64 Greeley, CO 80631	16%	\$16,220,000 \$14,035,431	42	Earthwork, utilities and roadwork.	970-351-0192 www.duranexcavating.com	Ernest Duran, co-owner/ president; Gary Duran, co-owner; Larry Duran, co-owner 1978
17	Hensel Phelps Construction Co. 420 Sixth Ave. Greeley, CO 80631	9%	\$356,211,830 \$328,066,851	315	Planning and design, construction and facility management.	970-352-6565 www.henselphelps.com	Jeffrey Wenaas, president; Allan Bliesmer, District Manager / Vice President 1937
18	Poudre Valley Rural Electric Association Inc. 7649 REA Parkway Fort Collins, CO 80528	8%	\$114,406,342 \$105,599,693	85	Electric utility.	800-432-1012 www.pvrea.com	Jeff Wadsworth, CEO 1939
19	Good Day Pharmacy — Corporate Office 3780 E. 15th St., Suite 102 Loveland, CO 80538	8%	\$30,272,000 \$28,029,000	138	Independent pharmacy chain. Specialties include compounding, bio-identical hormones, medical equipment, specialty care medications, specialty pharmacy serving assisted living and skilled nursing.	970-461-1975 www.gooddaypharmacy.com	1985
20	The Women's Clinic of Northern Colorado 2500 Rocky Mountain Ave., Suite 150 Loveland, CO 80538	7%	\$19,670,000 \$18,300,000	136	OB/GYN care, mammography, Dexa bone density screening, ultrasounds.	970-493-7442 www.fcwc.com	Scott Kenyon, executive administrator 1970

Regions surveyed include Larimer and Weld counties.

Researched by BizWest

Information presented was provided upon request from facility representatives, and BizWest assumes the data are accurate and truthful. To be considered for future lists or update information, email research@bizwest.com.

C3 thrives in challenging real estate market

By Elizabeth Gold
news@bizwest.com

Real estate agents need to be experts in finances and psychology, says John Simmons, C3 Real Estate Solutions co-founder and co-owner.

“They deal with death, divorce, job loss and the economy,” he said.

To keep his company’s agents on top of it all, Simmons, along with co-founder and co-owner Jesse Laner, makes sure that they make the job a place to learn, develop and thrive.

“Most real estate agents get bogged down by doing things like brochures, but we take care of that, so they’re freed up to do what they do best,” Simmons said.

Whereas the market is challenging these days, agents at C3 are doing well.

“Low inventory and an oversaturation of agents is causing most agents and real estate companies to be down 5 to 10 percent in sales volumes,” Simmons said, “but we’re up about 26 percent.”

“We don’t even have to recruit agents because we offer such an affordable model that includes a lot of office locations, is heavy on technology and offers great support and leadership.”

C3’s office locations make it convenient for buyers and sellers as well as for the company’s independent brokers. They’re in high-retail



JOEL BLOCKER / FOR BIZWEST

Cole Harger, left, and Megan Rau, administration assistants for the Fort Collins-based company C3 Real Estate Solutions, stay busy working the front counter at their Front Range Village office in south Fort Collins.

areas, which increase exposure and the opportunity for people who are already out shopping to stop in.

The company also provides lead generation, staff support and opportunities for professional development to agents.

“We’re teaching agents how to leverage listings rather than how to get them,” Simmons said.

The company also holds weekly office meetings that feature subject-matter experts from different fields. Topics have included presentations on character, positive mindset and data-

base use and organization. Offering these learning opportunities as well as CDs and conferences keep agents growing and able to offer more to customers.

“I want 100 percent of our agents to hit their goals and to be very focused on their customers,” Simmons said. “We put an emphasis on commitment, self-development and community involvement.”

The company is considering opening a sixth office or offering franchise opportunities in the upcoming future.

“When we entered the industry



C3 Real Estate Solutions

2720 Council Tree Ave., Suite 178
Fort Collins, CO 80525
970-225-5152

www.mycolorhome.com

John Simmons and Jesse Laner, co-founders and co-owners

Founded: 2012

Employees: 14, with 105 Realtor agents

Primary service: Residential and commercial real estate transactions.

Growth: 174%

years ago, we were already top in the nation and knew there was a better way of doing business,” Simmons said. The way he and Laner run C3 reflects that better way.

With inventory low and a competitive market high for the real estate industry in Colorado, it’s important to make sure a team has every advantage possible to keep properties moving and customers pleased, Simmons said.

“I tell our agents to go out and establish sincere relationships,” he said, “because, as one agent recently said, ‘Thee who bumps elbows first, wins.’”

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Mercury 100 Fastest-Growing Private Companies — Flight II

Companies with 2016 revenue between \$4,600,001 and \$15,000,000.

Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2016 Revenue 2014	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	C3 Real Estate Solutions 2720 Council Tree Ave. Ste. 178 Fort Collins, CO 80525	174%	\$10,734,809 \$3,921,681	94	Residential and commercial real estate transactions.	970-225-5152 www.mycolorhome.com	John Simmons, owner/ employing broker 2012
2	Masters Flooring LLC 4217 S. Mason St. Fort Collins, CO 80525	116%	\$7,770,000 \$3,600,000	N/A	Commercial flooring and tile.	970-226-0684 www.masters-flooring.com	Rick Owen; Steve Hall, manager members 1965
3	Northern Engineering¹ 301 N. Howes St., Suite 100 Fort Collins, CO 80521	112%	\$6,506,569 \$3,068,446	44	Civil engineering, land surveying and land development services.	970-221-4158 www.northernengineering.com	Nick Haws, principal 1987
4	Ensign Power Systems Inc. 2175 Citrine Court Loveland, CO 80537-5132	79%	\$5,751,089 \$3,206,781	20	Designs and manufactures electronic power supplies.	970-203-9255 www.ensignpower.com	R. Choate, vice- president; Daniel Danowski, president 1995
5	Colorado Boring Co. 3813 Canal Drive Fort Collins, CO 80524	79%	\$8,558,975 \$4,787,160	43	Drilling and boring contractors.	970-494-1996 N/A	Jon Jacobs, managing member 1999
6	Stucco Rite Inc. SRI Investments 760 N. 71st Ave. Greeley, CO 80634	64%	\$9,843,000 \$5,987,000	42	Stucco, masonry, land development. Commercial real estate. Construction subcontractor.	970-381-6956 www.stuccorite.com	Kurt Georgeades, CEO 1988
7	Advanced Manufacturing Technology 3920 Patton Ave. Loveland, CO 80538	40%	\$14,000,000 \$10,000,000	70	Conveying systems for food, beverage, pharmaceutical, brewery, household products and more. Infinite automatic guiderail systems for packaging industry.	970-612-0315 www.amtcolorado.com	Luanne Mullen, president 1996
8	Encompass Medical Partners dba Encompass Healthcare Data Solutions 1236 E. Elizabeth St., Suite 2 Fort Collins, CO 80524	39%	\$6,469,000 \$4,653,410	66	Medical management company that offers full-service solutions based on the specific needs of a practice.	970-488-1668 www.encompassmedical.com	Scott Novogoratz, CEO 1984
9	Motherlove Herbal Co. 1420 Riverside Ave. Suite 114 Fort Collins, CO 80524	34%	\$7,056,000 \$5,250,000	24	Manufactures natural and organic products specifically for pregnancy and breastfeeding.	970-493-2892 www.motherlove.com	Silencia Cox, CEO 1990
10	Alpine Gardens 7029 S. College Ave. Fort Collins, CO 80525	30%	\$8,572,000 \$6,600,000	80	Landscape contractor providing commercial and residential landscape design, installation and maintenance.	970-226-2296 www.alpinelandscaping.com	Jack Fetig, president; Christine Fetig, secretary/treasurer; Nate Fetig, Vice President; Heidi Fetig, Assistant Secretary/ Treasurer 1978
11	Roberts Excavation Corp. 1801 First St. Berthoud, CO 80513	30%	\$5,704,119 \$4,398,800	25	Excavation and site utilities for commercial construction.	970-532-1440 www.robertsx.com	Gerald Roberts, president/general manager 1991
12	IMS Heating & Air Inc. 5213 Longs Peak Road, Unit A Berthoud, CO 80513	29%	\$11,531,542 \$8,945,025	75	HVAC maintenance, indoor air-quality, retrofit, new construction, commercial, duct cleaning.	970-532-0123 www.imsheatingandair.com	Daren Shawver, president 2000
13	Allura Skin, Laser & Wellness Clinic 2032 Lowe St., Suite 103 Fort Collins, CO 80525	29%	\$5,251,000 \$4,084,486	29	Skin care, facial lasers, botox, dermal fillers, hCG diet, spa, laser vein treatments, bio identical hormones.	970-223-0193 www.alluraclinic.com	Rebecca de la Torre, M.D. 2008
14	Coe Construction Inc. 2302 E. 13th St. Loveland, CO 80537	26%	\$12,000,000 \$9,500,000	18	Commercial general contractor.	970-663-7636 www.coeconstruction.com	Gregg Meisinger, president 1990
15	Naranjo Civil Constructors Inc. 1863 Second Ave. Greeley, CO 80631	21%	\$15,000,000 \$12,400,000	55	Civil construction.	970-356-7909 www.naranjocivil.com	Jerry Naranjo, vice president/general manager; Herman Naranjo, president 1982
16	Malm Electrical Contractors LLC 266 Basher Drive, Unit 2 Berthoud, CO 80513	16%	\$7,100,000 \$6,100,000	55	Commercial, industrial, multi-family, design-built services.	970-532-9900 www.malmelectric.com	Trent Malm; Roy Maynes; Chris Raskay, partners 2002
17	DaVinci Sign Systems Inc. 4496 Bent Drive, Unit A Windsor, CO 80550	15%	\$4,706,366 \$4,074,864	37	LED message centers, signs for schools, hospitals, financial institutions and retail. Custom metal fabrication, stone masonry. Electronic signage for interior and exterior applications. LCD displays.	970-203-9292 www.davincisign.com	John Shaw, president 2004
18	Obermeyer Hydro Inc. 303 W. County Road 74 Wellington, CO 80549	11%	\$13,780,915 \$12,441,764	48	Water control gates, hydroelectric turbines and various vulcanized rubber products.	970-568-9844 www.obermeyerhydro.com	Henry Obermeyer, President 1988
19	Green Ride Colorado Inc. 4825 Earhart Road Loveland, CO 80538	9%	\$6,165,895 \$5,643,268	120	Locally owned shared-ride airport shuttle company focused on minimal environmental impact while providing transportation for residents and visitors.	970-226-5533 www.greenrideco.com	Robert Flynn; Ray Schofield, co-founders 2008
20	A-1 Organics Inc. 16350 Weld County Road 76 Eaton, CO 80615-8705	1%	\$11,307,000 \$11,170,000	36	Recycling services, food-waste recycling, green waste recycling, wood waste recycling, recycler of organic non-toxic, non-hazardous materials. Producers of Mulch and Compost.	970-454-3492 www.a1organics.com	Travis Bahnsen, president 1974

Regions surveyed include Larimer and Weld counties.

¹ Numbers include Greeley location.

Researched by BizWest

Otis, Bedingfield & Peters lawyers: Better together

By Elizabeth Gold
news@bizwest.com

Otis, Bedingfield & Peters is the result of merging firms, attorneys and expertise.

Member Jeff Bedingfield described one of the firm's strengths as a culmination of complementary talent, which has caused it to grow organically. Rather than bringing other attorneys onboard, Otis, Bedingfield & Peters has relied on the reputation each of its five partners has brought to the company.

"We've also been extremely fortunate to hire associates of high quality," Bedingfield said. "Our regional focus has attracted both quality associates and clients."

Ways the firm has continued to maintain and grow a strong presence include supporting local organizations and causes.

"There are some fine attorneys in Northern Colorado," he said, "but we've earned business that might otherwise have gone out of the area by a lot of involvement in the community."

Otis, Bedingfield & Peters stresses that community involvement internally. Groups such as the American Cancer Society, Weld Food Bank and Fort Collins, Greeley and Loveland chambers of commerce have benefited from the practice. The firm also provides an average of 50 hours of pro



JOEL BLOCKER / FOR BIZWEST

Otis, Bedingfield & Peters, LLC attorneys, from left, Timothy Brynteson, Jeffrey Bedingfield and John Kolanz are three of the firm's partners based at its Loveland office.

bono service per attorney each year.

In addition to bringing together a collection of attorneys with a wealth of experience, Otis, Bedingfield & Peters puts a lot of attention into bringing on and supporting high-quality staff. "The No. 1 reason for our success is because we hire good people and expect a high standard of business ethics in how they deal with clients and with each other," Bedingfield said.

The firm works to keep team members at the top of their game in a variety of ways, with positive interactions and encouragements topping the list.

"We meet with each associate quar-

terly and monthly with all staff as well as have social functions several times a year," he added. "A lot has to do with how you work with people on a daily basis. We make sure to acknowledge accomplishments and stay actively involved in our employees' lives."

Mentoring associates also ranks high for the firm. "If there's a better way of doing something," Bedingfield said, "we bring it up and explain why it's better."

The focus includes stressing the need to deal with other attorneys and clients respectfully and making sure to teach associates how to best do that.



Otis, Bedingfield & Peters LLC

1812 56th Ave.
Greeley, CO 80634
970-330-6700

www.nocoattorneys.com
Jeff Bedingfield, member

Founded: 2010

Employees: 16 attorneys, 11 paralegals and support staff

Primary service: Legal services focusing on real estate and business law.

Growth: 112%

"A great example is if there is a relatively new associate who has a difficult attorney on the other side, we talk about how to constructively deal with the other attorney," Bedingfield said. "It's important to keep in mind that you're there to accomplish something for the client rather than getting caught up in the difficulty."

Keeping personal egos out of interactions goes a long way in continuing to meet and surpass client expectations, Bedingfield said. "You sometimes have to be willing to lose a small battle in the process of an overall project."

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Mercury 100 Fastest-Growing Private Companies — Flight III

Companies with 2016 revenue between \$2,130,001 and \$4,600,000.

Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2016 Revenue 2014	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Colorado in Motion 210 W. Magnolia St., Suite 110 Fort Collins, CO 80521	186%	\$2,886,743 \$1,007,675	30	Specialists in managing persistent pain, spine, sports & joint injuries/pain, womens health issues, lymphedema, parkinsons disease, pediatric disorders, surgical and non operative hand/wrist issues.	970-221-1201 www.coloradoinmotion.com	Terry Gebhardt, director of clinical operations/PT; Brenda Cummings, Dir. of Occupational Therapy and Industrial Health 2007
2	Corkat Data Solutions P.O. Box 7451 Loveland, CO 80537	183%	\$2,587,341 \$913,315	9	HIPPA-compliant cloud computing, data center, IT solutions, hosted applications, disaster recovery, business continuity, hosted QuickBooks, Colocation	970-776-3777 www.corkatdata.com	Mark Grundy, VP business development; Kevin Cox, CEO/president 2011
3	Otis, Bedingfield & Peters LLC 1812 56th Ave. Greeley, CO 80634	112%	\$2,806,139 \$1,322,625	26	Legal services.	970-330-6700 www.nocoattorneys.com	Jennifer Peters, managing partner; Fred Otis, Member; Jeff Bedingfield, Member; Tim Brynteson, Member; John Kolanz, Member 2010
4	Terra Constructors Inc. P.O. Box 1670 Johnstown, CO 80534	91%	\$3,200,000 \$1,677,293	25	Provides cast-in-place concrete construction such as urban drainage structures, inlets, box culverts, headwalls, retaining walls, footers, concrete sidewalks, concrete pavement.	970-578-4614 N/A	Tino Florez, president 2005
5	Czero Inc. 430 N. College Ave., Suite 425 Fort Collins, CO 80524	54%	\$3,774,795 \$2,451,488	21	Engineering service firm specializing in early-stage research and development projects.	970-325-5735 www.czero-solutions.com	Guy Babbitt, CEO/president 2007
6	Ram Glass Service 6132 S. College Ave. Fort Collins, CO 80525	53%	\$2,626,480 \$1,718,633	15	Glass, shower doors, mirrors, storefronts, table tops, chair mats, custom glass cutting, cabinet glass. Residential and commercial glass.	970-207-1914 www.ramglass.com	Clu Tamlin, vice president; Kathy Tamlin, owners 2000
7	Aggie Plumbing & Service Inc. 309 S. Summitview, No. 12 Fort Collins, CO 80524	42%	\$3,300,000 \$2,330,000	21	Plumbing systems for new residential and commercial buildings. Commercial and residential plumbing service and repair. Water heaters and hot water heating systems. Fuel gas piping.	970-226-9979 www.aggieplumbing.com	Craig Unter, president 2005
8	Snelling Staffing Services 1015 W. Horsetooth Road, Suite 201 Fort Collins, CO 80526	36%	\$2,170,470 \$1,590,218	78	Direct-hire and temp-to-hire recruiting and staffing services for light industrial/manufacturing, administrative/operations, medical and engineering.	970-225-9292 www.ftcollins.snelling.com	Trish Bowen-Banister, franchisee/executive recruiter 1997
9	Diesel Services of Northern Colorado 1828 E. Mulberry St., Unit D Fort Collins, CO 80524	27%	\$2,800,000 \$2,200,000	22	Repair and service for all trucks, tractors, trailers, fleets, forklifts, earth movers, compressors, generators, cranes, booms and mobile repair service.	970-221-9280 www.dsnc.biz	Marybeth Snyder, owner/manager 1998
10	Longs Peak Landscape 4325 Hilltop Road Longmont, CO 80504	26%	\$4,547,145 \$3,614,909	49	Landscape construction, maintenance and design. Snow removal, restoration services, renovation, maintenance, commercial, residential, HOAs.	303-682-2857 www.LongsPeakLandscape.com	Mike DePriest, president 1994
11	Wick & Trautwein LLC 323 S. College Ave., Suite 3 Fort Collins, CO 80524	25%	\$2,500,000 \$2,000,000	18	Legal services.	970-482-4011 www.wicklaw.com	Athena Storebo, Office Manager; Robin Wick, managing member 1978
12	DataSplice LLC 414 E. Oak St. Fort Collins, CO 80524	24%	\$4,060,000 \$3,285,500	18	Inspection forms for utilities, energy and regulated industries. DataSplice Mobile Integration Suite for Maximo, DataSplice Utilities Inspection Suite, DataSplice Contractor Services Mobile Tracking.	970-484-0841 www.datasplice.com	Scott Kunze, president/CEO 2001
13	EnviroPest 455 Denver Ave. Loveland, CO 80537	21%	\$2,350,734 \$1,945,000	21	Commercial and residential pest and wildlife services.	970-545-3065 www.enviropest.com	Kevin Lemasters, president 1965
14	J&B Machine LLC 370 E. 16th St. Greeley, CO 80631-6011	20%	\$3,614,789 \$3,010,531	17	Aluminum and stainless welding, designing fabricating, grinding, manufacturing, mig welding, milling, portable welding, stick welding, tig welding, turning.	970-353-6247 www.jandbmachine.com	Steven Chavez, owner/president 1994
15	EnergyLogic Corp. 309 Mountain Ave. Berthoud, CO 80513	20%	\$4,100,000 \$3,421,334	55	Provides a range of services, data products and analytic services to home builders and other housing-related professionals.	970-532-3220 www.nrglogic.com	Steve Byers, CEO; Wynne Maggi, president 2006
16	Oleo Acres Farrier Supply Inc. 1036 S. County Road 21 Berthoud, CO 80513	19%	\$2,174,124 \$1,833,410	8	Farrier supplies.	970-532-3490 www.oleoacresfarriersupply.com	Robert Michel, president 1975
17	Fort Collins Nursery 2121 E. Mulberry St. Fort Collins, CO 80524	15%	\$3,562,020 \$3,095,634	32	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
18	Chapel & Collins LLC 215 W. Oak St., Suite 901 Fort Collins, CO 80521	12%	\$2,138,700 \$1,905,600	6	Holistic financial-planning services for families, including retirement, education, investments, estate planning and risk-management issues.	970-204-1376 www.chapelcollins.com	Donna Chapel; Dennis Collins; Stephen West, principals 1998
19	Anderson Consulting Engineers Inc. 375 E. Horsetooth Road, Building 5 Fort Collins, CO 80525	6%	\$3,920,135 \$3,705,000	22	A water resources engineering consulting firm.	970-226-0120 www.acewater.com	Bradley Anderson, president 1998
20	C&T Custom Fabrication Inc. 345 Basher Drive Berthoud, CO 80513	0%	\$3,138,000 \$3,129,403	19	Full-service metal fabrication, certified welding, ISO 9001:2008, CNC machining, Fiber Laser processing, waterjet, CNC punching and bending, CAD services.	970-532-2444 www.ctcustomfab.com	Cameron Mattheie, vice president 1997

Regions surveyed include Larimer and Weld counties.

Researched by BizWest

Catering to laundromats helps High Mark clean up

By Elizabeth Gold
news@bizwest.com

Keeping an eye on the future is a key focus for Pete Valconesi, president of Johnstown-based High Mark Manufacturing Inc.

"I refuse to go backwards and am always looking to make things better and to offer new products to my customers," he said.

As a start, Valconesi created a product that would keep those customers — commercial laundry companies — up and running when their equipment needed repairs.

"I used to be a contractor and built these on-site for them, and knew that the washing machines weren't very user friendly," he said. "They're bolted to the floor but have to be worked on from the back."

