BizWest

THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

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BizWest
BOULDER VALLEY • NORTHERN COLORADO

Volume 37: Issue 8
July 2018

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Circulation: Randy Clay 303-630-1953 | 970-232-3143 | rclay@bizwest.com

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QUOTABLE

"You're overlooking 1,200 acres of water and, even with the housing development, on the majority of hills, you'll see both water and the mountains."

Larry Collins, general manager and director of golf, TPC Colorado. **Page 7**

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BW EXECUTIVE PROFILE

Banner Health leader Margo Karsten's three offices share one thing



COURTESY BANNER HEALTH

President of Banner Health's Western Region, Margo Karsten, has also served as chief executive officer of Banner Fort Collins Medical Center in Fort Collins, North Colorado Medical Center in Greeley and McKee Medical Center in Loveland.

By Shelley Widhalm
news@bizwest.com

Margo Karsten of Banner Health decorated her three offices in Fort Collins, Greeley and Loveland with one common feature — photos of her travels with her two sons and daughter.

"They bring me joy and help me be clear on my priorities," Karsten said. "This work is exciting, and you could do it 24-7."

Karsten, 56, who lives in Windsor, makes sure she has time for her children — her sons attend the University of Northern Colorado and her daughter is at Windsor High School — and her hobbies of running, paddleboarding, kayaking, hiking, dancing and reading. This, she balances with her position as president of Banner Health's Western Region that she began in January.

Since September 2016, Karsten also served as chief executive officer of Banner Fort Collins Medical Center in Fort Collins, North Colorado Medical Center in Greeley and McKee Medical Center in Loveland. She provides leadership for the three hospitals, as well as the local off-site facilities they operate. As president of the Western Region, she oversees eight additional acute and critical access hospitals in Colorado, Wyoming, Nebraska and California.

"I really appreciated the work Banner is doing in our rural facilities," Karsten said. "To be part of the leadership structure was exciting to me."

Each of the facilities Karsten oversees has its own CEO, and her role is to make sure their needs are met. She does this by helping allocate capital dollars and providing leadership development and strategic assistance.

"Margo has an unparalleled ability to connect with people on their level. She is highly transparent and has a great deal of charisma and enthusiasm," said Roberta Bean, Northern Colorado chief nursing officer for Banner Health. "Margo is curious and a great listener. With these skills, she is able to connect those she leads to her broader strategy and vision. Margo is high energy and extremely positive."

Karsten's aim is to visit each of the sites she oversees one to two times a year to check in with the physicians and staff and to be there for celebrations or any arising needs. As she stops in to walk the facilities and greet employees — there are 50,000 systemwide — she wants to make sure Banner Health is providing the best health care and employing the best practices, while giving the public easy access to its facilities and services, she said. She also visits Banner Health's corporate office in Phoenix, Ariz., on a monthly basis and attends plenty of physician and board meetings.

"Humbled" is the word Karsten uses to describe her site visits.

"I'm very humbled by the commitment I see by everyone," Karsten said, explaining that the employees she meets are proud to be in their roles. "The pride I saw not only in innovation but in clinical quality was amazing."

Karsten learns about that commitment from the hundreds of letters, notes and emails she sees from patients about "how amazing their care has been," she said. She joined Banner Health to be part of a system focused on innovation and on health, wellness and preventative care versus on treating illness, she said. She appreciates the organization's mission statement, "Making health care easier, so life can be better