With a plan for reducing disruption for laundromat customers and owners, Valconesi went into his garage one day and created a better bulkhead, which became his company's flagship product.

"With my product," he said, "you can climb inside and fix problems without disrupting the rest of the store."

Since then, Valconesi has developed his offerings to keep up with the market and expand his customer base. New products include modern-looking chairs and folding tables that



JOEL BLOCKER / FOR BIZWEST

Pete Valconesi, president of High Mark Manufacturing Inc., has expanded his product line to include drain troughs, laminate folding tables and premier seating for the commercial laundry industry.

are both attractive and durable.

"We continue to make changes to our existing products," he said, "as well as to create designs that help our customers modernize that old look."

As with most businesses, High Mark Manufacturing was hit hard during the recession. "We predominantly cater to people who are just getting into the business, and a challenge about six years ago was that when the economy went south, banks weren't lending money for people to start new businesses."

The result slowed the growth of his company's potential market and

reduced future projections for High Mark.

To keep his own business in the game, he turned the challenge into inspiration to find what didn't rely mainly on customers that were just getting started. Designing and manufacturing tables and chairs that upgraded the look of older laundromats fit the bill.

Increasing the number of products his company sold stretched the reach of High Mark Manufacturing and allowed Valconesi to continue building his focus on repeat businesses.

"The success of my business is

completely due to customer service," he said, adding that he'd never lost a customer. "I will always take care of problems. I've never turned a customer away, even if it costs me money — no matter how big or small it is."

To punctuate that value, Valconesi travels nationally to make sure his customers know he's listening and is there to help. Although his company focuses on manufacturing products and has distributors representing those products, he believes face-to-face visits keep customers aware of the added value he offers with every sale.



High Mark Manufacturing Inc.

4940 Weld County Road 46
Johnstown, CO 80534
970-587-9044
www.highmarkmanufacturing.com

Pete Valconesi, president

Founded: 2002

Employees: 7

Primary service: Builds equipment for commercial laundry companies including utility racks, drain troughs, lint filtration and furniture.

Growth: 64%

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Mercury 100 Fastest-Growing Private Companies — Flight IV

Companies with 2016 revenue between \$820,001 and \$2,130,000.

Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2016 Revenue 2014	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Heart Centered Counseling 320 W. Olive St. Fort Collins, CO 80521	425%	\$2,100,000 \$400,000	35	Professional counseling (individual, marital, couples, child, family), Psychiatric care - same-week availability, all major insurances accepted, Medicaid and Medicare.	970-498-0709 www.heartcenteredcounselors.com, www.carlscounseling.com	1997
2	Total Facility Care LLC 471 N. Denver Ave. Loveland, CO 80537	160%	\$2,105,866 \$809,743	100	Commercial cleaning and building maintenance.	970-800-3801 www.TotalFacilityCare.com	Pete Gazlay, president 2010
3	Blazen Illuminations 2008 Leila Drive Loveland, CO 80538	79%	\$895,000 \$500,000	18	Event design and productions services, including IT and AV system integration and RGB LED lighting, DMX controls, automation systems and lighting design services, installation and custom fabrication.	800-980-4155 www.blazenlights.com	Nate Webb, co-owner 1999
4	Quality Engineering 2637 Midpoint Drive, Suite E Fort Collins, CO 80525	71%	\$894,401 \$522,222	7	Civil and structural engineering & consulting.	970-416-7891 www.quality-engineering.com	Cody Geisendorfer, Owner 2010
5	High Mark Manufacturing Inc. 4940 Weld County Road 46 Johnstown, CO 80534	64%	\$1,455,000 \$888,000	5	Commercial laundry fixtures and furnishings.	970-587-9044 www.highmarkmanufacturing.com	Pete Valconesi, president 2002
6	1-800-GOT-JUNK? 4009 S. Valley Drive Longmont, CO 80504	59%	\$1,159,931 \$728,403	15	Locally & female-owned and operated, full-service junk-hauling specializing in reusing/recycling/repurposing.	303-827-5573 www.1800gotjunk.com	Lilly Wallace, Franchise owner. 2005
7	Petersen's Flooring & Design 4217 S. Mason St. Fort Collins, CO 80525	56%	\$1,400,000 \$900,000	N/A	All types of flooring, countertops.	970-226-5343 www.petersensflooringanddesign.com	Rick Owen; Steve Hall, manager members 1965
8	MouCo Cheese Co. 1401 Duff Drive, Suite 300 Fort Collins, CO 80524	55%	\$950,000 \$613,000	5	Artisan cheeses.	970-498-0107 www.mouco.com	2000
9	Anlance Protection Ltd. 1800 E. Lincoln St., No. C-3 Fort Collins, CO 80524	45%	\$1,375,890 \$950,533	43	Executive protection, uniformed security, training.	970-484-8095 www.anlance.com	Barry Wilson, President 1991
10	KYTO Inc., dba Mobility and More 493 N. Denver Ave. Loveland, CO 80537-5129	40%	\$1,062,000 \$758,000	8	Durable & home medical equipment. Power & manual wheel chairs, scooters, hospital beds, complex rehab, walkers, bath safety equipment, Stair lifts, vehicle lifts, platform lift hand controls & ramps.	970-461-8400 www.mymobility.biz	Tom Black, CEO 2003
11	Colorado Blinds & Design 257A E. 29th St. Loveland, CO 80538	33%	\$1,600,000 \$1,200,000	7	Blinds and window treatments, home accents, mirrors, floral, interior design.	970-663-0505 www.coloradobd.com	Judy Magara, president 1981
12	Colorado Civil Group Inc. 5110 Granite St., Unit D Loveland, CO 80538	32%	\$1,089,760 \$825,700	7	Civil engineering, municipal engineering, land development design, roadway design, potable and raw water system design, sewer system design, storm drainage modeling and design, master planning, GIS.	970-278-0029 www.ccginc.us	Dave Lindsay, president 2007
13	A-Train Marketing Communications Inc. 125 S. Howes St., Suite 502 Fort Collins, CO 80521	31%	\$1,996,228 \$1,520,000	13	Branding, websites & digital marketing solutions, strategic planning, design & print materials, video & nonprofit marketing.	970-419-3218 www.etrainmarketing.com	Gretchen Gaede, president 1998
14	Pisacka, Baker & McFarland LLC 3227 S. Timberline Road, Suite A Fort Collins, CO 80525	28%	\$820,084 \$639,259	2	Income-tax return preparation, income-tax planning. Review and compilation services.	970-488-1888 www.pisackabaker.com	Cody Pisacka, managing member 2007
15	Journey Employer Solutions 201 S. College Ave., Suite 215 Fort Collins, CO 80524	27%	\$1,021,045 \$803,000	15	Payroll, time clock, HR, ACA, employee-engagement services and more tools to help businesses from one to 1,000 employees.	970-568-8613 www.mytlcteam.com	Kevin Welch, CEO 2010
16	Avalis Wayfinding Solutions Inc. 301-C Smokey St. Fort Collins, CO 80525	26%	\$1,201,993 \$953,341	13	Interior sign manufacturer.	970-223-9211 www.avalisway.com	L. Lyles, owner and president 1989
17	Mueller Pye & Associates CPA LLC 762 W. Eisenhower Blvd. Loveland, CO 80537	14%	\$877,517 \$769,770	6	Tax and accounting practice specialization in cloud accounting services, business tax planning, not-for-profit consulting, business succession planning, estate and gift planning, and advisory services	970-667-1070 www.muellerpyecpa.com	PAUL MUELLER; Paul Mueller, managing directors 2008
18	Mantooth Marketing Co. LLC 3030 S. College Ave., #204 Fort Collins, CO 80525	14%	\$1,650,000 \$1,450,000	10	Full-service marketing company.	970-663-1888 www.mantoothcompany.com	Connie Hanrahan, CEO/president 1995
19	Rebound Sports & Physical Therapy 107 W. 29th St., Suite 100 Loveland, CO 80538	12%	\$2,111,553 \$1,888,000	27	Outpatient orthopedic physical therapy, occupational therapy, certified hand therapy and therapeutic massage. Sports specific screenings.	970-663-6142 www.reboundssportspt.com	Brad Ott, president; Casey Robinson, general manager 1997
20	Brinker's Flooring Design Center 1418 E. Magnolia St. Fort Collins, CO 80524	11%	\$2,000,000 \$1,800,000	5	All types of flooring.	970-484-7200 www.brinkersid.com	Dale Brinker, president 2000

Regions surveyed include Larimer and Weld counties.

Researched by BizWest

Copper Leaf Creative: Straight talk, not geek speak

By Elizabeth Gold
news@bizwest.com

Gordon Seirup separates Loveland-based Copper Leaf Creative from the crowd by building a strategic purpose with his clients before building their website.

“My research shows that only 5 percent of website-development agencies are strategically driven,” he said. “Our real goal is not to be a website factory but to impact our clients’ bottom line as they define that over time.”

The benefit of his approach is that once a company becomes his customer, it’s generally his customer for life.

Another one of Seirup’s value-added offerings is that he’s light on geek speak and heavy on lay-person language. “We like to think of ourselves as talented interpreters of technology,” he said.

Clients come to Copper Leaf Creative from a variety of industries but tend to be in the small- to medium-sized categories because Seirup isn’t looking to scale his business to reach larger companies. He’s more interested in developing long-lasting relationships than he is in expanding the definition of his target market.

The core of Copper Leaf Creative is built on a process of Web development that helps clients pin down their company’s intentions. It starts with a seven-page discovery survey that



COURTESY COPPER LEAF CREATIVE

Copper Leaf Creative owner Gordon Seirup and business manager Leah Ashley are joined by former staffer Jessica Quig, right. The company stresses web development that helps clients pin down their business’ intentions.

uncovers the power of their business and then moves into ways they could use a website to get that message out and bring customers in.

Once the website goes live, Copper Leaf Creative starts collecting data to determine how well the finished product bridges the client’s objectives and the website’s success at meeting them. Improving on the concept and delivery becomes the focus after that.

In a time when it’s possible to read a few books, watch some how-to videos and hang a virtual shingle out as a website developer, being competitive

in the field can be challenging. Seirup stays steady in how he presents his experience and in how he builds his client base as a way to meet the challenge.

His self-motivation is primarily to just keep showing up and doing the work because some people won’t. “I’m getting business now from some of those people,” he said. “The more around you are, the more established and better you get.”

Seirup recently made a change in how he runs his business in response to another challenge he was dealing

with: staffing.

“Our revenue was growing, but our profit margin wasn’t,” he said, “and at the end of the year, profit will always beat revenue.”

To turn the tide, he reduced his employee base to one person, a business manager, but recognized that he was trying to do too much.

“Our profit margin is going up now, even though our revenue is down,” he said. “I’m also working less.”

Seirup chalked his business sense up to the result of trial and error.

“As boring as it is,” he said, “realizing that you’ll have good days and bad days is really helpful.”

MERCURY 100
NORTHERN COLORADO
Copper Leaf Creative

407 N. Lincoln Ave., Suite 110
Loveland, CO 80537

970-776-8778
www.copperleafcreative.com

Gordon Seirup, owner

Founded: 2011

Employees: 1

Primary service: Website development.

Growth: 57%

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Companies with 2016 revenue up to \$820,000.

Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2016 Revenue 2014	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	Leave A Legacy Inc. 1827 E. Harmony Road Fort Collins, CO 80528	90%	\$323,000 \$170,000	4	Transforming old media such as photos, videos, film and audio into digital creations.	970-226-0102 www.leavealegacytoday.com	Marsha Knackstedt, president 2006
2	PHI-D&E Inc. dba Crown Jade Design & Engineering 1314 Red Cedar Circle Fort Collins, CO 80524	70%	\$544,000 \$320,000	5	Architectural drafting and structural engineering firm specializing in alternative construction, including Passive House, straw bale, timber, log, rammed earth tires, Superior Walls.	970-472-2394 www.crownjade.com; www.roundfoothomes.com	Mark Benjamin, PE 2004
3	Copper Leaf Creative 407 N. Lincoln Ave., Suite 110 Loveland, CO 80537	57%	\$244,119 \$155,255	3	Website development.	970-776-8778 www.copperleafcreative.com	Gordon Seirup, owner 2011
4	My Big Day Events 6422 Sea Gull Circle Loveland, CO 80538	43%	\$50,000 \$35,000	6	Full-service event planning: corporate events, weddings, showers, birthdays, bar crawls, surprise parties, retreats, meetings, scavenger hunts, community & profit events, festivals, fundraisers & more.	970-613-1455 www.mybigdaycompany.com	Christine Forster, president/event manager 2006
5	Clean Bees 217 Racquette Drive, Unit 442% Fort Collins, CO 80524		\$723,875 \$508,757	29	Provides cleanings to homes and businesses. Free consultations.	970-566-2415 www.cleanbees.com	Katie Straubel, owner 2001
6	Bike Fort Collins P.O. Box 1632 Fort Collins, CO 80522-1632	32%	\$330,000 \$250,376	3	BFC is an advocacy organization dedicated to increasing active transportation, advancing culture and policy to create safer streets, and creating an equitable and inclusive advocacy platform.	970-988-6875 www.bikefortcollins.org	Chris Johnson, Executive Director 2006
7	WildRock Public Relations & Marketing 4025 Automation Way, Suite D4 Fort Collins, CO 80525	29%	\$390,000 \$302,000	6	WildRock is a boutique public-relations and marketing firm providing full public relations, social-media or marketing implementation.	970-449-6870 www.wildrockpr.com	Kristin Golliher, CEO/founder 2012
8	Robert Shreve Architects & Planner Inc. 801 Eighth St., Suite 120 Greeley, CO 80631	25%	\$340,600 \$273,000	2	Building design and planning.	970-346-0151 N/A	Robert Shreve, principal 1994
9	Key2 Accounting/Payroll Vault 375 E. Horsetooth Road, Unit 2-101 Fort Collins, CO 80525	24%	\$574,413 \$463,172	6	Payroll services, bookkeeping and tax preparation.	970-682-6600 www.key2accounting.com	Melissa Clary, managing member 2012
10	Healthy Addictions 1281 E. Magnolia St., Unit D-232 Fort Collins, CO 80524	24%	\$690,657 \$558,734	2	Wholesale snack food distribution specializing in healthier options.	970-472-1883 www.healthyaddictions.net	Kim Cunningham, manager 2007
11	RLK-PLG Investment Management LLC 215 W. Magnolia St., Suite 200 Fort Collins, CO 80521	20%	\$150,000 \$125,000	1	Investment adviser, portfolio management.	970-484-2161 N/A	Paul Gronewoller, president 2005
12	James K. Poole, Esq. 3525 Auntie Stone St., Unit 11 Fort Collins, CO 80526	18%	\$53,000 \$45,000	1	Patent attorney: patent and trademark prosecution, validity & infringement opinions, patent search/analysis and expert witness services in chemistry, oil industry equipment and patent matters.	970-472-5061 none	James Poole, patent attorney 1995
13	Concepts Unlimited 2913 Saratoga Trail Frederick, CO 80516	18%	\$100,000 \$85,000	1	Advertising Agency specializing in business to business advertising, consultants, education and non-profits. Website development and helping authors publish their indy books.	303-918-9416 www.conceptsunlimitedinc.com	Pam McKinnie, CEO 1982
14	Wilder Architecture & Planning PC P.O. Box 869 Erie, CO 80516-0869	17%	\$79,355 \$68,084	1	Architectural services for residential remodels, custom homes, light commercial and tenant finish projects. Interior design for both residential and commercial spaces.	303-665-5034 www.wilder-architecture.com	Patricia Dallarosa, president 2003
15	Red Kite Creative LLC P.O. Box 272245 Fort Collins, CO 80527	15%	\$75,000 \$65,000	1	Custom Web design and development for businesses with a focus on WordPress. Other services include e-commerce solutions, hosting and maintenance (including monthly WordPress maintenance).	970-372-2125 www.redkitecreative.com	Debbie Campbell, Owner 2005
16	Bio-medical Janitorial 4025 Automation Way, Bldg. F, Suite 2 Fort Collins, CO 80525	12%	\$560,000 \$500,000	30	Specialized janitorial service for the medical and class A commercial community.	970-266-1065 www.BioMedicalJanitorial.com	Marquita Romero, vice president 1998
17	Maverick Mold & Machine Inc. 14308 Mead St., Unit B Longmont, CO 80504	12%	\$600,000 \$538,000	5	Injection molds.	970-535-4604 www.maverickmold.co	Brian Bradley, president 2001
18	jobZology 1220 S. College Ave., Suite 2 Fort Collins, CO 80524	11%	\$266,999 \$240,000	6	Services: leadership coaching, business strategy, culture consulting. Software: automated engagement surveys, online career assessments, automated candidate screening.	970-217-8974 www.jobzology.com	Travis Hevelone, CEO 2012
19	AgTown Technologies 1823 65th Ave., Suite 1 Greeley, CO 80634	8%	\$486,851 \$448,788	5	Online and traditional marketing.	970-353-6227 www.agtown.com	Matt Furister, CEO 1999
20	Washburn Land Surveying 4025 Automation Way, Suite C4 Fort Collins, CO 80525	7%	\$681,000 \$634,000	7	Professional land-surveying services.	970-232-9645 www.washburnsurveying.com	Chad Washburn, president 2010

Regions surveyed include Larimer and Weld counties.

Researched by BizWest

Manufacturing CEOs in NoCo urge B2B collaboration

By Doug Storum

dstorum@bizwest.com

FORT COLLINS — Manufacturers in Northern Colorado would like to see some business-to-business collaboration to address a labor shortage of engineers, skilled technicians and industrial maintenance employees.

Recruiting and then keeping employees in an industry that has evolved into a bastion of high-tech is a full-time job for most companies because the region has one of the lowest unemployment rates, hovering around 2 percent. And the region's cost of living—rising due to escalating housing prices—is making recruiting more difficult.

Participants at BizWest's CEO Roundtable on manufacturing held June 29 in Fort Collins shared ideas on the critical task of recruiting top talent and training employees.

Paul Harter, chief executive of Aqua-Hot Heating Systems Inc. in Frederick, whose company manufactures heating systems for RVs, school buses, fleet trucks and utility vehicles, offers a training course on skills needed to work for his company and service its products, but he said more can be done for the industry as a whole by forming partnerships.

While some companies rely on search firms to find employees, Harter subscribes to "growing your own" through internships, apprentice pro-

grams and advanced education.

"We are partnering with a few companies in the area to cross-train each others' employees in particular skill sets," he said.

Terry Precht, CEO of Vergent Products, a contract manufacturer in Loveland, pointed out that the NoCo Manufacturing Partnership—a state-run organization—helps companies share strategies through its networking efforts. He said companies could take a look at creating programs such as sharing employees with each other when workloads vary.

Richard Bisson, CEO of WaterPik Inc. in Fort Collins, said it is becoming more difficult to recruit top talent. He said the churn rate of employees there has increased since he took over 11 years ago.

"Money is the fundamental issue," Bisson said. "You have to pay up to get talent, and you need to go anywhere and everywhere to find them."

Bisson said WaterPik needs its engineers and marketing people to be in Fort Collins because both are integrated in product development.

"Engineering and marketing in Fort Collins are critical, but we are forced to find them elsewhere," he said.

Bisson said he outsources the actual manufacturing of products in order to reduce costs.

"All in China. It's a massive cost-savings. If we did it here, consumers would have to pay more for our products."

Bisson said Water Pik's location in Fort Collins presents a challenge in recruiting and keeping young talent.

"Boulder and Denver are more attractive to millennials, and they need more attention," he said. "You need to keep having conversations telling them they are doing a great job."

Dean Herl, CEO of Noffsinger Manufacturing Inc. in Greeley, said his company, which specializes in making chains, belts and sprockets for agricultural equipment, uses a search firm to find its engineers.

"The problem is the cost of living in Colorado. Salaries haven't caught up with the cost of living," Herl said. Noffsinger has invested in automation for many of its items to reduce payroll costs.

George Newman, director of the precision machining technology program at Front Range Community College, said his group is working on a vision for a regional training center that would produce skilled workers for the manufacturing industry. The center, most likely to be located near Loveland along Interstate 25, would work with manufacturing companies to create programs to produce workers with skills specific to their needs.

"The state doesn't provide much funding for this type of education because of TABOR, so we will need financial support from the manufacturers," Newman said. TABOR is the

Taxpayer's Bill of Rights, which limits taxation and spending in Colorado without a vote of the people.

He envisions the center as a hub for manufacturing with a business accelerator, maker spaces and a showcase for advanced manufacturing, including robotics and 3-D printing.

Harter said there is a lot of potential traction for teaching trades.

The health-care debate

Tim Reeser, CEO of Lightning Systems in Loveland, said the cost of health care is harming businesses and their employees, but says the debates among politicians are not addressing the root cause of higher prices.

"Washington is talking about who will pay, but they should be talking about why the cost is so much.

"\$30 for an aspirin at a hospital, \$41,000 a night in a hospital. ... We should be asking hospitals why that is. ... Health insurance is a company's No. 2 expense, right behind payroll."

Harter said, and others agreed, that the solution won't come from D.C. "Hospitals hide behind that nonprofit thing—oh, they still make money."

With consolidation among health-care providers, Bisson surmised that "there's not enough competition." He said companies need to educate their employees about cost awareness because "hospitals don't provide menus with pricing."

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- Nate, Dutch Bros. Coffee

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Mortgaging city hall


COURTESY BRINKMAN SHARED SERVICES INC.

An architectural rendering shows a view from the southeast of The Foundry, a \$76 million redevelopment of 2½ blocks in downtown Loveland.

Local governments find certificates of participation an easier path to fund projects

By Emily Clingman
news@bizwest.com

The city of Loveland closed out the month of June with plans for a new parking garage firmly underway. Finalizing a deal with BBVA Compass Bank, June 23, the city will use a certificate of participation to fast-track the new development.

COPs are nothing new, said Loveland mayor Cecil Gutierrez. It's a practical financing tool that is used frequently by municipalities around the state. Loveland previously used a COP to finance the Police and Courts building. COPs are tax-exempt lease-financing agreements that promise investors a share of whatever revenue is derived from the lease (or lease-purchase) of the property or equipment to which the COP is tied.

In March, the Loveland City Council approved putting up for collateral two existing city buildings (City Hall and the fire administration building) to secure more than \$17 million

What is a certificate of participation?

A certificate of participation (COP) is a type of financing where an investor buys a share in the improvements or infrastructure the government entity intends to fund. A COP is an alternative to a government or municipal bond.

Reasons for using COPs might be primarily when the government or municipality has a mandated debt ceiling or if the entity has an immediate need that can't wait several months or years to be solved. In the United States, the only entities issuing or guaranteeing participation certificates are Freddie Mac, Fannie Mae, Ginnie Mae, and Sallie Mae.

to fund a 460-space parking garage at Lincoln and Second streets. In the finalized terms, the lease-financing agreement is for 30 years. Once the garage is completed, it will replace City Hall and the fire department buildings as collateral.



“The reason COPs were very viable for us was because the interest rates were really low at the moment.”

Cecil Gutierrez, mayor
City of Loveland

“The reason COPs were very viable for us was because the interest rates were really low at the moment,” Gutierrez said. “The bank made a terrific offer, including more flexible terms — we can pay them off early if we decide.”

Or, because COPs are renewed each year, the city can back out of the deal at any point as well, and turn the parking garage over to the bank — which it’s not planning to at all.

“The goal is never to forfeit to anything,” Gutierrez said.

While COPs have many advantages, city taxpayers sometimes have issues with them. COPs do not require a multi-year fiscal obligation, there-

fore can be issued without voter approval.

“Anytime you do anything in a community, you will always have people that are concerned, which is normal,” Gutierrez said. “We look at the long-term benefit of what we’re borrowing money for to see if it makes financial sense for the community as a whole. The parking garage is something that the community has been asking about for years, so the support was there.

Gutierrez said he is “pretty fiscally conservative” and doesn’t like to borrow, but it makes financial sense to him to run with the parking garage development at this time.

“Construction rates and interest rates are increasing. Sometimes it comes down to timing,” he said.

It’s important to listen to the community, Gutierrez said.

“You will always have people that disagree with you, that’s just how it is,” he said. “Those are voices you have to listen to. Sometimes they have good points you haven’t considered. If you don’t hear them and consider them, you’re not doing your due diligence.”

The Loveland parking garage is slated to be completed near the end of 2018.

Other municipalities in the region are currently using COPs to fund development projects.

Greeley

The city of Greeley is financing its new city center building at the northwest corner of 11th Avenue and 11th Street with a COP through Zions Bank for a \$29 million, 20-year term. The contract also includes funds for a new downtown fire station. Lease payments will range from \$1.6 million to \$2.1 million per year.

Victoria Runkle, assistant city manager, said this current project isn’t necessarily taking a bite out of the city’s budget because for the past 20 years, it has been paying down a COP for a fire station and city building currently in use. The contract ends next year, and the city plans to roll that already budgeted payment over to this new project.

“We don’t have to find any new money,” Runkle said.

As with the Loveland project, timing played a key role in moving the project along — a different kind of timing, though.

“Immediacy was our issue,” Runkle said. “We need additional office space and fire station now. A voter process might take 18 months, for example. I can’t wait 18 months for office space.”

Some citizens expressed feedback, Runkle said. The city facilitated opportunities for a community discussion. Some people saw the COP option as a clandestine way to avoid going to the voters for approval.

“It’s a valid discussion to have,” she said, though adding, “Immediate

A sampling of statewide COP funded projects since 2005

- \$197 million in COPs were issued to construct new buildings on the CU Health Sciences Center and Fitzsimons campus.
- A \$130 million COP was used for the construction of a new correctional facility.
- \$230 million in COPs were issued to fund 12 projects at publicly funded institutions of higher education across the state.
- \$340 million in COPs were issued to fund the construction of a new history museum and justice center in Denver.
- \$87 million in COPs were issued as a part of the BEST program to fund construction/renovation of P-12 schools.

Colorado Department of the Treasury

needs are hard to address if you have to go to a vote every time. That’s the reason the city council approved COPs for these projects.”

Longmont

The city of Longmont chose to use a COP to develop the Village at the Peaks retail area. As collateral for the loan, the Longmont Safety and Justice Center, the civic center complex, the library and the Development Services Center are being held as collateral on the financing. The city will repay the financing over a period of 23 years, at which time the city will regain the titles to the buildings.

According to city finance director Jim Golden, the public improvements for Village at the Peaks were always planned to be funded through an urban renewal authority, which allows the city to use tax-increment financing. The Twin Peaks URA was established in 2012 for this purpose. The developer also formed a Metropolitan District to allow for a property tax to be levied on Village at the Peaks property.

From there, the forms of financing the city of Longmont considered were bonds issued by the URA, bonds issued by the Metro District or certificates of participation. Neither URA or COP require a vote to issue the debt. Metro District bonds do, but it is the vote of the few property owners in the Metro District, essentially the developer itself. The city did not want to do the Metro District option, as it wanted to retain total control over the tax-increment revenue from the URA versus pledging it to the Metro District, Golden said.

The city chose the COP because of its marketability — it’s backed by the pledge of city properties as collateral as opposed to the tax-increment revenue from the mall redevelopment. Additionally, the COP can be sold at a lower cost of financing than a URA bond or sold without a reserve-fund requirement. The city also noted that a COP is more common nationwide than a URA bond and has a higher degree of certainty that the COP deal could get done versus an URA bond.

Golden said there were some concerns expressed about the public

buildings being pledged as collateral on the mall redevelopment, but there was greater support for the concept of the redevelopment.

“The city explained that using public buildings as a collateral for a COP is very common, and it is reliant on the concept that those buildings are essential assets of the city and thus it would be highly unlikely for the city to not fulfill its commitment to the COPs,” he said.

According to the city’s analysis as to the total project revenues, including required Metro District tax toward repaying the COPs, they should more than cover the debt service on the COPs. Thus, the collateral was at very little risk, Gordon said.

“Our experience has been successful so far,” he said. “Village at the Peaks is generating sufficient revenue in 2017 to make its annual COP payment as well as providing earmarked tax revenues for use for public safety, open space and streets. We expect it will also generate some of the same for the City’s General Fund as well.”

Boulder

The city of Boulder in 2015 used certificates of participation to fund its \$40 million purchase of the former Boulder Community Health campus at 1100 Balsam Ave. Essentially, the city put up its public safety building, Park Central building and East Boulder Community Center and leased them back for the specified 21-year period, at the end of which the city will regain ownership in them.

Fort Collins

The Fort Collins Senior Center was put up as COP collateral in a downtown parking structure deal — \$8.4 million to cover the city’s share of a parking structure attached to the new Elizabeth Hotel.

Statewide

On the state level, Senate Bill 267, which went into effect last month, authorizes issuing 20-year certificates of participation amounting to \$2 billion over the next four years to fund transportation and other construction projects across the state.

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BW ONE ON ONE

Shawn Osthoff: president of the Bank of Colorado

Editor's note: BizWest is launching One on One, a series of Q&A sessions with key decision-makers in the Boulder Valley and Northern Colorado. Interviews are conducted in person, by phone or via email. This first interview was conducted by BizWest editor and co-publisher Chris Wood via email with Shawn Osthoff, president of Fort Collins-based Bank of Colorado.



CHRIS WOOD

QUESTION: How would you describe the competitive landscape in Northern Colorado for financial institutions?

ANSWER: Northern Colorado, like most of the Front Range, is highly competitive. All of the big banks are represented, and we have fewer community banks to choose from. We believe this is a competitive advantage for Bank of Colorado and other community banks who offer personalized service and flexibility.

QUESTION: What role do you think Bank of Colorado plays, in terms of market position, industries targeted, etc.? How do you differentiate your bank from others?

ANSWER: We are a community bank, and we really focus on small business, agriculture and consumer lending and banking. We continue to grow our market share in most of the communities in which we serve and hope to continue to do so. Our community banking model allows for local decision-making, which is good for the customer and the communities that we serve. We have worked hard to build a reputation of a community-minded, customer-focused bank and believe that our customers appreciate this approach. While we have branches across the state of Colorado, we are the largest state-chartered bank, headquartered in Northern Colorado.

QUESTION: What is driving the proliferation of banks entering the market?

The Front Range of Colorado is very attractive

right now for many reasons. Unemployment is under 3 percent, construction activity is strong, and we have one of the strongest economies in the country, not to mention our population growth. This is all attractive to banks, and I think you will see more acquisition activity by out-of-state buyers for banks.

QUESTION: Federal regulators are looking at various ways to ease restrictions imposed by Dodd-Frank. What are the key changes that you would like to see that would improve your ability to operate and lend money?

ANSWER: The Independent Community Bankers Association (ICBA) supports the Community Lending Enhancement and Regulatory Relief Act (The CLEAR Relief Act, H.R. 2133), which has several provisions to reduce the regulatory burden imposed by Dodd-Frank. The idea is that small community banks, with assets less than \$50 billion, should not be held to same regulatory standards as the big banks. Some of the key components of the act included granting automatic "qualified mortgage" status for mortgages held in the portfolio of banks with assets under \$50 billion, cutting the red tape on small-business lending, raising the CFPB exam threshold and granting a waiver on the TRID waiting period for banks with assets under \$50 billion.

QUESTION: Do you worry that the Colorado Front Range is becoming over-banked?

ANSWER: Actually, there are fewer banks today than we had 10 years ago due to consolidation in the industry. However, the competition is stronger than ever. The good news is that businesses are expanding, the population is growing and there is significant new construction along the Front Range, resulting in strong loan demand for banks in Colorado. The market will usually correct any saturation or deficiency in the market, so I am not concerned about Colorado or the Front Range being overbanked.

QUESTION: What metrics do you look at to plan for future growth, in terms of economic and demographic trends?

SHAWN OSTHOFF
PRESIDENT, BANK OF COLORADO

ANSWER: We try not to get ahead of ourselves and really focus on our customers and communities we serve. We are continually looking at opportunities to expand by acquisition or by adding branches. It is really more of an art than a science, as every community is different and we just try to find places where we think it would be a good fit for Bank of Colorado. We opened three new branches in 2016 and recently closed on AmFirst Bank (as of July 1) with branches in the Denver Tech Center and Longmont. The new branches helped us to fill in holes in markets along the Front Range to provide more convenience for our customers and growth for the bank. The acquisition of AmFirst Bank expanded our presence in Denver and Longmont.

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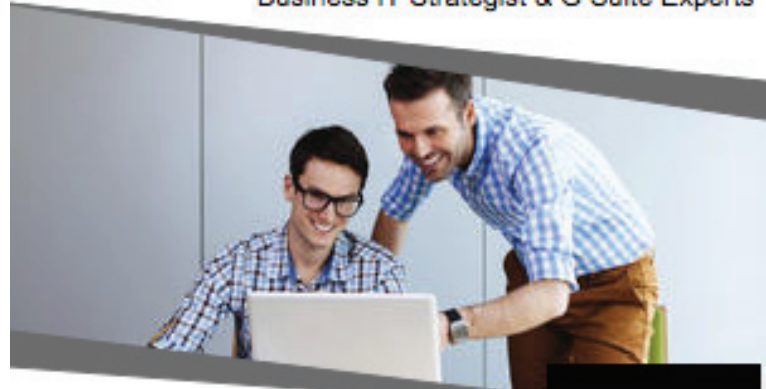
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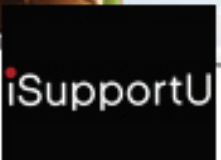


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BOULDER, CO

Alpine Bank, know for mountain branches, sees Boulder fit

New branch targets business, consumers in Boulder county

By Jeff Thomas
news@bizwest.com



COURTESY ALPINE BANK

A rendering shows the exterior of the building that Glenwood Springs-based Alpine Bank plans to build at the northwest corner of Folsom Street and Canyon Boulevard in Boulder.

BOULDER — If one thing is clear about Chris Maughan, the man can really pick his gigs.

Maughan, president of the incoming Boulder branch of Alpine Bank, has been running the Telluride Branch for the past seven years, and said he expects his next banking experience to be every bit as enjoyable. The Boulder branch, which will be located on the northwest corner of Canyon Boulevard and Folsom Street, is expected to be completed in September 2018.

“Boulder is obviously a lot bigger, but it still has that close community feel, and we’re excited to be coming here,” Maughan said. “At the end of the day, whether we’re successful or not is just a reflection of the communities that we serve.”

Alpine is a locally held bank that was founded in Glenwood Springs in 1973. The bank, which surpassed the \$3 billion mark in assets last year, now has 38 locations, mostly on the Western Slope, but also with recent Front Range additions in Denver’s Union Station, Cherry Creek North and the

Denver Tech Center. The half-acre Boulder site is close to downtown but managed to avoid the controversy and delays of putting a branch in the Pearl Street Mall area.

“We’ve been really fortunate to work with Tebo Development,” Maughan said. “We think it’s an excellent site, and to be honest, we didn’t have much desire to be down there (on Pearl Street).”

The site includes a lot of parking for both cars and bikes, but no drive-up service. That may not be surprising to the roughly 130,000 existing Alpine customers, Maughan noted.

“We really like to engage with people face to face,” he said. “In a community bank, everyone is sort of a jack-of-all-trades.”

Alpine does have the wherewithal to compete with large centralized banks on many consumer products,

and wealth management and mortgage services are expected to be mainstays of the branch. On the business side, a primary focus of the Boulder branch will be on retail and small-business banking, Maughan said.

Maughan actually refers to the branch, expected to open in about a year, as the “Boulder County” branch. He expects the locally owned brand to attract both businesses and consumers from nearby cities, especially with so many people relying primarily on online services.

“The old banking model, where you need 12 banks to support a county, is not totally relevant anymore, so I think we’re looking at Boulder County as a whole,” he said. “We can do anything big banking can do, but we focus on opportunities that are going to have a positive impact on the communities we serve.”

Beyond being locally owned, Maughan pointed out that Alpine is largely employee-owned as well.

“When we say employee-owned, we mean it,” he said. “Our employees are the largest shareholder bloc in the bank.”

One of the ideas that came from that largest shareholder bloc was the idea of environmental involvement, something that should serve a Boulder County bank very well. The employee-led “green team” led to a more formalized program and development of

Alpine Bank’s Environmental Management System, a framework to measure progress, assess impacts and continually improve results.

“We’ve been very focused on moving the bank to 100 percent renewable energy,” along with reducing water use, Maughan said. New locations, including the bank in Boulder, will be LEED-certified.

The bank has several publications that help customers reduce their environmental footprint as well. However, Maughan said that community involvement does not end with environmental issues, as all bank employees are encouraged to become involved in community events and programs.

“Last year, we partnered with Colorado Children’s Hospital with our Loyalty Debit Card,” he said. “Every time you used that card, 10 cents went to Colorado Children’s Hospital.”

“That’s just one example of things we’re already doing on the Front Range,” he said.

While the majority of Alpine’s branches are on the Western Slope, and many of them in resort towns, Maughan said he expects that to translate well to Boulder County.

“There’s a lot of similarity with the types of businesses that are run in resort town, and there’s just a lot of crossover with folks in Boulder County,” he said.

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CNG fleet conversion reduces environmental impacts

For fleet managers seeking to reduce environmental impacts, making the switch to a fleet powered by compressed natural gas is worth a serious look.

The path to successfully converting and operating a CNG fleet has significant operational impacts and requires thinking differently about routing, maintenance, labor, technical assistance and training. Significant up-front investment in infrastructure is a given, as well as incremental vehicle costs and higher operational costs. But for high-fuel-consumption fleets running relatively short routes, a CNG fleet can be a smart alternative and a winning environmental move.

Ninety-six percent of the natural gas used in the United States is domestically produced. It is the cleanest-burning fossil fuel on earth — mostly made up of methane and trace amounts of a few other gases — and it can significantly reduce emissions when compared with gasoline and diesel. Emissions reductions in natural-gas vehicles depend on a number of factors, including drive cycle, engine and vehicle type, but they can offer a 13 percent to 21 percent reduction in greenhouse gases, up to 95 percent reduction in nitrogen oxides (ozone-forming pollutants) and up to 90 percent reduction in particulate matter, which is an even greater health concern than ozone, according to information from Natural Gas Vehicles for America. Cleaner fuel can mean less maintenance and longer engine life as well.

Depending on fleet size and vehicle type, startup costs, infrastructure and incremental vehicle costs can be significant and return-on-investment timeframe can vary widely as well. For all but the smallest fleets, necessary investments are likely to include private fueling stations, retrofits for maintenance-shop safety, storage tanks and fueling “trees.” Operational costs likely will increase as well due to ongoing technical training, certifications, compliance assurance, specialized tools and consulting services. Refueling is a slow process with CNG, which impacts route planning and efficiency. And

because CNG fuel tanks have a shorter range than diesel, additional on-vehicle fuel tanks may be required.

For fleets with no margin for downtime, those for whom transportation is their core business, additional consideration should be made in planning for redundancy. Support services taken for granted in the diesel world, such as fuel supply, parts availability, experienced mechanics and technical expertise may not be readily available for their CNG counterparts.

There are natural-gas fleet alternatives for almost any transportation business. CNG engines operate in much the same way that conventional gasoline vehicles do using a spark-ignition, internal combustion engine. Everything from vans and shuttles to transit buses, school buses, waste-disposal trucks, semi-trucks and delivery vehicles can be fueled by CNG. The number and variety of factory-ready CNG vehicles and conversion-eligible CNG vehicles is increasing. Vehicles currently running on traditional gasoline or diesel can convert to natural gas by

using qualified retrofitters. CNG conversion (or NGV conversion) kits are available for many types of vehicles, from pickup trucks to transit buses, and a number of them allow for bi-fuel operation, which can be important on long-haul routes.

Given the clear benefit to

public health and the environment, programs have been put in place by policy makers to encourage and assist businesses in the switch to natural-gas vehicles. As of this writing, the state of Colorado and the federal government are offering various grants, tax credits and other incentives. However; it is unknown how long they will continue.

At Western Disposal, we log more than 1.3 million miles annually. With nearly 60 percent of our collection fleet converted to CNG thus far, we’re avoiding nearly 800 tons of CO₂ annually and have virtually eliminated the nitrogen oxides and particulate matter these vehicles would have produced, keeping us on a path of environmental responsibility, a core value we share with the communities we serve.

Kevin Afflerbaugh is environmental coordinator for Western Disposal Services Inc. He can be reached at 303-448-2332 or kafflerbaugh@western-disposal.com.



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“The state of Colorado and the federal government are offering various grants, tax credits and other incentives. However; it is unknown how long they will continue.”

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DOUG STORUM / BIZWEST

Participants of BizWest's CEO Roundtable on the outdoors industry are from left, Rodney Smith, president, Backpackers Pantry; Seth Haber, owner, Trek Light Gear; Lena Phoenix, co-founder, Xero Shoes; Jon Dorn, chief innovation officer, Active Interest Media; Mark Changaris, Berg, Hill, Greenleaf & Ruscitti; David Kerr, Berg, Hill, Greenleaf & Ruscitti; Jim Cowgill, EKS&H; Ingrid Malmberg, director of membership, Outdoor Industry Association; Gary Gomulinski, senior vice president, Citywide Banks; Jon Fox, president, Eco Vessel; Jeremy Wilson, EKS&H; Kimo Seymour, president, Athlinks/Life Time Fitness; Ricardo Bottome, president, Canaima Outdoors Inc. Moderator: Christopher Wood, editor/co-publisher, BizWest Media.

Outdoor industry ponders public lands, online sales, finding help

By Doug Storum

dstorum@bizwest.com

BOULDER — The state's outdoor industry likely would regain bragging rights as the epicenter of all things outdoors if Denver wins its bid to host the international summer and winter Outdoor Retailer shows, after a long run of calling Salt Lake City home.

Denver is one of three finalist cities to host the events that draw about 4,000 vendors and 45,000 attendees. Should Denver win the bid, it would provide local outdoor companies more exposure to national vendors, shining a brighter light on Colorado brands.

"It will allow small, lean and bootstrapped companies here to attend because travel and lodging expenses will be way less," said Seth Haber, owner of Boulder-based Trek Light Gear, during BizWest's CEO Roundtable on the outdoor industry held Tuesday. "A 30-minute drive will mean a lot less stress," Jon Fox, president of Eco Vessel in Boulder, agreed.

"It's good for company morale when you can bring your whole team. It's a positive for the company," he said.

But past that bit of potentially good news, executives are struggling with how to compete with Amazon prices and connecting with the growing segment of online customers; pondering how a Trump Administration's changes to public-land policies might affect their industry; and how to keep an effective workforce in place amid the region's soaring cost of living and low unemployment rate.

Public lands

Whether the Trump Administration does anything to affect access to public lands or programs for land preservation remains to be seen.

Jon Dorn, chief innovation officer at Boulder-based Active Interest Media, said history shows that a threat to alter policies can increase the use of public lands.

"This is more of a threat, and as history has shown us, this type of threat — does anyone remember James Watt? — can grow the parks and recreation economy. Data shows that perceived threats to public-lands policies inspire people to do more camping and backpacking."

Rodney Smith, president of Backpacker's Pantry, said one of his top concerns is privatizing camp sites. Smith, whose main customers are hunters and fishermen, said, "they expect us to take a stance on public-lands policies."

Ricardo Bottome, president of Canaima Outdoors Inc. in Boulder, said people will defend their backyards and play areas.

"Customers expect us to promote land-conservation policies," Bottome said. "We can't afford to lose face."

Haber pointed out that outdoor companies may pride themselves in taking a stance, but not all customers may agree.

"Taking a stance can come with a risk for companies," Haber said.

Gary Gomulinski, chairman of Active Boulder, said land preservation is important and that Colorado should stay on top of these issues for many reasons, including to help combat an obesity epidemic in this country.

"We need to get people outside," he said.

Amazon pricing

Smith said fewer people are going to stores to see products and relying on a photo online to make purchasing decisions, and that is exceedingly difficult to compete with rock-bottom prices on Amazon.

Bottome said it's easy to "game the system" with "fake reviews" to get a top listing on Amazon. "A company can buy back items and post reviews to get that top spot," he said.

Gomulinski said Amazon is hurting not only small companies, but also larger ones such as REI, when they buy product and sell for super low prices.

Lena Phoenix, co-founder and chief financial officer of Broomfield-based Xero Shoes, said companies can sell on Amazon and control prices by entering an agreement to have Amazon simply fulfill delivery of their products, rather than set the prices.

Gomulinski said companies need to use social media to connect with potential customers.

Phoenix said Xero Shoes was founded as an online company, and went out of its way to provide free information about their running sandals and similar products sold elsewhere. They made videos on how to run in their sandals, and where to find resources for treating running injuries.

"We gave away a lot of free educational information, and that builds trust," she said.

Attracting help

As outdoor companies need a

strong online presence, they also need a cadre of top software engineers to execute their particular plans.

Kimo Seymour, president of Life Time Fitness, said it has become exceedingly difficult to recruit and keep top talent in the Boulder Valley because of the increasing cost of living, exacerbated by soaring home prices and apartment rents, and a nationally low unemployment rate of 1.8 percent in Boulder.

"We are having to sell potential hires on quality of life over pay," Seymour said. "We have openings for eight software engineers, and we haven't had eight responses to job notices."

Dorn said the shallow labor pool is a problem, but that turnover might be worse.

"We recently hired a young software engineer for \$85,000 a year, and he was quickly recruited away from us for \$135,000. ... We are constantly recruiting and training, and that impacts customer service."

Sharing insights

Several participants in the roundtable would like to see the industry become more collaborative in addressing common challenges. Ingrid Malmberg, director of membership for the Outdoor Industry Association, a national group based in Boulder, is working closely with the Grassroots Outdoors Alliance to share information and best-business practices with specialty outdoors stores. It is made up of more than 100 independent special outdoors stores throughout North America.



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Sound different than typical salesperson

David had spent the weekend crafting and reworking his telephone prospecting script. Finally, he had perfected it, two pages of well-thought-out dialogue including answers to any question the prospect may ask or any objection that might come up. Regardless of what the prospect said, he was ready to start making sales. He even tried it out on one of the other salespeople Sunday night. The other salesperson loved it and asked for a copy of it for themselves.

Getting into work early on Monday, David sat down to start dialing,



SALES SMARTS
BOB BOLAK

Good luck: on the very first call, right through the gatekeeper to the president of the company. “Hello, this is Anita Taylor. What can I do for you?” It was at that point that

David realized that he had forgotten to bring his perfected script up on his monitor. Total panic set in. “Hello, this is Anita Taylor .. is anyone there?” repeated the president.

“Uh, this is David from uh, from

Butler & Co.,” he replied, feeling his stomach turning. There was dead silence on both ends for about five seconds. Not being able to remember a single line from his script, David just plunged on. “Anita, it doesn’t sound like you know me.” More silence. David just wanted to hang up the phone. “Don’t think I do. Have we talked before?” As David heard the question, “Have we talked before?,” he actually felt himself gaining control.

“Uh, I don’t think we have, why ... OK, if I take a minute here to tell you why I reached out, we can see if it

makes any sense to keep on talking?” David then waited. “Sure, go ahead. Tell me a bit, and we’ll go from there.” Four minutes later, David had his first appointment.

David could not find the script and as a result, was forced to stumble through. Here’s the important question to answer: Was David invited to talk to the president, or did David force the president to listen?

What is the typical prospecting script like? We’ve all heard it a million times. “Hi, my name is ... I represent ... I’m going to be in your area on ... I’d like to stop by and ...” There are some variations, but this is the standard monologue. That’s the key word—monologue. The person being called doesn’t have much, if any, chance to do anything but sit back and take it. Who likes getting these trite and cliché telemarketing calls?

You immediately know it’s a salesperson. You immediately know that any response you make will have a comeback. You immediately know that whatever you were doing before the call has suddenly become of utmost importance, even if it was just staring out the window. “This pest on the phone just interrupted me, and I’m going to get them off the phone as quickly as I can. This flashed through most people’s mind instantly as they accidentally take the routine cold call.

One of the major reasons why a salesperson despises telephone prospecting is the fear that they will interrupt the person they are calling. The truth is, they will. In the example above, the prospect has no idea what the call is about. At this moment, the prospect has no idea whether this call is important or not.

Instead of launching into his script, David reacts unlike the typical salesperson and stumbles into an excellent response. He identifies himself and gives the company name. Then, not knowing what else to say, he says nothing.

Again, the prospect has no idea what this call is about. For all he knows, Butler & Co. could be a new or existing customer reaching out. So what does the prospect do? She needs more information. She invites David to talk. Or, to put it another way, David has now received permission to interrupt the prospect’s day. Now, even if David launches into the typical call script, his chance of being heard has improved 100 percent.

Being “invited” to share what you called to talk about puts you in a much better position in a prospecting call. Forcing the prospect to listen to your routine pitch puts them in control. Which scenario would you prefer the next time you sit down to make prospecting calls?

Bob Bolak is president of Sandler Training. He can be reached at 303-579-1939 or bbolak@sandler.com

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Whether for profit, non-profit, or public sector, employee handbooks are a great tool that should not be overlooked. Although an employer is not required by law to have an employee handbook, the law affords certain protections to employers who have an effective complaint process when defending a lawsuit from an employee. For these protections to apply, however, the employee must be aware of the complaint process. The best way to inform employees of the complaint process is via an employee handbook, because typically, employees certify they received and reviewed the handbook before their employment starts.

The Equal Employment Opportunity Commission gives suggestions of an effective complaint process. Its full guidance can be reviewed at [www.eeoc.gov/policy.docs.harassmnet.html](http://www.eeoc.gov/policy/docs.harassmnet.html).

Employee handbooks are a wonderful tool so employees know what is expected of them and what they can expect of their employer. Employee handbooks could also save your business from liability.



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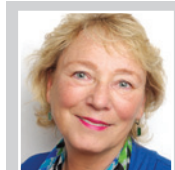
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Sandy Powell
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The Importance of a Personal Umbrella Policy

Distractions while driving can occur everyday and seem to be everywhere; this can include text messages, phone calls, a quick meal on the road, all of which interrupts a driver's attention. Have you thought, "What would happen if a distracted driver caused a serious accident? Would their insurance be enough to cover all damages and injuries?" The answer is more than likely "no."

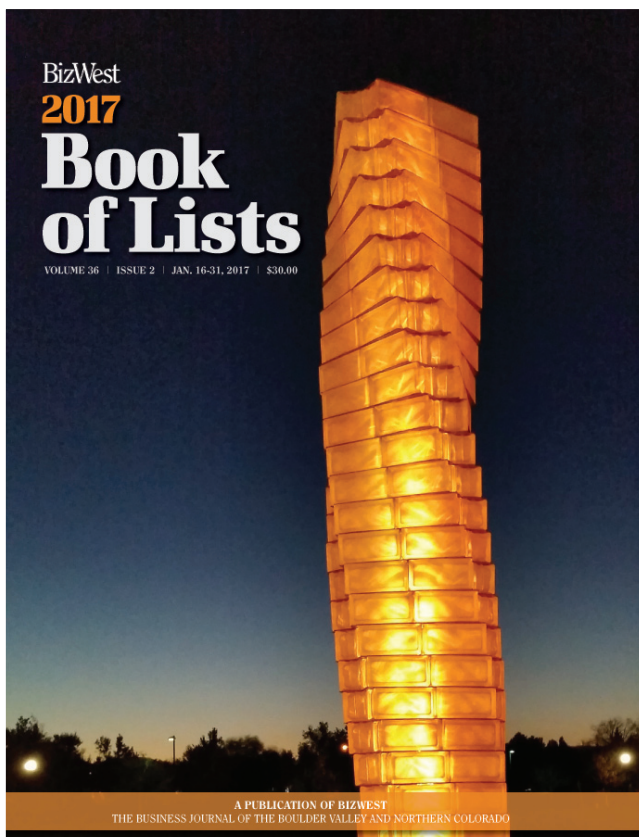
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'A sense of foreboding'

Clean-tech sector wary of Trump effect, but believe states, business will carry load



ISTOCK PHOTO

The U.S. clean-tech industry has enjoyed rapid growth, both domestically and internationally.

By Jensen Werley

jwerley@bizwest.com

Colorado's clean-tech industry is prepared for changes to energy and environmental policy from the Trump administration — but many aren't sure what exactly to be prepared for.

President Trump has made it clear that clean energy isn't his biggest priority — recent actions include scrapping the Clean Power Plan and bowing out of the Paris Climate Agreement.

But so far, no actual policies have really come into play, which means many Colorado clean-tech companies are still waiting to see what those gestures actually mean for business.

"It's hard to predict what's going to happen," said Blake Jones, co-founder of Boulder-based Namaste Solar. "One way to look at it is the Clean Power Plan and the Paris Agreement both would have provided additional wind in the sails of clean-tech markets in the U.S. It's difficult to quantify how much and when, although I'm confident they would have had a positive impact. Having them removed doesn't necessarily make things worse or doesn't hurt us, but it removes that upside."

Peter Lilienthal, CEO of Boulder-based Homer Energy, also said that he's not sure what the administration's policies regarding energy and the environment will actually be.

"There's the sense that the political climate has changed and the president is anti-renewables, that's clear," he said. "But how it manifests as specific policy changes is unclear. There's a sense of foreboding."

Chris Votoupal, who manages lobbying and government affairs for the



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Vestas Wind Systems A/S has added workers in Windsor, Brighton and Pueblo.

Colorado Cleantech Industries Association, said that most small-business owners in the industry, such as solar-panel installers, likely won't be hit right away.

In fact, Votoupal said that despite the administration's stance, his association is still very optimistic about the future of clean energy.

"Cities and large businesses — the Googles and the Apples of the world — want more clean energy," he said. "Innovation is not slowing down."

However, there is still uncertainty, especially regarding the United States' role in the field. One likely outcome is that Colorado's clean-tech companies look harder at global markets that are looking to hit climate targets.

"A lot of clean-tech companies in Colorado look to bigger markets regardless," he said. "California, Asia, Europe. Will they look harder at those markets? Perhaps. It's still too early to make that connection."

Some Colorado companies, such

as Homer Energy, don't expect to be affected much by the federal government's actions, because they are so involved in global markets.

"We're a unique company in that we're not that big, and we do something like three-fourths of our sales internationally," Lilienthal said. "That protects us to a large degree from changes to domestic policy."

Still, he's not without his concerns. The U.S. Department of Energy recently shuttered its Office of International Climate and Technology, which worked with other countries to develop clean-energy tech. That closure will indirectly impact Homer, although Lilienthal is not yet sure how much the company will feel that change.

"I have been involved in some of the previous efforts of that office," Lilienthal told BizWest. "It is hard to quantify the benefit that Homer Energy received from that involvement, but we are always looking for ways to

increase our visibility and that did that at a high level."

It's not just energy policies that have clean-tech businesses concerned. Changes to trade could also have a negative impact on the industry.

One particular case that could hit the solar-panel industry involves the two major U.S. manufacturers of solar panels, Namaste's Jones said. Those manufacturers have filed a petition that claims that solar panels made abroad, which are cheaper, hurt their business.

Jones said that the petition could impose significant tariffs on imported solar panels, which has the solar industry concerned: If that were to happen, there will be fewer solar panels purchased.

"It would devastate the U.S. solar industry," Jones said. "It's going to reduce the size of the current market, at a time where we were forecasting growth. As the costs come down, panels have been gaining in popularity."

Although Jones said it's easier to see the direct impacts of the trade case, he still has concerns over the broader policy changes.

"I'm still very concerned on the implications of pulling out of Paris, although they are harder to quantify," he said. "I'm concerned about what it means as leaders in the world, and I'm concerned about the environment."

There may be some silver linings as the federal government pulls back on environmental action and renewable energy.

One of the major benefits is seeing state and local government, as well as businesses, step in as leaders.

"States are going to fill the leadership void, and cities also," Votoupal

said. "I think the big business and corporate community is definitely stepping up. They see the future of clean energy, and they are filling that void."

As for Colorado in particular, he said decisions are not being made based on mandates, but because of prices.

"Clean tech is as cheap as ever and has been getting cheaper," he said. "There's zero pollution, zero fuel costs, and it eliminates risks. You're also seeing cities, states and large companies fill this void because there's a lot of money to be made in clean tech. It's the future."

Jones added that the trend of seeing state and local government make advances in clean energy isn't exclusive to the Trump administration.

"This has been happening all along," he said. "The federal government hasn't done much really, relative to what state and local governments have done. The Obama administration provided some support, but not with as much of an impact as what state and local governments were doing. Now, with that federal support taken away, it might do some harm, but we're seeing clean-tech continue with state and local support."

He added that the corporate community is also stepping in, with companies such as Apple and ExxonMobil both planning to buy more renewables.

While the administration's impacts on Colorado companies are still unclear, groups such as the Colorado

Trump's environmental timeline

While the clean-tech industry is still sorting through what some of the administration's actions mean for their business, here are some of the policies regarding energy and the environment that the government has made so far.

Jan. 20 — Donald Trump is inaugurated.

Jan. 24 — President Trump files memoranda to hasten permits for the Dakota Access and Keystone XL Pipelines.

Feb. 1 — ExxonMobil CEO Rex Tillerson becomes secretary of state.

Feb. 8 — U.S. Army Corps grants easements to Dakota Access Pipeline.

Feb. 16 — The U.S. Department of the Interior's "Stream Protection Rule" is revoked, which placed stricter restrictions on dumping mining waste in waterways.

Feb. 17 — Scott Pruitt confirmed as head of the Environmental Protection Agency.

March 2 — The EPA withdraws an Obama-era request for more information on emissions from oil and natural-gas facilities.

March 9 — In an interview with CNBC, Pruitt says that carbon dioxide's role in Earth's changing climate is unclear.

March 13 — The White House's preliminary budget has deep cuts to the EPA and the National Oceanic and Atmospheric Administration.

March 15 — The EPA announces it will reconsider the emissions requirement for vehicles with model years between 2022 and 2025.

March 17 — The EPA awards \$100 million to Michigan's Department of Environmental Quality to fund drinking water infrastructure upgrades in Flint.

March 21 — The U.S. bumblebee is listed as endangered.

March 24 — Keystone XL Pipeline approved.

March 27 — The Dakota Access Pipeline has oil pumped through it.

March 28 — Trump signs an executive order that dismantles much of the Obama-era climate change work, most notably rescinding the Clean Power Plan.

March 31 — Pruitt's comments to CNBC regarding carbon dioxide are to be reviewed by the EPA's Office of Inspector General.

April 3 — Trump donates the first quarter of his salary, a little over \$78,000, to the National Park Service. The gift is meant to chip at the park service's deferred-maintenance backlog, about \$12 billion in total.

April 7 — News outlets report several staff members at the EPA who have been working on climate change adaptation have been reassigned.

April 11 — The courts grant the EPA its request to delay an ozone standards case.

April 14 — Pruitt calls for exiting the Paris Climate Agreement.

April 19 — The Department of the Interior updates its climate change website, deleting much of the content.

April 22 — The March for Science takes place.

April 26 — Trump orders a review of national monuments.

April 28 — An executive order is signed to potentially expand offshore drilling.

April 28 — The EPA scrubs its climate change website.

May 5 — Several members of the EPA's board of scientific counselors are dismissed.

May 10 — The U.S. Senate votes not to repeal Obama-era regulations on methane emissions.

May 23 — The White House's budget is sent to Congress and slashes the EPA's budget by 31 percent — which could be a cut of \$2.7 billion in spending and 3,200 jobs.

June 1 — The U.S. pulls out of the Paris Climate Agreement.

June 8 — Trump proposes putting solar panels on a proposed wall along the U.S. and Mexico border.

June 13 — NOAA cancels rule to protect whales from fishing nets.

Sources: National Geographic, World Resources Institute, The Guardian

Cleantech Industries Association plan to continue to grow the industry within the state.

"We look at everything through the lens of 'how do we foster clean-tech in Colorado?'," Votoupal said. "How do we create an environment where

startups and early-stage companies can grow? That mission won't stop. We'll continue to play aggressively at the state level.

"I would say nothing changes," he said. "You put your head down, perfect your technology, look for

pilot opportunities and continue to raise money to sell your product where you have the demand. CTIA is concerned about the direction of federal policy, but innovation and demand for clean energy is not going to stop."



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Namasté Solar raises \$3.1M; gets set to open clean-energy credit union

BOULDER — Namasté Solar, an employee-owned solar-energy firm, announced Tuesday that it has raised \$3.1 million from more than 90 investors in a private offering of nonvoting preferred stock.

Namasté Solar, with offices in Boulder and Denver, will use the money for working capital, the national expansion of its commercial and utility-scale solar-energy division, and new initiatives that include establishing a clean-energy credit union this summer.

Namasté Solar designs, installs and maintains solar-electric systems throughout the United States for commercial, nonprofit, government and residential customers. It also has offices in New York and California.

Blake Jones, co-founder of Namasté Solar, said many of Namasté's customers over the years have had a difficult time securing loans through conventional banks for clean-energy projects.

"We've been working on securing a federal charter for about three years to open a nonprofit credit union to serve those types of customers," Blake said. "We expect to receive our charter sometime this summer. We'll have a national footprint, but the credit union will be based in Colorado."

Blake envisions that loans will be made not only for residential and commercial solar installations, but also for purchases of used electric



COURTESY NAMASTÉ SOLAR

Boulder-based Namasté Solar has raised \$3.1 million via a stock sale to expand its commercial division. Here is an example of Namaste's rooftop solar installations at New Belgium Brewery in Fort Collins.

vehicles and energy-efficient home-improvement projects.

Raising capital unconventionally

Blake thought as an employee-owned cooperative, it would be difficult for Namasté Solar to raise money from outside the company.

"We were concerned that we couldn't find values-aligned investors who wanted to support our cooperative model, but we've since learned that this isn't the case," Blake said. In 2012, the company raised \$750,000 through a private offering on nonvoting stock.



Blake said that since Namasté Solar was founded in 2004, the company needed "a lot of capital in order to fund our rapid growth, which has been at a 50 percent compound annual growth rate during our 12-year history. In our first several years, all of our money came from our employee-owners investing in the company, but we started to reach limitations."

Blake said going the unconventional route to raising money avoided pressures from private-equity investors who "demand high returns in a short timeframe, pushing most entrepreneurs to build the business fast and flip it within a few years. In addition to imposing liquidity pressure, venture capital and private-equity firms generally demand direct control through stock ownership and seats on the company's board.

"But as an employee-owned cooperative, only employees of Namasté Solar can vote for the board, and they hold the majority of board seats.

Because Namasté Solar does not plan to sell, the company sought financing from long-term investors who valued employee-ownership and environmental stewardship over fast returns," Blake said.

Growth demands some moves

Namasté Solar will move its operations in Boulder at the end of this year from 4571 Broadway to 6707 Winchester Drive in Gunbarrel. Blake said the square footage is about the same, but in Boulder the space is 60 percent warehouse and 40 percent office, while that will be reversed in Gunbarrel.

"We've been hiring more people over the years and have run out of desk space on Broadway," he said. The company also will move its operations within Denver, where it will have more warehouse space. The company will move some of the materials and equipment in Boulder to the larger warehouse space in Denver.

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As innovation economy grows, so do IP practices

Many local law firms expanding patent, trademark expertise

By Paula Aven Gladych
news@bizwest.com

Boulder and the Front Range of Colorado's entrepreneurial and innovative spirit has fueled growth in intellectual-property law, as startups and existing companies work to bring new products and ideas to market.

Many existing Colorado law firms have expanded their intellectual-property practices in the past couple of years, and many others are starting IP practices here, said Joel Sayres, a partner at Faegre Baker Daniels LLP who splits his time between the Denver and Boulder offices.

"It's just a reflection overall of Front Range growth, particularly in market segments like bioscience, clean energy, technology and advanced manufacturing," he said.

Boulder and the Front Range has a growing population and educated young workforce, and is an overall desirable place to live, he adds. Add to that a "comparatively favorable business environment, low unemployment and a thriving startup community" and the area is ripe for intellectual-property services.

"All that leads to a sense that it will continue to grow and be an important geographic segment in the future," Sayres said.

Boulder offers a lot of support for startups. Silicon Flatirons, a program out of the University of Colorado Boulder that started in 1999, has helped spur innovation in the area. It provides support and education around entrepreneurship, tech policy and the law. The mission of Silicon Flatirons is to elevate the debate surrounding technology policy issues; support and enable entrepreneurship in the technology community; and inspire prepare, and place students in these important areas.

"I think Silicon Flatirons, coupled with a lot of positive resources for startups, has made Boulder a focal area," said Sayres, but he still sees many tech startups moving to Denver.

"Both are burgeoning scenes for startups and technology," he added.

Boulder and the Front Range have 12 incubators and accelerators that help Colorado startups find and take advantage of the resources they need, including Techstars, BoomTown and Innosphere.

Faegre Baker Daniels brought on



three IP partners in the past year, as well as a biopharma associate.

"Like a lot of firms, we are always looking for the right complement for our IP practice. We are always interested in the right growth," he said.

Patent law is the firm's biggest practice area, both patent litigation and prosecution, but there is also a fair amount of trademark and copyright work for startup companies and companies that depend on having a strong brand. Trade secrets are an expanding area of IP law.

"I think people are starting to see a lot of benefits and potential for IP in Denver and Boulder," Sayres said.

Jim Brogan, a partner and head of Cooley LLP's IP practice in Colorado, doesn't describe the increase in need for intellectual property services as a boom, especially because the industry has seen a fairly significant decrease in the number of patent lawsuits that have been filed across the country. But as Colorado's technology community continues to grow, especially the software and hardware sides, and biosciences, "we're really well-positioned long term for tech growth on all fronts," he said.

"What we've seen in the bulk of our office regions around the country is movement of the tech folks toward the cities," Brogan said.

Many of those companies are gravitating toward San Francisco and Denver.

"It doesn't mean we don't have stuff in Boulder and the corridor, but we are seeing more activity downtown," he said.

Cooley is doing a lot more prosecution and counseling. It has 12 lawyers and the accompanying paralegals.

"It has been more a period of transition and flux than growth, so to speak," Brogan said. "In our market, we have seen growth in bandwidth

and bodies coming here. We have a terrific talent base in Colorado. It is a great place to live. You can project yourself all over the place, given our airport facilities. It helped us getting a local patent office. It was a shot in the arm for local practitioners to do more things here."

He points out that Colorado just hosted the 15th Annual Rocky Mountain Intellectual Property & Technology Law Institute the first week of June. When that event first started 15 years ago, it was held in the conference room of the Denver Bar Association, he said. This year's event had 620 people attending. That growth was driven by smaller intellectual-property shops specializing in counseling, trademark and copyright stuff, he said.

Giovanni Ruscitti, managing partner at Berg Hill Greenleaf & Ruscitti LLP in Boulder, said his firm has always had an intellectual-property practice, but it has made a concerted effort to bring in patent-prosecution attorneys and to really "take our IP practice to a different level to better serve Boulder County businesses, entrepreneurs and innovators. It's actually been a large growth area for us and one we are very excited about."

The company brought in two new partners and some additional support staff in the form of patent agents, additional associates and paralegals. The company has six attorneys that work on patent prosecution, patent infringement, trademarks, copyrights and trade-secret protection.

Berg Hill Greenleaf & Ruscitti is one of Boulder's largest law firms, driven by the burgeoning market in Boulder and the surrounding areas as opposed to the market in Denver, Ruscitti said.

"There's a lot of energy in the innovative space in Boulder; a lot of great organizations, large and small, a lot happening, and I expect that to con-

tinue," he said. "The Front Range has really changed. Longmont has seen significant growth. Fort Collins has seen growth."

Ruscitti's firm has seen large growth in patents over the past six months.

"We have seen a lot of activity in that area. Having the University of Colorado in our backyard, having the national labs, Ball Aerospace and Lockheed in our backyard creates a lot of energy in this area. It brings in a lot of very talented people," he said.

According to the Boulder Economic Council, Boulder has a diverse mix of industries that drive local, national and global economies, including a high concentration of employment in aerospace, bioscience, clean tech, IT/software, natural products and outdoor recreation. Boulder is also home to one of the state's largest research universities, the University of Colorado Boulder, and more than a dozen federal research laboratories, including the University Corporation for Atmospheric Research, the National Center for Atmospheric Research, the National Institute of Standards and Technology, and the National Oceanic and Atmospheric Administration. All of these help fuel growth in the IP space.

Its well-educated workforce is a big driver in the number and types of companies that move to Boulder County. In its latest Market Profile for Boulder, the Boulder Economic Council shows that the median age in the city of Boulder is 29 and that "nearly all city residents age 25 or older have a high school diploma or higher (95.8%), and just under three-quarters of the population (73%) have earned a bachelor's or advanced degree. This is more than double the U.S. average of 30.6%."

Most of the 6,526 private employers in the city of Boulder are small businesses, according to the Boulder Economic Council. Nearly 80 percent have fewer than 10 employees, and about 96 percent have fewer than 50 employees.

The U.S. Patent and Trademark Office opened a satellite office in Denver in June 2014, which has "been a great resource for both attorneys and entrepreneurs and inventors here," Sayres said. The office has not been a "primary driver of firms' expansion, but it certainly helps."

He adds that there is not a lot of awareness on the west or east coasts about how quickly the innovation economy is growing in Denver and Boulder.

"I think the PTO has helped confirm Denver and Boulder's place on the map," Sayres said.

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EKS&H Founding Partners William Keefe, Bob Hottman, Dave Steiner and Doug Ehrhardt in this 2016 image.

COURTESY EKSH.COM

EKS&H's investment-banking arm fills void

Company seeks to assist with buyouts, securities, other financial instruments

By Paula Aven Gladych
news@bizwest.com

Professional services firm EKS&H has formed an investment-banking firm in Denver to help its current and new clients with corporate finance and mergers and acquisitions.

EKS&H has been around a long time and has a great reputation in the marketplace in Colorado and beyond, said Adams Price, president of EKS&H Capital Advisors LLC, which was launched in December.

The company has "really developed relationships with clients, beyond just being their accountant. It is being their adviser, the people who help them through strategic decisions through the entire life of their business," Price said. Unfortunately, EKS&H was not able to help its clients if they wanted to sell their company or negotiate to buy another company or place securities or place debt on their behalf.

"That was something that was a challenge for their clients and also for EKS&H partners," he said. That was the genesis of EKS&H Capital Advisors.

"The reception from the market was fantastic," Price said. "We already do so much for these clients. It made sense to provide this service to them as well."

From that perspective, it has been fairly easy for EKS&H to jump into the investment-banking market. And even though the company was starting the operation from scratch, it had

a great reputation in the professional-services industry. It also put together an experienced team of deal makers, including Price.

"We're not holding securities. We are not trading stocks and bonds on the public market," he said. Instead, the company offers a range of investment-banking services, including sell-side and buy-side merger and acquisition advisory, capital formation and strategic advisory services.

"What is so unusual about EKS&H is that the organization's values direct every single interaction and relationship—on all levels," Price said. "Their remarkable commitment to deep, long-term relationships and comprehensive advice are primary reasons for their growth as a leading public accounting and consulting firm in the western U.S. Investment banking is a natural extension to the deep relationships in the marketplace."

EKS&H knew it had a vast roster of clients, at least 3,000, so it knew it had a good base for its investment-banking services.

"We already have a lot of inbound interest from companies that aren't clients of EKS&H yet, which is just fantastic. In our mind, that is a real bellwether of the demand for these kinds of services in the marketplace and demand for these services from firms that are just obsessively committed to doing it right and always focusing on the client's best interest," Price said. "EKS&H is known for that."

The company is headquartered in the Denver Tech Center but has clients in Denver, Boulder, Greeley and Fort Collins, so Price travels constantly among those cities.

It's all about helping these companies through the entire lifecycle of their business, Price said. EKS&H does a lot of legwork on the front end of any transaction. It completes due

diligence before it starts soliciting funds for a company.

“We can make sure it is a very transparent process and that investors see exactly what they are going to get. They don’t find surprises after initially agreeing to digging down into what the investment might be for them and what kinds of risks they might have,” he said. “We can identify those risks ahead of time.”

EKS&H likes to work with companies “where we can make a market for them; where we can run a process that is going to take advantage of competitive pressures in the marketplace to make sure that our client gets the best possible situation for themselves and we can negotiate the best terms for them.”

Other market factors made this an ideal time to found an investment-banking firm, including the acquisition of Denver’s St. Charles Capital by KPMG Corporate Finance in June 2014 and the closure of Green Manning & Bunch in 2015. Price says that after KPMG took over St. Charles, it began focusing on other markets and regions besides Colorado. Green Manning & Bunch was considered the Rocky Mountain region’s premiere merger and acquisition investment bank until it shut its doors.

Both of those transactions left a hole in the Denver market that needed to be filled.

Price came from a boutique investment-banking background, which he says is good at fostering a creative pro-

“We can make sure it is a very transparent process and that investors see exactly what they are going to get.”

Adams Price, president
EKS&H Capital Advisors LLC

cess, but they “don’t have the luxury of being able to provide the full breadth of services to properly prepare someone for an investment and make sure they are properly positioned and can get the highest terms. There is a lot left undone by the time a typical investment bank goes out to market with their client.”

EKS&H is trying to change that by providing these services upfront so that by the time a client goes out to market, there is a much higher probability of getting a transaction done and doing so in a way that is geared toward the best outcome for the client, he added.

“We’re in a position where if there is a transaction sitting in front of our client and we feel it is not the best one for our client, we will say that is not the right one. Let’s go find something else. We have no problem saying that,” Price said. “With boutique investment banks, that is not always the case. We got this deal, and if we are going to get paid, we need to get the deal done. We’re fortunate in that we never find ourselves in that situation.”



CEO Roundtable

Manufacturing CEOs in NoCo urging B2B collaboration

Participants of BizWest’s CEO Roundtable on manufacturing are, from left, **Mike Grell**, EKS&H; **Dean Herl**, CEO, Noffsinger Manufacturing; **Brian Watkins**, Elevations Credit Union; **Paul Harter**, CEO, Aqua Hot; **Richard Bisson**, CEO, Water Pik Inc.; **Terry Precht**, CEO, Vergent Products; **George Newman**, director of Advanced Technology Center, Front Range Community College; **Russ Henninger**, HUB International; **Tim Reeser**, CEO, Lightning Systems; and **Chris Otto**, EKS&H.

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Go to www.bizwest.com/ceo-roundtable for details.



For more information about the CEO Roundtable contact Sandy Powell at 303-630-1954 or spowell@bizwest.com



CEO Roundtable

Outdoors industry ponders public-land access, online sales, finding help

Participants of BizWest’s CEO Roundtable on the outdoors industry are from left, **Rodney Smith**, president, Backpackers Pantry; **Seth Haber**, owner, Trek Light Gear; **Lena Phoenix**, co-founder, Xero Shoes; **Jon Dorn**, chief innovation officer, Active Interest Media; **Mark Changaris**, Berg, Hill, Greenleaf & Ruscitti; **David Kerr**, Berg, Hill, Greenleaf & Ruscitti; **Jim Cowgill**, EKS&H; **Ingrid Malmberg**, director of membership, Outdoor Industry Association; **Gary Gomulinski**, senior vice president, Citywide Banks; **Jon Fox**, president, Eco Vessel; **Jeremy Wilson**, EKS&H; **Kimo Seymour**, president, Athlinks/Life Time Fitness; **Ricardo Bottome**, president, Canaima Outdoors Inc. Moderator: **Christopher Wood**, editor/co-publisher, BizWest Media.

Sponsors: **Jim Cowgill** and **Jeremy Wilson**, EKS&H; **David Kerr** and **Mark Changaris**, Berg, Hill, Greenleaf & Ruscitti.
Go to www.bizwest.com/ceo-roundtable for details.



For more information about the CEO Roundtable contact Sandy Powell at 303-630-1954 or spowell@bizwest.com

TIME OUT



CHAD COLLINS / BIZWEST

David Neenan, Mackenzie Daly and Sharon Neenan with Neenan Archistruction celebrate at the Northern Colorado Mercury 100 event in June 2017.

Email your event photos to:
news@bizwest.com.
Include complete identification of individuals.



CHAD COLLINS / BIZWEST

William Jones with Anton Collins Mitchell, Kimberly Duong and Amy Driver with First National Bank, celebrate with C.J. McCray, Director of Business Development from Symmetry Builders, Inc. along with host, BizWest's Christopher Wood at the Boulder Valley Mercury 100 event in June 2017.

BRIEF CASE

CONTRACTS

Renewable Energy Systems Americas in Broomfield was awarded the construction contract for the **Copenhagen Wind Project** in upstate New York. Financial terms of the contract were not disclosed. RES won the contract through a bidding process. Construction on the 80-megawatt project in Jefferson and Lewis counties will begin in August. It is being developed and will be owned by **EDF Renewable Energy**, a subsidiary of **EDF Energies Nouvelles**. The project will use 40 **Vestas Wind Systems** wind turbines. Vestas is building the components at its blades, nacelles and towers plants in Windsor, Brighton and Pueblo, respectively. Delivery is expected to begin in the third quarter of 2018.

NextLight will provide internet service to the **St. Vrain Valley School District** starting July 1. The service will plug schools into a 2-gigabit fiber-optic internet connection. NextLight is provided through **Longmont Power & Communications**. If the school district chooses to, it can upgrade its service up to 5 gigabits. The school district serves more than 32,000 students.

Boulder Community Health plans to partner with Albuquerque-based **Ernest Health Inc.** to build a free-standing 40-bed rehabilitation hospital in Lafayette. Currently, BCH operates a 14-bed rehabilitation unit at its Broadway and Balsam campus. BCH sold that site to the city of Boulder in 2015. BCH will continue to provide services at that site during the planning and construction of the new hospital. When the hospital opens, BCH will stop directly providing inpatient rehabilitation services. Groundbreaking for the hospital is expected to occur this fall, with the hospital opening 12 to 15 months later.

Construction is under way on a 3.5-megawatt solar-power farm in the town of Kersey in Weld County. The 30-acre Platte Valley Solar Farm at the northwest corner of County Road 55 and Latham Street will have more than 40,000 solar panels and will help serve more than 600 **Poudre Valley Rural Electric Association** customers. Nashville, Tenn.-based **Silicon Ranch Corp.** will fund, own, operate and maintain the solar-power farm. PVREA, a rural electric cooperative serving more than 40,000 homes and businesses across three counties in Northern Colorado, will receive all the energy the solar-power farm produces at "cost-competitive rates" over the life of the contract, according to a prepared statement. Silicon Ranch has selected **McCarthy Building Cos. Inc.**, to build the solar-power farm. San Diego-based McCarthy has an office in Denver and plans to hire local subcontractors and craftsmen to provide the bulk of on-site construction work for the project, which is expected to last approximately three months.

KUDOS

Andrew Cousin, chief executive of Circle Graphics Inc. in Longmont, and **Walter Knapp**, chief executive of Sovrn Holdings Inc. in Boulder, received regional Entrepreneur of the Year awards from **Ernst & Young**. The CEOs were two of eight entrepreneurs who won in E&Y's Mountain Desert region that includes Colorado, Arizona and New Mexico.

Thirteen companies based in cities that make up Northern Colorado and the Boulder Valley have been named to the 2017 Colorado Companies to Watch list. The program annually honors 50 high-performing, second-stage companies from across the state for their performance in the marketplace, innovative products, unique processes and philanthropic actions. This year, 750 companies were nominated. Winners were announced at the Ninth Annual Gala Awards Dinner on June 23 at the Denver Marriott City Center. This year's winners include Boulder-based **1908 Brands**, **Amplio Digital**, **Blue Canyon Technologies**, **Egg Strategy Inc.**, **High Precision Devices Inc.**, **PopSockets LLC**, **Shine Community LLC** and **Stryd**; Fort Collins-based **Brinkman Shared Services Inc.**, **LoCo Food Distribution LLC** and **Motherlove Herbal Co.**; Greeley-based **Front Range Dermatology Associates**; and Lafayette-based **TouchSource Inc.**

Aims Community College's Agricultural Sciences and Technology Department in Greeley received the Outstanding Postsecondary/Adult

Program award from the **Colorado Vocational Agriculture Teachers Association** at the CVATA Banquet on June 28 at the annual summer conference in Ignacio, Colorado.

The **Aims Community College** chapter advisors of the **National Society of Leadership and Success** were recognized for outstanding achievement.

MERGERS AND ACQUISITIONS

Fort Collins-based **Advanced Energy Industries Inc.** (Nasdaq: AEIS) acquired **Excelsys Holdings Ltd.**, a privately held company based in Cork, Ireland. Excelsys designs and manufactures high-efficiency power supplies for a variety of industrial markets. Advanced Energy acquired Excelsys in an all-cash transaction for 15.5 million euros. Excelsys' 2016 audited revenues were 10.2 million euros. Further transaction terms were not disclosed.

TBK Bank, a subsidiary of **Triumph Bancorp Inc.** (Nasdaq: TBK) based in Dallas, entered into an agreement to acquire nine branches from **Independent Bank Group Inc.** (Nasdaq: IBTX), the McKinney, Texas-based holding company for Independent Bank. The nine branches are in Evans, Firestone, Johnstown, Longmont, Milliken, Akron, Otis, Sterling and Yuma. These branches were acquired by Independent Bank as part of Independent Bank Group's acquisition of Carille Bancshares Inc. and its subsidiary, Northstar Bank, in a deal that closed in April.

TeamSnap, a Boulder-based company that produces web and smartphone apps for managing youth, recreational and competitive sports teams, acquired **FanAppEvents**, a sports-tournament-and league-management company based in Jefferson City, Mo. Financial terms of the deal were not disclosed. The acquisition enhances TeamSnap's ability to simplify organization of youth, recreational and competitive sports. The tournament-management platform will be called TeamSnap Tournaments.

MOVES

Colorado landed the coveted **Outdoor Retailer** trade shows, beating out the longtime host, Utah. The \$45 million trade shows — which include the Outdoor Retailer + Snow Show, the Outdoor Retailer Summer Market and the Outdoor Retailer Winter Market — have selected Denver to be its host city. The move will start in January with the Outdoor Retailer + Snow Show, followed by the Summer Market in July and the Winter Market in November. The Outdoor Retailer Show is operated by **Emerald Expositions LLC**, a subsidiary of **Emerald Expositions Events Inc.** (NYSE: EEX). The move is done in partnership with the **Outdoor Industry Association**, **SnowSports Industries America** and **Grassroots Outdoor Alliance**. In addition to moving the conferences, **Grassroots Connect**, part of the Grassroots Outdoor Alliance, will co-locate with the trade show in Denver.

Centers for Gastroenterology signed a lease for a 4,000-square-foot, build-to-suit medical office building within the Mountain Vista Office Park, relocating within the city of Greeley. When the building at 8225 W. 20th St. is completed this October, the health-care provider will move from 7251 W. 20th St. It also operates clinics in Fort Collins and Loveland, as well as Wyoming and Nebraska. It also provides hospital services for McKee Medical Center, Medical Center of the Rockies and Poudre Valley Hospital.

OPENING

Fashion and philanthropy enthusiasts on the Front Range have a fan-favorite eyewear shop on Boulder's Pearl Street Mall, with **Warby Parker** opening its first Colorado store. The brand, which was founded in 2010 and has gathered a following for its prescription glasses and sunglasses, opened July 8 at 1949 Pearl St.

Afirm, an **H.W. Kaufman Financial Group** company that is based in Fort Collins, is opening an office in Montreal. Afirm was formed earlier this year when the financial group merged its US-Reports, Canadian Reports and Technical Risk Services. The company provides loss-control inspections, premium audits and risk-mitigation services.

BRIEFCASE

Residential real estate brokerage **Windermere Colorado**, based in Fort Collins, opened an office off Bergen Parkway near Hiwan Golf Club in Evergreen, its sixth along the Front Range.

My Trail Co., Demetri 'Coup' Coupounas' reincarnation of his former outdoor-gear company GoLite, has moved into 2,225 square feet of space at 1418 Pearl St. in Boulder. My Trail makes outdoor clothing and equipment and sells it directly to customers.

A new airport shuttle service has begun operations between Northern Colorado cities and Denver International Airport. **RedLion Coach Inc.** is running a shuttle service from Fort Collins and Loveland, with door-to-door service available in Greeley, Johnstown and Windsor. The service began July 1, with one-way service costing \$41, plus \$4 for door-to-door service.

Big Fish Payroll Services, a California-based boutique human-resources service, opened offices in Broomfield and Denver to serve companies in the Boulder Valley, Northern Colorado and Denver. Big Fish operations in Colorado will be managed by longtime Colorado businessman Darren Knauss, who lives in Broomfield. Knauss will stage operations from his home office and from 8354 Northfield Blvd., Suite 3700, in Denver.

Heavy-equipment dealer **H&E Equipment Services Inc.** opened a branch in Loveland to provide service to customers in Northern Colorado, western Nebraska and southeastern Wyoming. The 5,295-square-foot facility sits on two acres at 5874 Langley Ave.

Frank and Kim Brewster opened a **MidiCi** pizza parlor franchise at 3581 E. Harmony Road, Suite 170, at Harmony Commons in south Fort Collins. The Los Angeles-based MidiCi The Neapolitan Pizza Co. chain is known for authentic, traditional Neapolitan cuisine with natural, fresh, non-GMO ingredients.

The Denver-based **Metro Wastewater Reclamation District** opened a \$417 million Northern Treatment Plant in Brighton on May 24.

Chuze Fitness, a California-based operator of fitness centers, leased 36,963 square feet in Broomfield, where it plans open a center this summer in an anchor spot in Broomfield Plaza, 5105 W 120th Ave. The plaza is owned by NewMark Merrill Cos., developer of the Village at the Peaks outdoor retail center in Longmont.

The Eye Center of Northern Colorado PC opened its second location in Fort Collins at the corner of

Precision and Ziegler drives within the Harmony Technology Park. The Eye Center has clinics at 1725 E. Prospect Road in Fort Collins, and at 2551 13th St. and 6125 Sky Pond Drive at the Centerra development in Loveland.

Northern Colorado staple **Wing Shack**, which started its first store in 2004, opened its sixth shop on May 17 at 1430 Stillwater Ave. in Cheyenne, the chain's first Wyoming location. Wing Shack already has locations in Garden City, Greeley, Loveland, Windsor and Fort Collins.

Greenwood Village-based **Bellco Credit Union** will open a branch at the Village at the Peaks outdoor shopping area in Longmont. Construction is under way on the 2,400-square-foot branch at 1250 S. Hover St., No. 200. This will be Bellco's 24th branch and second in Boulder County; it opened a branch in Louisville in 2016.

Egg Strategy, a company that provides strategy and consulting services, opened its third office, this time in New York. The Boulder-based company, founded in 2005, already has offices in Boulder and Chicago.

Husband-and-wife team **Brian and Lenore Jager-son** opened a **Growler USA** franchise in Louisville. The brewpub at 1071 Courtesy Road is Growler USA's third franchise in Colorado.

Atlanta-based **GreenbergFarrow**, a global architecture, engineering, planning and development services firm, opened an office in Broomfield, its 16th office nationwide. Alicia Khine, program manager, will lead the office at 11001 W. 120th Ave.

The **Organic Sandwich Co.** in Boulder plans to open a shop in Louisville this summer, becoming the latest restaurant to take a shot at 459 S. McCaslin Blvd., Suite 5, which until recently housed BlueBox Doughnuts.

Little Man Ice Cream is planning stores in Stapleton and Fort Collins, 10 years after the milk jug-shaped kiosk was first opened at West 30th Avenue and Tejon Street in Denver's LoHi neighborhood. A 22-foot tall kiosk in the shape of a hand-churned ice cream bucket will be the anchor tenant at The Exchange in Fort Collins.

Amazon is planning a small distribution center and office that could be up and running by the end of summer, according to building permits. The \$1 million renovations would take place in at 19,000 square-foot space at 3550 Frontier Ave. in Boulder, although it's unclear which space they'll occupy in

that property.

Leawood, Kan., energy company **Tallgrass Energy Partners LP** (NYSE: TEP) will develop a new oil terminal in Platteville, in partnership with **Saddle Butte Pipeline**. The terminal will be located in the Platteville oil terminal complex and will interconnect with Saddle Butte's Denver-Julesburg Basin crude oil gathering system.

PRODUCT UPDATE

Craft brewers in Longmont have joined forces to brew up something special for Longmont Startup Week, which will take place in late July. The beer, called **The Wannapreneur**, was created as a way to celebrate and give back to the Longmont startup community. A portion of every Wannapreneur sold will be donated to the **Longmont Ignite! Fund**, a fund established by community members to make grants available to early-stage startups in Longmont. The breweries include **300 Suns**, **Oskar Blues**, **Left Hand Brewery**, **Open Door Brewery**, **Skeye Brewing**, **Shoes & Brews**, **Wibby Brewing**, **The Pump-house**, **Grossen Bart** and **Bootstrap Brewing**. **St. Vrain Cidery** is part of the collaboration but, because of liquor licensing, is not able to serve The Wannapreneur.

J.M. Smucker Co. will remove high-fructose corn syrup from its Uncrustables sandwich line, replacing it with sugar. The reformulated Uncrustables frozen peanut-butter-and-jelly sandwiches also have been certified non-GMO and NSF Non-GMO True North by NSF International. NSF International provides third-party certification for non-GMO products. The company is building a \$340 million plant in Longmont to manufacture the sandwiches, bringing up to 500 jobs to the city.

A new startup is looking to make patents more accessible and intellectual property more protected. **IdeaJam**, a company that operates in Denver and Boulder, has a new platform that aims to make turning an idea into a business easier. The service provides a secure format for creatives to work on their ideas, without the threat of losing their intellectual property. It also lets them share it with others. The company still is in its beta stage, developing the software. But IdeaJam plans to have its big debut at Denver Startup Week Sept. 25-29, where it will host a workshop on patent applications.

Sphero debuted a new app-enabled toy fitting into the Disney universe. The **Ultimate Lightning McQueen** is an interactive race car meant to be a life-like version of the red animated speed racer voiced by Owen Wilson in the Disney-Pixar film "Cars 3."

care while in a moving vehicle and with limited space. The newest vehicle addition will help with some of the high demand of Aims' previous apparatus.

Loveland-based **Beau & Belle Littles** partnered with two-time Olympic gold medalist and FIFA Women's World Cup soccer champion **Lauren (Cheney) Holiday** to create its first-ever limited-edition swim diaper print. **Paul** and **Rachele Baron**, founders of Beau & Belle Littles, will donate 100 percent of the profits made from the new print to Holiday's charity, **Full of Grace Foundation**, which will designate the funds toward research into cystic fibrosis. Called "Cherry Bomb," the new print features fireworks and cherries. Holiday's niece was diagnosed with cystic fibrosis more than 17 years ago when she was four months old. Each swim diaper retails for \$22.99. Beau & Belle Littles hopes to donate at least \$40,000 to the foundation from the swim diaper sales. More information is online at beauandbellelittles.com/cherry-bomb.

GRANTS

The **National Endowment for the Arts** awarded monetary grants to arts organizations in Boulder and Lafayette as part of the national organization's Our Town program. The **Lafayette Arts and Cultural Resources Department** received a \$50,000 grant to enhance programming at **The Collective Art Center**. The **National Council on Education for the Ceramic Arts** in Boulder received \$25,000, the **Colorado Music Festival** in Boulder received \$20,000 and **EcoArts** in Boulder received \$15,000.

The **Community Foundation Serving Greeley**

The toy features animatronic features to mimic the character, can drive, drift and race, and has a reactive touch to interact with fans.

New Belgium Brewing Co. in Fort Collins and **Colorado State University** are teaming up for a one-of-a-kind collaborative beer, Old Aggie Superior Lager. Packaging features CSU's ram mascot, with a green and orange vintage color scheme. Old Aggie Superior Lager will be released July 1 in 12- and 24-ounce cans and on draft. The beer will be a year-round offering available for distribution only in Colorado.

Lindsay Holden, a University of Colorado Boulder alumna is looking to make financial planning more fun with her San Francisco-based savings app **Long Game**. The app works using a prize-based mechanism. Customers sign up for the FDIC-insured savings app and deposits money into it, much like a regular savings account. However, as savings are added to the account, the client gets a chance to play games, where he or she can win anywhere from 10 cents to \$1 million to more chances to play. Unlike the lottery, money is never lost. The goal is to incentivize people over time to continue saving.

Fort Collins-based **OtterBox** is debuting a new product, and this time it has nothing to do with phone cases. It's getting into the rugged-cooler business, competing with well-known favorites such as Yeti and Rtic. The new **Venture coolers** are designed to be bear-resistant, hold ice for up to 14 days and are drop-tested for every side, both empty and full. The coolers, which come in three sizes, have mounts to attach accessories, and come with a cutting board, dry-storage tray and separators to organize the internal space. There's also a side table, cup holders and clips.

Tampa, Fla.-based **Cigar City Brewing**, owned by Longmont-based **Oskar Blues Brewing**, now is distributing its beer in Colorado. Cigar City will partner with several distributors in the state, including **RMC Distributors**, **Coors Distributing Co.**, **High Country Beverage** and **Mountain Beverage Co.**

A small tech company run by two former Hewlett-Packard engineers have figured out a way to design a simple, easy-install, nearly wireless backup camera, **QuickVu**, for cars. **Trail Ridge Technologies LLC** is a Fort Collins-based company consisting of Bob Morain and Mitch Hanks, both of whom took early retirement from H-P in 2008. Hanks, a hardware engineer, and Morain, a software engineer, partnered to create a company that would simplify complex products and bring them into people's lives.

NONPROFIT NETWORK

BRIEFS

United Way of Larimer County hired **Annie Davies** to be the nonprofit's new president and chief executive, replacing **Gordan Thibedeau**, who led the organization for 20 years. Davies, whose first day will be Aug. 1, was selected after a six-month national search that considered more than 140 applicants. Davies has more than 15 years of experience in the nonprofit and public sectors. She began her nonprofit career in Seattle at the National Multiple Sclerosis Society. Davies also served as director of communication and development at Rocky Mountain Human Services, a \$40 million community-centered board serving individuals with disabilities and veterans with traumatic brain injury.

FUNDRAISERS

Locally owned and operated **Ace Hardware of Fort Collins** raised \$1,214 for the **Larimer Humane Society** at its annual Grill Your Ace Off event, which was held June 25, and gathered local restaurants to participate in a friendly grilling competition. Throughout the day, chefs from **5280 Culinary** and **Ryan's Sports Grill**, as well as from Ace Hardware of Fort Collins, served up their signature grilled creations. Community members were invited to vote on the best creation by donating \$1 to that restaurant. All proceeds were returned to the humane society, a local nonprofit that promotes and provides the responsible care and treatment of animals. Based on these donations, Ryan's Sports Grill was named the Grill Your Ace Off winner.

Proceeds from **Raintree Athletic Club's** eighth annual **Fitness Festival**, set for Aug. 4-5, will benefit **Dunn Elementary School** in Fort Collins. Organizers

hope to raise more than \$3,000 for new physical-education and recess equipment at the school. The festival, to be held in Raintree's parking lot northwest of Drake Road and Shields Street in Fort Collins, will be open to the public and include fitness classes, outdoor cycling classes, kids' activities, a local business expo, silent auction, live music, the **Austin Taco** food truck and a beer garden provided by **Intersect Brewing**. Items donated for the benefit silent auction will be donated from local businesses including **CopperMUSE Distillery**, **Athleta**, **Natural Grocers**, **Wildbloom Skincare** and **St. Peter's Fly Shop**. More information is online at raintreeathleticclub.com/fitfest2017.

GOOD DEEDS

Broomfield-based **Ball Corp.** (NYSE: BELL) will donate 1 million aluminum cans to Longmont-based **Oskar Blues Brewery's CAN'D Aid Foundation** that will be used to provide clean drinking water to communities in the United States in the wake of disasters. Cans will be filled at Oskar Blues facilities in Colorado, Texas and North Carolina and from those sites will be distributed where needed. To date, Ball, the CAN'd Aid Foundation and Oskar Blues have collaborated to package and distribute 483,200 cans of clean water to victims of flooding and other disasters, including the water crisis in Flint, Mich.

The **Aims Community College Foundation** received an ambulance from **NCMC Inc.** and **Banner Health North Colorado Medical Center Paramedic Services** to help Emergency Medical Services program students train in real-world environments. Aims will utilize the ambulance to help students learn how to take vitals, start an IV and provide patient

and Weld County distributed \$1.5 million to charities in 2016. The nonprofit also provided \$200,000 in scholarships to more than 100 Weld County students, according to the foundation's 2016 annual report. In total, 115 grantees across 14 program areas received funds. Of the programs, education was the largest recipient, with \$415,730. That's followed by \$322,030 to various charitable programs, \$176,438 to veterans and \$137,802 to youth programs. The foundation said this year was its most diverse for program-area distribution since the group began tracking in 2010. Other highlights of 2016 include philanthropists working with the foundation to create 11 new funds and awarded the largest amount of scholarships in its history. As of the end of December, the Community Foundation had about \$18.4 million in total assets.

Feeding America, a national hunger-relief organization, and **Conagra Brands Foundation** have partnered to provide more meals to kids when they need them most through the Hunger-Free Summer program. **Food Bank for Larimer County**, a Feeding America member food bank, is one of 25 food banks that have received a Hunger-Free Summer grant, funded by the Conagra foundation. The \$20,000 grant will enable Food Bank for Larimer County to provide more food for children during the summer months. Specifically, the food bank is using the funding to distribute healthy food bags with shelf-stable items to families with children through a partnership with the new **Family Medicine Center** food pantry and at the organization's mobile pantry sites this summer. The program is similar to the Backpack program the Food Bank sponsors during the school year and has a goal to distribute 1,300 bags this summer.

BW REAL DEALS

Blackstone flips property in Boulder for \$101M

By Doug Storum

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BOULDER — The real-estate arm of New York private-equity firm Blackstone Group has sold three office buildings in downtown Boulder for \$101.3 million, six months after it purchased them for \$92.6 million, according to public records.

Three entities registered to New York-based JPMorgan & Co., acquired the buildings at 1900 15th St., 1881 Ninth St. and 1050 Walnut St., according to the records.

Officials for neither Blackstone nor JPMorgan could be reached for comment Wednesday.

Filings for the three entities submitted to the Colorado Secretary of State list Ethel Gavrilova, vice president at JPMorgan Investment Management Global Real Assets, as the person causing the documents to be filed.

The three buildings total roughly 221,000 square feet of office space, plus a pair of parking garages.

JPMorgan paid \$48.37 million for 1050 Walnut St., \$39.41 million for 1818 Ninth St., and \$13.47 million for 1900 15th St. on May 24.

Last Nov. 21, Blackstone paid Swedish pension manager Alecta



DOUG STORUM/BIZWEST.

Entities registered to JP Morgan & Co. have acquired three commercial buildings in downtown Boulder for \$101.3 million, including this building at 1050 Walnut St.

\$46.4 million for 1050 Walnut, \$32.9 million for 1881 Ninth, and \$13.27 for 1900 15th.

The 1050 Walnut property includes about 112,000 square feet of office space, in addition to a parking garage. Its tenants include the likes of Foundry Group, Techstars, Siemens Energy

and the Southwest Research Institute. In 1997, it sold for \$16.6 million.

The 1881 Ninth St. property includes 76,000 square feet, plus a parking garage. Tenants there include Solera National Bank, TIAA CREF and Finish Line. The property sold in 1998 for \$12 million.

Crescent sells 27 buildings in Campus at Longmont

By Doug Storum

dstorum@bizwest.com

LONGMONT — Balfour Pacific Capital Inc., a real estate and private-equity firm based in Vancouver, Canada, has acquired 27 commercial buildings in the Campus at Longmont for \$69.6 million.

Balfour Pacific, led by Sam Belzberg, acquired the buildings, totaling 870,000 square feet, last month from Crescent Real Estate, which has dual headquarters in Centennial and Fort Worth, Texas.

Boulder-based Dean Callan & Co.'s Hunter Barto and Dryden Dunsmore are the leasing agents for Balfour Pacific. Dean Callan & Co. has a long history with the portfolio dating back to 2006, handling the leasing for previous owners Circle Capital Longmont LLC and later Goff Capital Partners LP, now known as Crescent Real Estate. Kory Cash and his team at Sentinel Management Inc. will continue to



DOUG STORUM/BIZWEST.

This building at 2400 Trade Center Ave. is among 27 commercial buildings in the Campus at Longmont acquired by Balfour Pacific Capital Inc. Courtesy Dean Callan & Co.

manage the properties.

The Campus at Longmont in southwest Longmont consists of predominantly single-story office/flex buildings. The properties are approximately 85 percent leased. Vacancies range from 1,250 square feet to 34,000 square feet, with NextLight 1-gigabit fiber and grade-level and dock-high loading, according to a statement issued

Wednesday by Dean Callan & Co.

In 2012, when Crescent was operating as Goff Capital Partners, it acquired 34 buildings totaling 1.13 square feet in the Campus at Longmont for \$58.3 million from Circle Capital Longmont LLC. Recently, Crescent sold three of those buildings on the campus to Alaska-based Pacific Acquisitions LLC.

PROPERTYLINE

Brinkman, Loveland sign deal for development of The Foundry

LOVELAND — The city of Loveland and Fort Collins-based Brinkman Shared Services Inc. have signed closing documents that will usher in the redevelopment of 2½ blocks of southern downtown Loveland as a multiuse project called The Foundry.

The \$76 million development will transform the area bounded by Lincoln and Cleveland avenues on the east and west, Opera Alley in the mid-block between Third and Fourth streets on the north, and First Street on the south.

The city agreed to provide the land for the project, waive use-tax and development fees and spend \$17.6 million for public improvements, including the parking garage. Brinkman will build, own and have leasing rights for the retail, housing, entertainment and hotel portions of The Foundry.

Elements of The Foundry include a city-owned 460-space, five-level parking garage, 155 rental apartments in three buildings, 14,000 square feet of retail space, a five-screen, 625-seat outdoor movie theater, a public plaza for community events and a 53,000-square foot hotel with about 95 rooms.

Viega starts construction on U.S. HQ in Interlocken

BROOMFIELD — Viega LLC, a designer and manufacturer of high-tech plumbing equipment, has begun construction on its new U.S. headquarters and training facility in the Interlocken business park in Broomfield.

Viega LLC, a subsidiary of German-based The Viega Group, will move its U.S. headquarters to 575 Interlocken Blvd., from Wichita, Kan., when construction is completed in late 2018.

Situated on 11.8 acres, Viega LLC's campus will include a 55,000-square-foot headquarters building and a 24,000-square-foot training facility that is in addition to the company's existing training facility in Nashua, N.H.

The buildings, designed by Oz Architecture, will have glass curtain walls that will let in natural light and provide great views.

Boulder Community Health partnering on rehab hospital

LAFAYETTE — Boulder Community Health plans to partner with Albuquerque-based Ernest Health Inc., to build a free-standing 40-bed rehabilitation hospital in Lafayette.

Currently, BCH operates a 14-bed rehabilitation unit at its Broadway and Balsam campus. BCH sold that site to the city of Boulder in 2015. BCH will continue to provide services at that site during the planning and construction of the new hospital. When the hospital opens, BCH will stop directly providing inpatient rehabilitation services.

BCH spokesman Rich Sheehan said BCH plans to purchase several acres for the \$24 million project, but did not disclose a location.

Trammell Crow acquires land for apartments in NE Boulder

BOULDER — Trammell Crow Residential has closed on the purchase of 20 acres of land in northeast Boulder, where the Dallas-based company will build Diagonal Crossing, a mixed-use development of 357 apartments, offices for nonprofits, a restaurant and a green space.

It's time for Millennials to consider home ownership

The U.S. homeownership rate fell to a 50-year low in the second quarter of 2016, much of which was attributable to Millennials staying out of the market. While some have contended that Millennials are not interested in homeownership, recent studies have shown that 80 percent of people still consider it to be part of the American Dream, and 90 percent stated that they want to own a home in the future.

If you are a Millennial and have overcome numerous barriers likely facing you, including crippling student debt, lack of ability to accumulate a down payment, low inventory and high prices, and lack of mortgage availability, why would you want to buy a home versus investing in the stock market, for example? While diversified investments is, of course, a good idea, here are the top five reasons why investing in Boulder Valley real estate is something you should strongly consider.



BOULDER VALLEY REAL ESTATE
JAY KALINSKI

1. Real estate is the only investment in which you can live. It is a tangible asset that can fulfill one of your basic human needs (shelter). There are costs to wherever you live; by owning a home, a portion of your "rent" goes to increasing your equity.

2. There are enormous tax advantages to owning your own home. The mortgage-interest deduction allows you to write off the interest portion of your mortgage each year on your taxes, which can save you tens of thousands of dollars. Moreover, there is no tax on you ("the landlord") renting your home to you ("the renter"). Plus, if you are single and sell your home, you can exclude up to \$250,000 of your home's appreciation from capital-gains tax. If you are married, it doubles to \$500,000.

3. Speaking of appreciation, the Boulder Valley has been the best place to invest in housing in the entire country. Since 1991, the Boulder Valley has appreciated a whopping 354.78 percent, which is about 47 percentage points more than the next best market, which happens to be Denver. Looking ahead, www.smartasset.com ranked Boulder as the No. 1 place for continuing growth and stability. Thus, if you are considering investing in real estate, you are

already in the best place in America to do it.

4. Next is the impact of transaction fees compared to investing in stocks, such as mutual funds. When you sell a home, if you are like most Americans, you will use a Realtor to help facilitate the process. You pay a fee that, while completely negotiable, is often below 10 percent. In exchange, your Realtor, as your agent, provides you with marketing, negotiating, and other services — and owes you a number of fiduciary duties, meaning she is legally required to promote your interests with the utmost fidelity, seek the best price and terms possible for you, and counsel you as to the material benefits or risks involved. Compare this to a typical stock broker/dealer, who can charge you many opaque fees, often totaling more than 3 percent of your investment per year, which, over time, can end up costing you 50 percent to 70 percent of your nest egg. Moreover, approximately 90 percent of such stock brokers are not even required to look out for your best interests,

only being held to a "suitability" standard. (For more on this, I would encourage you to read "Money: Master the Game" by Tony Robbins).

5. Finally, there are what are called the "positive externalities" of homeownership. When you buy a home, you are buying into the neighborhood, schools and community. That is, when people own a home, they invest much more into their communities — they patronize local businesses, participate in local organizations and give their time and money to the community in ways that renters do not.

As you can see, there are many reasons to strongly consider an investment in homeownership. And if all these didn't put you over the top, here's one more reason: leverage. Especially for first-time home buyers, there are programs that allow you to put in a relatively small down payment, but you still get to keep all of the appreciation. For example, if you invested \$50,000 in a \$200,000 condo and the market for your place goes up 31 percent in a year (like it did in 2016), then your leveraged cash-on-cash return is not 31 percent, it's 124 percent!

With inventory starting to rise, now is a great time to get in the game.

Jay Kalinski is broker/owner of Re/Max of Boulder.

"Recent studies have shown that 80 percent of people still consider it to be part of the American Dream."

Entrepreneurs make a difference.

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Northern Colorado housing market increasingly subject to supply

Long considered to be the first three rules of real estate, “Location, location, location” may need to concede the podium to “Supply, supply, supply.” At least, that seems to be the case in Northern Colorado thus far in 2017.

Housing supply – or more specifically the lack of it – has become the most powerful influence on how local submarkets are performing.

A notable case in point is Estes Park, where the supply of homes available for sale has plummeted by 57 percent between June 30, 2015, and June 30 of this year. As a consequence of this thin supply, home prices are up 38 percent over the past two years, and the number of sales during the second quarter is down more than 19 percent. Similarly, in the Greeley-Evans area, inventory is off by roughly 51 percent. At the same time, prices are up more than 25 percent, and sales are down 21 percent for the quarter.

In normal conditions, a decline in the number of home sales would reflect a struggling economy. But



NORTHERN COLORADO REAL ESTATE
LARRY KENDALL

as the rising prices would indicate, demand continues to be strong. The supply is simply not sufficient in places such as Estes Park and Greeley-Evans to satisfy the appetite of homebuyers. By contrast, communities with stable or growing supply are also experiencing an increased number of sales.

With that said, where can homebuyers turn during this “mosh pit market” that seems to bring out multiple offers for almost every home that’s put up for sale?

Here are three suggestions:

- Scout out those markets that have supply. A good place to start is in the Loveland-Berthoud area, which offers the best supply relative to demand. Looking at Berthoud by itself, the inventory of homes has jumped 44.68 percent in the last two years — primarily due to recent new construction. Even more, Berthoud has approved thousands of permit-ready lots that make even more new construction likely in the near future.

- Speaking of new construction, the best way to avoid the competitive “mosh pit” is to focus your attention on new neighborhoods. You get the opportunity to slow down and identify a brand-new home that suits your needs without wrestling 10 other buyers.

- If you can afford it, look at

Tight supply drives down sales — and prices up — in Greeley, Estes Park

This chart compares home sales during the second quarter (April 1 to June 30) across local submarkets in Northern Colorado:

	2015	2016	1-year % Change	2017	1-year % Change
Fort Collins/Timnath/Wellington	1,119	1,077	-3.7%	1,115	-0.04%
Greeley/Evans	711	726	2.1%	561	-21.1%
Loveland/Berthoud	571	615	7.7%	705	14.63%
Windsor/Severance	273	282	3.3%	273	0.0%
Estes Park	109	104	-4.6%	88	-19.2%
Ault/Eaton/Johnstown/Kersey/LaSalle/Mead/Milliken	327	269	-17.7%	334	2.1%
Total	3,110	3,073	-1.2%	3,076	-1.1%

Source: IRES, The Group Inc.

higher-priced homes. In fact, there is an abundance of supply in the upper-end market. With the equity you could gain from the sale of your existing home, combined with the benefits of low interest rates, chances are strong that you can make the move up to your dream home. These conditions make it the best move-up market we’ve seen in many years.

As we weigh these factors — tight supply and high demand — it’s plain to see that any talk of a real estate “bubble” in Northern Colo-

rado is misguided. Bubbles are usually caused by oversupply — the opposite of what’s occurring in this area right now. And with Colorado experiencing one of the best economies and lowest unemployment rates in the United States, all indications point to continuing demand — and a continuing increase in home prices.

Larry Kendall is co-founder of The Group Inc. Real Estate and is creator of Ninja Selling. Contact him at 970-229-0700 or via www.thegroupinc.com

Embark on hero’s journey to find ideal career path

We are all familiar with the hero’s journey. In a nutshell, a hero’s journey is about conquering our fears and overcoming incredible obstacles to go in search of something rare and wonderful. It is the archetype of most movies because we never tire of watching ordinary people do the extraordinary.

As a career counselor, I accompany clients on the journey to finding greater purpose and pleasure in their work and in their lives. Each person’s story is unique, yet some elements of the hero’s journey play out time and again.



CAREERS
CARRIE PINSKY

Being called.

We all know stalwart employees who show up at the same job for decades without ever considering doing anything else. More power to them! Then there are those who feel called to a new path. The call could come in the form of an inner yearning, a chance encounter, or a significant life event such as a car accident,

layoff or the passing of a loved one.

I have a client who recently left a secure job in city government to heed a call to build sustainable housing for indigenous and fragile populations. Another is feeling called to leave a high-paying health-care-technology gig to coordinate medical mission trips in faraway lands. A third is developing a nonprofit that will focus on mentoring at-risk boys.

The hero’s journey begins the moment we decide to answer the call.

Cue the fire breathing dragons.

Heroes have no clue what lies ahead, and they go forward anyway. Be forewarned. You will suffer, and you will be tested. It is inevitable.

You will face inner demons such as self-doubt, fear of failure or lack of hope. And, you will encounter obstacles and meet up with real world adversaries who seem hell bent on stopping you from reaching your goals. Your job is to overcome each challenge as it arises.

This is the point at which we question ourselves. We wonder if the call was real, and we come up with all kinds of logical reasons to scurry back to our humdrum jobs and lives. This is a completely normal plot

“True heroes celebrate lessons learned and honor the skills they gained along the way. The journey itself is more important than the destination.”

twist.

In the end, the hero remains committed to the journey. No. Matter. What.

Seek guidance.

Luke Skywalker has Yoda. Dorothy has Glinda the Good Witch. Who will help you along the way? It could be a life coach, a trusted friend, or a colleague that will provide the support you need.

Sometimes, all we need is a dose of self-confidence, but more often we require practical skills and training to make it to the next stage of the journey. Don’t sit around waiting for a wise mentor to show up out of nowhere. Despite the many similari-

ties, your life is not a movie!

Seek out the help you need to keep moving forward.

Embrace the journey.

Make no mistake, searching for a new career is a hero’s journey. It is a worthy endeavor and requires tenacity, grit, humility and hope. Once you have embarked on your journey, your life will never be the same.

Even if you don’t quite end up where you intended, you can still choose to feel good about what you accomplished. True heroes celebrate lessons learned and honor the skills they gained along the way. The journey itself is more important than the destination.

For better or worse, the hero’s journey is one worth taking. Why? Because nothing else will bring you closer to self-actualization than starting down your deepest fears to make a dream come true. The greatness inside you is listening. This is your call. Will you answer?

Carrie Pinsky is a freelance writer, job-search coach and training specialist. Reach her at Pink Sky Counseling and Career Services, 970-225-0772 or www.pink-sky.net.

Glen Haven, from 10

order.

“If you’re not turning any business, you can’t pay back a loan,” Sellers said, but “Larimer County funded some stuff for us and got us some people to physically come in and do things. Church groups were so great to come in, too, in more ways than one.” Some unspecified “private help” also helped, he said. “We didn’t solicit for anything.”

One piece of unsolicited help came from Hobert, who also is a professional photographer. On her own initiative, she launched a crowdfunding page in the summer of 2014 to raise money to rebuild the inn, featuring many of her own images.

“I’ve known Marsha for forever and a day,” Sellers said. “She was so kind to do that for us.”

Nearly four years after the disaster in Glen Haven, a general store has reopened, infrastructure such as bridges and utility lines are still being built, and groundbreaking was held in June for a new town hall to replace the one that was swept away. A fundraising drive for the town hall is about halfway toward its \$500,000 goal.

“Everyone had started a campaign because no one would help Glen Haven rebuild,” Hobert said. “The roads alone were going to take \$2.2 million. We raised the money with fundraising and grants. I raised \$51,000 myself to rebuild the roads.

“Glen Haven is the most remarkable community. It makes you feel so good to be part of it,” Hobert said. “People have been tirelessly volunteering their time, including at the inn. The inn’s a very important part of the town.”

Glen Haven is “starting to look like a little town again,” Sellers added. “Everybody’s done a great job putting the place back together. They’ve done an awesome job, they really have.”

The Inn of Glen Haven looks fresh and inviting now. Colorful flowers adorn hanging baskets. The kitchen sparkles. Each Victorian-themed bedroom is ready to welcome new visitors.

“I’m ready to go,” Sellers said. “I’ve just got to find some employees willing to work. We’ve got chefs to interview, but at least our old wait staff is going to come back. They’re pretty loyal people. But whoever I hire for the other positions are going to have to be committed. I want to open in the next week or 10 days, but I can’t until we find the right people.” A new website also is in the works, he said.

Returning guests will see a different landscape than they remember, with many trees washed away and the creek carving a new course through washed-out banks. But the inn should be much the same, with breakfast for overnight guests and elegant dinners open to the public. Lunch and a public bar aren’t offered.

For Tom and Sheila Sellers, retirement will have to wait.

“I’m going to have to run it,” Tom Sellers said. “Retirement gets put off for awhile. You gotta do what you gotta do.”



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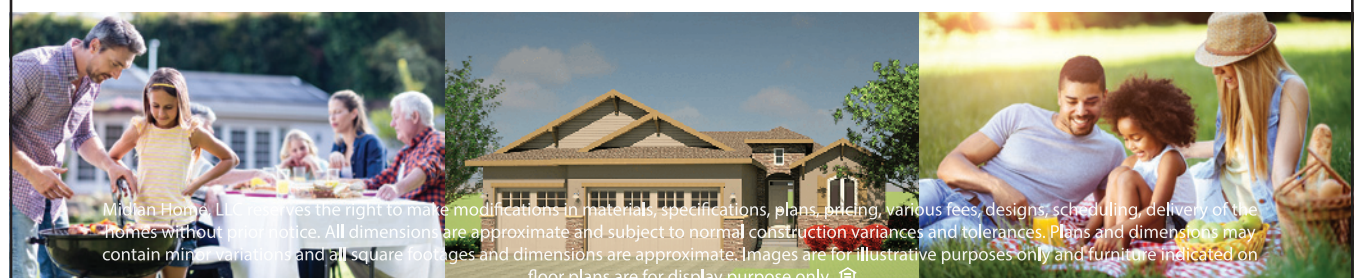
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Fertility company launches equity crowdfunding

By Jensen Werley
jwerley@bizwest.com

BOULDER — An early stage company focused on providing health and fertility data for women is seeking \$3.5 million in a Series A round — and is doing so through crowdfunding.

Kindara Inc. is a Boulder-based company that was started in 2011 with an app and bluetooth thermometer to help women track their fertility. Over time, Kindara has developed a following: 15,000 units shipped of its Wink thermometer, a top downloaded app and, most importantly said chief operations officer Tia Newcomer, 180,000 monthly active users.

It's that community, Newcomer said, that Kindara thought of when it was time to raise a new round of funding, on top of the \$6.5 million the company has raised since its inception.

"We felt that the community has invested in us at this point, why not give them the opportunity to own part of Kindara," Newcomer told BizWest.

To make that happen, Kindara partnered with SeedInvest, an online platform for venture capital, angel investing and equity crowdfunding, that helps file all the necessary paperwork with the Securities and Exchange Commission.

"We did some pretty extensive research into the Reg A+ process, and SeedInvest offered the most in terms of experience in navigating the regulatory complexities, as well as having relatively broad experience in a new and complex form of fundraising," Kindara's chief executive Ira Hernowitz told BizWest in an email response to questions. "Additionally, they have a broad group of existing investors they have cultivated that were very attractive to Kindara ... both accredited and nonaccredited. Ultimately, SeedInvest was the right choice for Kindara."

Investing will be open for the next three to four months.

Newcomer said the funding will be used for three different categories.

The first will be to update and expand on the Kindara app, which helps women track their menstruation, temperature, cervical fluid and other data, all with the goal to help them be more aware and empowered in their bodies when trying to become pregnant.



TIA NEWCOMER

"We did some pretty extensive research into the Reg A+ process, and SeedInvest offered the most in terms of experience in navigating the regulatory complexities,"

Ira Hernowitz, chief executive

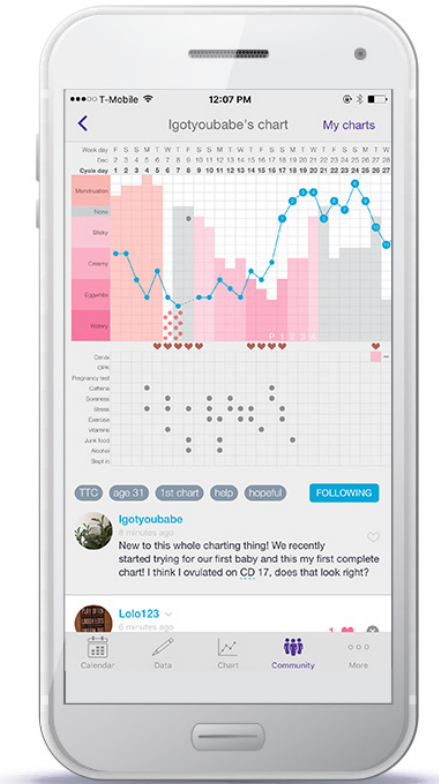
The second use of the funds will be to expand the products and services Kindara offers in the future. In addition to the app and thermometer, Kindara is working with a genetics company to help provide DNA information surrounding health and wellness. Although it's not meant to be diagnostic, Newcomer said the data is meant to help users have proactive conversations with their physicians about their fertility.

Finally, Newcomer said that so far all of Kindara's growth has been organic, without any money spent on marketing. Part of the funds will go to marketing, as well as hiring about three more employees to help scale the company.

"For comparison, our main competitors Ovia and Glow are backed by \$20 million to \$40 million, a substantial amount of which is spent on marketing," she said. "I feel very bullish based on where we stand. If we add one drop of marketing dollars, we're



IRA HERNOWITZ



COURTESY KINDARA.COM

going to grow significantly."

As to using equity funding, Newcomer said the goal was to bring in the people who use Kindara as partial owners, because they have helped the company grow so much so far.

"If you think about someone like Warren Buffett, he will not invest in anything he does not believe in, at all. That has worked well for him. If you look at it this way, our customers probably have things like a 401(k), but don't actually know what they are investing in. Why not give our community some stake?"

STARTINGLINE

Boulder Startup Week participation up 15%

Boulder Startup Week released its report on how the entrepreneurship festival did on attracting participants the week of May 15-19. Overall, 9,680 attendees came to events during the week, an increase of more than 1,000 people from Boulder Startup Week 2016, which had 8,450 attendees.

With 500 speakers, there were 79 more than participated this year than last year, and 200 volunteers. Throughout the five-day festival, 225 events were held on 35 tracks, including those ranging from craft beer to artificial intelligence to cannabis.

The number of events also increased, up from 203 events in 2016. Fifty venues, including the Boulder Theater and Galvanize, were used during the week, a consolidation from last year, when 71 were used.

Longmont Startup Week unveils schedule, speakers

Longmont Startup Week has unveiled its five days of events, which will include tracks for founders, developers, designers, networkers and more.

The event will start July 24 and go through July 28. It will be free and open to the public. Some highlighted guest speakers include StickerGiant's founder and chief executive John Fischer, who is hosting a fireside chat on July 26, and a keynote from Walter Scott, founder and chief technical officer of DigitalGlobe Inc. Other panels include "So you want to start a brewery?," how to market to the Hispanic consumer community, how to brand culinary startups, cannabis journalism and who's who in accelerators and incubators.

Longmont Startup Week is part of the Techstars startup week program. It is sponsored by several organizations, including the Longmont Economic Development Partnership, city of Longmont, Galvanize and Ozo Coffee Co.

Esprit Venture Challenge applicants sought in Boulder

The Boulder Chamber is seeking submissions for its third annual Esprit Venture Challenge, a pitch competition for aspiring startups less than two years old.

The contest, presented by the Colorado Public Employees' Retirement Association, will end in \$10,000 being presented to the winning entrepreneur. The competition has three rounds — online public voting, a judging panel and a live final pitch at the Boulder Chamber's Esprit Entrepreneur event Oct. 26. Second- and third-place winners will receive cash prizes.

Those interested can apply online by Aug. 31. Registered startups who are less than two years old and have received less than \$1 million in funding and revenue are eligible. Companies that are socially responsible and contribute to Boulder's overall economy will receive extra credit.

Be aware of hidden cost of fees in processing cash transactions

We take the existence of cash for granted. We are used to being paid in cash, buying things with cash, storing our cash in banks or investing cash in the stock market.

Without cash, it would be necessary to engage in barter — a trading of goods and services. There is no doubt that such a system of trade is less efficient. It would require more time on everyone's part to assign a value to what they have and try to match it up with someone who needs that particular product or service. For this reason, currencies were one of the earliest innovations of humanity, whether they took the form of precious metals or seashells.

Because we take cash for granted, we often overlook or simply ignore the price of converting products and services into cash and then converting cash back into products and services. This is particularly true when the transaction includes an extension of credit, whether it is a purchase of a product with a credit card on Amazon, a pay-day loan or the transfer of cash from one person to another. It is common for a business to pay a processing fee on a credit-card transaction of 3 percent to 5 percent. This cost is passed on to the customer in the form of higher prices.

The current surge in cryptocurrencies, such as Bitcoin, has brought new attention and focus to the issue of whether we are paying too much for the convenience of cash. If we can transfer cash or something of value quickly and securely around the world by means of reallocation of data within a digital file, what should be the appropriate cost of completing a transaction?

Every time we travel internationally, we may change dollars to euros or other currencies and have to pay a currency exchange rate. The transaction is digital and immediate (in milliseconds). Why is there a relatively high fee for making the exchange? Are we paying legacy

rates to address costs and risks that no longer apply?

If all we are doing is moving money from one financial institution to another, what is an appropriate fee for managing this transaction (a bare-bones transaction)? As we add additional services (extension of credit, protection against hacking, shipping, currency conversion, etc.) we may expect to see the cost of the transaction increase. However, is the value of the services we are receiving matching the price charged for these services?

I have observed sales where the entrepreneur paid more fees in completing the transaction than the entrepreneur earned in profits on that transaction. How can the transfer of money represent an undertaking of such costs and complexity to match all of the work that went into setting up a business, making the product or service and selling it to a customer?

Any effort by a business advocating for 'Buy Local' is contradicted by shipping money-transfer fees to companies located in New York, San Francisco, Omaha or other cities outside of Colorado.

When raising capital, the issue of using cash is greatly amplified. A business may seek to buy equipment, purchase a building, hire personnel or cover costs of operations by raising money. It must spend money to raise

money to pay for the costs of planning, promotion, broker and filing fees, in addition to whatever it gives up in profits, revenues or rewards. A direct transaction or barter may save a great deal of money. Different approaches to raising money may also save fees.

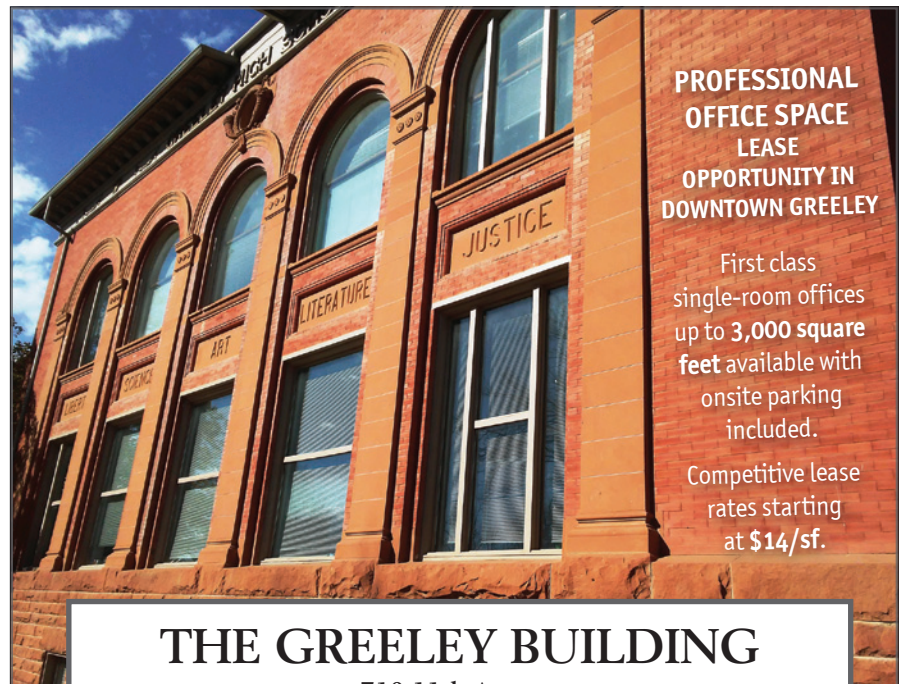
An entrepreneur may want to rethink how and where it is using cash and any activities in which it is raising money. Are there quicker, better, less-expensive alternatives that may achieve the same or a better outcome? Can these costs be avoided instead of passing them along to customers or investors? Must these costs be managed in order to remain competitive?

Karl Dakin is a principal with Dakin Capital Services LLC. Reach him at kdakin@dakincapital.com.



ENTREPRENEURS
KARL DAKIN

“The current surge in cryptocurrencies, such as Bitcoin, has brought new attention and focus to the issue of whether we are paying too much for the convenience of cash.”



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BW ECONOWATCH

Business confidence slips, but optimism in economy remains strong

By BizWest Staff
news@bizwest.com

BOULDER — All components of the Leeds Business Confidence Index remained positive despite slight dips from the previous quarter, according to the Leeds Business Confidence Index released Friday.

While expectations were down 3.7 points from the previous quarter, the confidence index showed an increase of 5.1 points over the same quarter last year.

Each component of the index reported a decline for the quarter, but all remained positive values. Overall, the index dipped to 59.7 for the third quarter and 57.6 for the fourth quarter.

“Heading into the second half of 2017, the business outlook still remains strong despite reported concerns about Colorado’s talent shortage and infrastructure needs,” said Richard Wobbekind, executive director of the Leeds Business Research Division, which published the report. “We will be keeping a close eye on employment, wages and housing in the second half of 2017.”

Overall, business leaders reported feeling positive about the direction of the Colorado economy. However, they noted a few challenges facing the Colorado economy. For example, more than a fourth of respondents identified labor issues as a primary concern in Colorado’s tight labor market. Obstacles to attracting new employees to the state, according to the business leaders, were the high cost of housing, along with the state’s unemployment rate. Respondents also mentioned politics and federal government



WOBBEKIND

uncertainty as other major challenges. A need for more investment in infrastructure as the state continues to grow rounded out the top economic hurdles

that Colorado faces in the immediate future.

The index measures business confidence – with an index of 50 or higher representing a positive outlook – in the state and national economies, industry sales, industry profits, capital expenditures and hiring plans. The current readings represent six years of positive expectations. To gather this data, the index surveys Colorado business leaders. This quarter, the index received responses from 262 qualified panelists.

Key trends heading into the third quarter of 2017 include:

- State economy confidence has fallen to 60.9, down from 67 in the second quarter of 2017.
- National economy confidence also declined, to 54.6 from 63.9 last quarter.
- Sales confidence took a slight dip, to 62.4 ahead of the third quarter compared with 64.3 ahead of the second quarter.
- Profits confidence saw a similar decline, to 61.2, compared with 62.8 last quarter.
- Capital expenditures confidence fell to 59.5, compared with 61.0 ahead of the second quarter.
- Hiring confidence also dropped, to 59.7, compared with 61.7 ahead of

“The business outlook still remains strong despite reported concerns about Colorado’s talent shortage and infrastructure needs.”

Richard Wobbekind, executive director of the Leeds Business Research Division

the second quarter.

Colorado’s unemployment rate, which remains lower than the national rate, decreased to 2.3 percent in May 2017 — well below the national average. The national rate has declined to 4.3 percent, the lowest recorded since May 2001.

Seasonally adjusted year-over-year employment growth was recorded for all seven of the state’s metropolitan statistical areas with Boulder (+4.7 percent), Fort Collins (+4.1 percent) and Greeley (+3 percent) experiencing the fastest expansion.

Colorado Springs and the Denver-Aurora-Broomfield MSAs were tied, at 2.3 percent, with Pueblo and Grand Junction rounding out the MSAs, at 1.8 percent and 0.3 percent growth, respectively.

Statewide, the biggest year-over-year employment gains in May 2017 were in the leisure and hospitality sector (+4 percent) and the ‘other services’ (+4 percent) sector. The mining and manufacturing sectors both recorded year-over-year job losses.

THE TICKER

2 area eco-devo officials step down

A pair of the region’s top economic-development officials are leaving their posts. Jennifer Kerr, president and chief executive of the Broomfield Chamber of Commerce, has resigned the position, effective July 14. Kerr announced her resignation in a letter to chamber members July 7. She first worked for the chamber 12 years ago as membership coordinator. Last month, Janine Ledingham, director of local business and startup-community development at the Longmont Economic Development Partnership, announced that she will be stepping down from her position with the organization to pursue other interests. She has been with the organization since January 2015, and her last day will coincide with the final day of Longmont Startup Week on July 28, an event she has played a key role in organizing and managing.

U.S. 36 lodgings post region’s highest occupancy

Lodging facilities along the U.S. Highway 36 corridor between Boulder and Denver recorded an 83.8 percent occupancy rate during May, the best rate among cities and areas in the Boulder Valley and Northern Colorado tracked by the Colorado Hotel and Lodging Association. The association’s monthly Rocky Mountain Lodging Report revealed May occupancy rates of 81 percent in Greeley, 79 percent in Loveland, 77 percent in Boulder, 69 percent in Longmont, 68 percent in Fort Collins and 50 percent in Estes Park. Lodgers in Greeley had the lowest average daily room rate per day in May at \$102, followed by Loveland, \$127; Fort Collins, \$130; Longmont and the U.S. Highway 36 corridor, \$131; Estes Park, \$178; and Boulder, \$190.

Median price of home in Boulder tops \$1 million

Four residential real estate submarkets in the Boulder Valley and Northern Colorado posted their highest home prices of the year in May, led by Boulder’s median-home price of \$1,008,970, according to a report released by Loveland-based Information and Real Estate Services LLC. Fort Collins, Longmont and Estes Park also posted highs for the year in May. In Boulder, the median price came on 74 sales from 229 listings. Homes that sold were on the market for an average of 50 days. The median price in Boulder was \$890,000 in May of last year. In Estes Park, the median price reached \$468,500, up from \$405,000 for the same month a year ago. There were 30 sales from 134 listings, and the average time on the market was 106 days. Longmont broke the \$400,000 barrier, with a median price of \$415,000 for the month, compared with \$355,000 in May of last year. There were 114 homes sales from 207 listings, with an average of 47 days on the market. In Fort Collins, the median price crept near the \$400,000 market, coming in at \$395,250 on 294 sales from 705 listings. Homes that sold on average were on the market for 65 days, according to the report. The median price in May of last year was \$355,000. The median price in the Loveland/Berthoud market for May was \$350,000, up from \$345,000 in May of last year, but less than the \$372,750 recorded in February of this year. There were 272 sales from 513 listings with an average time on the market of 70 days. In Greeley, the median price in May was \$277,500, up from \$260,000 a year ago. The high point of the year came in April at \$279,500. In May, 150 homes sold from 276 listings with an average time on market of 48 days.

Largest U.S. outdoor-industry trade shows moving to Denver

By Jensen Werley
jwerley@bizwest.com

DENVER — Colorado has landed the coveted Outdoor Retailer trade shows, beating out the longtime host, Utah.

The \$45 million trade shows — which includes the Outdoor Retailer + Snow Show, the Outdoor Retailer Summer Market and the Outdoor Retailer Winter Market — has selected Denver to be its host city.

The move will start in January 2018, with the Outdoor Retailer + Snow Show, followed by the Summer Market in July and the Winter Market in

November.

The Outdoor Retailer Show is operated by Emerald Expositions LLC, a subsidiary of Emerald Expositions Events Inc. (NYSE: EEX). The move is done in partnership with the Outdoor Industry Association, SnowSports Industries America and Grassroots Outdoor Alliance. In addition to moving the conferences, Grassroots Connect, part of the Grassroots Outdoor Alliance, will co-locate with the trade show in Denver.

“We received submissions from truly incredible outdoor cities — a testament to the strength of the outdoor community,” said Marisa Nicholson,

Outdoor Retailer show director, in a prepared statement. “Denver is the undeniable industry choice. Bringing these organizations together and basing the show in a state that places such a high value on outdoor recreation is the best move we can make for the outdoor industry. As outdoor recreation evolves, outdoor businesses need to stand together and adapt to those changes to successfully move forward. We look forward to building a future together and thank Governor Hickenlooper, Luis Benitez, director for the office of Outdoor Recreation, and Mayor Hancock, for their gracious support.”

Retain valuable employees by giving them a reason to care

There's a lot of exciting progress happening. Property values are up. Unemployment is down. Communities are growing.

I'm honored to work with clients in an amazing diversity of industries, and I'm seeing that optimism is generally much higher than it was last year.

And I love working with people who can be optimistic.

Of course, as business leaders, we're charged with looking at the big picture and taking the long view. So we know that good news tends to blind us to problems, and an up-cycle will surely be followed by the down-cycle.

That's not a bad thing. It's how the world works.

When business is good, it's time to invest for the future, and to deliver a great experience for customers and employees. Not over-investing, of course, because we don't want to set ourselves up for failure.

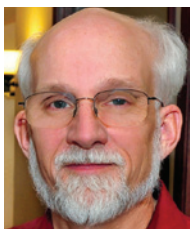
It's time to make sure that customer loyalty is cemented through having a great experience. I saw many industries where customers stayed loyal to their suppliers during

the recession because of the bonds of trust which formed in prior years. Sure, there were times where circumstances forced them to seek out substantially lower costs, but it didn't happen as often as I expected.

The employee experience is a bit similar. Yes, your people may totally understand that they could walk across the street and get another job. That gives them a freedom to leave their job if they feel they're being treated unfairly.

Honestly, most employees leave because they have no emotional ties to their job and co-workers. They're not convinced they're being treated fairly, and over the months and years, a feeling of resentment starts to build.

That's usually why people leave their job.



**SMALL-BUSINESS
ADVISER**
CARL DIERSCHOW

“Please don't fall into the trap of thinking that your folks value only money, that everything can be fixed by giving them a big fat raise.”

So now's the time to focus not only on attracting great employees, but also on retaining the skills and talents your workers already have. Those people are the heart and soul of your business, so let them know they're valued and appreciated.

Please don't fall into the trap of thinking that your folks value only money, that everything can be fixed by giving them a big fat raise. Yes, they absolutely need to be paid fairly, and that can be tough. But repeated studies from Gallup and other top analysts have shown for years that the primary causes of employee turnover are weak relationships.

When you don't really care about your employer, why not just go somewhere else that looks like more fun?

Your mission, then, is to give your people a reason to care. Are you making a difference in the community? Show your team what that looks like.

Are those employees making your company healthier, thereby improving job security? Let them know!

And, seriously, when was the last time you actually told each person that you appreciated their contribution? You might be overdue. I'm heartened by the rapid growth I'm seeing in mission-driven businesses. Leaders are finally talking about what's more important than just making money.

Money isn't evil; it's not a bad thing. But it's rarely the end result of success and prosperity.

Start opening up to your leadership team, your employees, even your customers and partners. Show them how your company is improving the world. They'll gravitate toward supporting you.

In good times AND in bad.

I've put together a new online assessment which specifically helps leaders in their role of creating truly mission-driven companies. There's no cost, and people are finding it to be quite helpful. Check it out at www.smallfish.us/mission.

Carl Dierschow is a Small Fish Business Coach based in Fort Collins. His website is www.smallfish.us.

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Boulder Valley and Northern Colorado

**energy
summit**

THE ENERGY EVOLUTION
How technology, policy, and the
economy are causing the Weld energy
economy to evolve.

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PRESENTATIONS BEGIN AT 8 AM

PRESSURING UP:

Water injection wells have raised questions about earthquakes. A representative from the USGS will share results from recent reports.

REGULATORY & SAFETY UPDATE:

Here we'll look at health and safety; State, County and City governance of health and safety; best practices and case studies.

THE FUTURE OF THE WATTENBERG FIELD:

The D-J Basin's Wattenberg field has seen some energy companies expand their holdings, while others have departed for out-of-state plays. What are the advantages and disadvantages of the Wattenberg field compared to other parts of the country?

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BW COMMENTARY

Congressional parties should pursue bipartisan reforms to Affordable Care Act

Enough already. Republican efforts to repeal and replace the Patient Protection and Affordable Care Act — known as Obamacare — have faltered amidst disagreements between conservatives and moderates. Conservatives believe that the measure as proposed in the Senate does not go far enough, while moderates cringe at the prospect of 22 million more Americans joining the ranks of the uninsured. (The House bill would see 23 million citizens added to the uninsured; both estimates come from the nonpartisan Congressional Budget Office.)

Meanwhile, consumers and business owners struggle under the weight of perennial double-digit increases in health-insurance premiums, high drug prices, lack of competition in rural areas and — in some states — collapsing exchanges. High premiums have prompted a proliferation of high-deductible health plans, adding to the financial burden of individuals fated to require medical care.

President Trump is right. Clearly, the system as structured doesn't work. But the answer is not to eliminate the ACA; the answer is to fix it. The number of uninsured has plummeted since passage of the ACA in 2010, dropping by 20.4 million as of Sept. 30, 2016, to 28.2 million, or 8.8 percent of the population, according to the National Center for Health Statistics.

That's a good thing. Throwing at least 22 million back onto the uninsured rolls is not.

Republican and Democratic leadership should convene a bipartisan working group to create meaningful health-care reform, fixing the myriad problems that exist. Senate Majority Leader Mitch McConnell, R-Ken., hinted at just such an outcome recently — although he might have intended the statement more as a cudgel against recalcitrant Republicans than an actual overture to Democrats.

But reason should dictate that legislators of both parties do their utmost to prevent catastrophic collapses of health-insurance exchanges, even as they reject throwing tens of millions off the insurance rolls.

Bipartisan agreement surely could be reached on some key points, such as allowing for reduced-coverage insurance plans that might prove attractive to younger people — and more affordable. Democrats might not like the idea but could probably accept it. And perhaps Republicans could stomach spending more money to help the aged and chronically ill.

Other measures could be agreed that would do much to improve the insurance and health-care markets.

It's called compromise. It's time for both parties to figure it out.

Recent headlines offer economic snapshot

It was, if anything, a typical few days.

News stories reported by BizWest in the past couple of weeks capture perfectly the key drivers of the economy in the Boulder Valley and Northern Colorado, with no letup in sight. From health care to banking, the outdoor industry to clean tech, real estate to retail, telecommunications to construction, recent headlines point to more of the same in the region: economic growth.

Consider these headlines from www.BizWest.com:

- UCHealth breaks ground on medical campus in Greeley (July 10, 2017). We've known this was coming, of course, but even with the new UCHealth Broomfield Hospital, the under-construction UCHealth Longs Peak Hospital in Longmont and other UCHealth facilities planned along the Front Range, one suspects that population growth will drive medical construction for years to come.

- BCH plans to partner with Ernest Health on rehab hospital in Lafayette (June 28, 2017). See above: more people means more demand for health-care services, and Boulder Community Health has been expanding as it attempts to maintain its independence.

- Centennial-Citywide merger ends up being \$211M bank deal (July 10, 2017). Banks have been in a merger mania, as financial institutions seek economies of scale amidst a challenging regulatory environment. Banking-industry executives tell me that they expect more mergers and acquisitions, and new players entering the market.

- Largest U.S. outdoor-industry trade shows moving to Denver (July 6, 2017). Colorado's outdoor industry has recaptured some momen-

tum in the face of tough competition from Ogden, Utah; Portland, Ore.; and other markets. Now, however, thanks to some ill-advised decisions by Utah, Colorado has landed the biggest trade shows in the industry, something that analysts expect to have a measurable impact on the state's outdoor industry.

- Eyeglasses retailer Warby Parker opening first Colorado store (July 6, 2017). This one is coming to the Pearl Street Mall, and it's not the first trendy retailer to discover the wonders of the region. (Where are you, Fabletics and Ikea?) Natives love their mom-and-pops, but they still get excited when such announcements are made.

- Viega breaks ground on U.S. headquarters in Interlocken (June 27, 2017). How many major employers can you pack into the booming U.S. Highway 36 corridor? Viega LLC, which designs and manufactures high-tech plumbing equipment, is the latest, with plans to employ about 200 people there.

- Vancouver-based firm pays \$69.6M for buildings in Campus at Longmont (June 21, 2017). Several large office/industrial portfolios have sold this year in the Boulder Valley and Northern Colorado, as national and international money starts flooding into the region. Look for more portfolio sales in the months ahead.

- Broomfield Chamber CEO Jennifer Kerr steps down (July 7, 2017). This region has seen its fair share of turnover among chambers of commerce and economic-development organizations. Kerr's departure follows the May resignation of Bruce Partain as CEO of the Longmont Area Chamber of Commerce.

If you missed any of those stories — or many others — visit our website at www.bizwest.com. You never know what we might be reporting next.

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PUBLISHER'S NOTEBOOK
CHRISTOPHER WOOD

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Google Display Network offers affordable advertising channel

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MARKETING
LAURIE MACOMBER

ads are like very visible billboards in urban areas.

Additionally, the GDN allows you to control where your ads appear, so that you can hone in on the Internet users that you really want to target. If you're a caterer, then you can display ads on local wedding planning blogs, or on common wedding venue rental sites. The GDN also allows you to "retarget" previous visitors, reminding them about your service or products even as they navigate away from your site.

What are some drawbacks?

Display Network advertising is more passive. It's suited for awareness and gentle reminders, and works best when it's part of a bigger strategy that also includes targeted search ads.

Tips for advertising using the Google Display Network

- Use a combination of Search Network and Display Network.
- The best strategies for digital advertising include Search Network advertising along with Display Network advertising. Think of display advertising as a way of slowly pulling in customers from various sites so they get closer and closer to conversion.
- Consider retargeting in your Display Network buy. Retargeting is a great way to dip your feet into the Display Network. By displaying ads to people who have already visited your site before, you can make sure that you're not wasting ad money on those with no interest in your business.
- Experiment, experiment, experiment. Always retain part of your budget for experimentation (and fun!) Diversify where your ads are displayed, what type of ads you use (text, image and animation), and what the message is. Experimentation is the surest way to find what will connect to your niche audience.

Laurie Macomber is owner of Fort Collins-based Blue Skies Marketing. Reach her at 970-689-3000.

Celebrate independence daily (and balanced restraint)

July 4, Independence Day in the United States, is behind us. Yet, with my Bastille Day birthday ahead and recognizing that others celebrate their own freedom during the month of July ... I want to take a moment to reflect on the role that independence plays in providing us a firm foundation for the economic fortunes and quality of life we enjoy today in Boulder. In that context, it's also important to consider the appropriate balance between the freedom to innovate, that is so ingrained in our community DNA, with the necessary restraints that address other collective needs.



BOULDER'S BUSINESS CENTER
JOHN TAYER

Boulder's earliest settlers were driven by an independent mindset that brought fortune-seekers to the foot of the Rockies and the Boulder Valley. They arrived with visions of gold in their heads, while others seized the opportunity to provide farmed goods and other basic provisions to these early pioneers. (Importantly, we must remember that the arrival of European settlers also spelled the horrible decline of an independent Native American population.) Thus, the economy and community of Boulder was born.

It was a similar independent streak that carried Boulder's economy and culture forward, in everything from an intellectual curiosity that inspired our early leaders to fight for the state university through to our precedent-setting foray into purchasing public open-space lands. The motivation wasn't always economic. However, each step represented sometimes disruptive change in pursuing exciting avenues for generating both wealth and well-being. Most residents and business leaders, for example, recognize that the thousands of open-space acres that surround our city are generating economic benefits while also creating the foundation for a spirit-lifting attachment to nature.

We celebrate the modern equivalent of the early pioneers in the entrepreneurs and innovators that fuel today's economic vitality. At its core, entrepreneurship is the drive to discover new paths for resolving life's challenges and/or meeting needs that previously went unrecognized. It's the freedom to pursue independent thought and take risks that gives Boulder's entrepreneurs the space to follow their dreams. It also takes a culture that celebrates and nurtures that independent spirit. All of us, whether actually toiling at

the helm of a new business enterprise or serving in a supportive service role, play a critical role in propelling our local innovators down the path toward achieving their creative vision.

As a corollary to Boulder's independent streak is the ironic twist that we find ourselves moving toward an era of constraint on our freedoms in the name of collective benefit. The same forces that inspired open-space protection, along with other well-intended environmental policies, now lead some to limit future sustainable development opportunities. There is no question that we are achieving many positive outcomes through thoughtful environmental and land-use regulation. However, it also is important to acknowledge that regulation and new prescriptions for improving our collective condition can also limit productive independent action, contrary to the historic freedom that inspires a culture of creativity and innovation. I often hear, for example, that the architectural character of new buildings is limited in ways that are contrary to public desires due to development constraints. Similarly, we hear that certain local regulations are frustrating innovation across industries as diverse as natural beverages and cannabis.

July typically is a period of calm for Boulder politics and municipal activity that affords a brief period of reflection on the direction our community is taking with respect to the pull between these contradictory forces of freedom and restraint. At the Boulder Chamber, we understand that a careful balance between these forces has been the recipe for enjoying a high quality of life and a strong economy. At times, though, we risk losing that balance in the name of protecting against some perceived threat to our character or welfare. Sometimes it's right to hold the line on certain changes or avoid unfavorable conditions, but we must acknowledge what it means for all of us: With every new regulation or dictate, we limit the very independence that helped to shape the community we love today.

During this month when we celebrate our national independence and well before we experience the full heat of our local election debates, I urge all of us to consider what mix of leadership and policies will reflect the appropriate balance between freedom and restraint that best positions our community for future success. Independence has been very good for our country and our community ... Let's celebrate it and protect it, daily!

John Tayer is president and CEO of the Boulder Chamber.

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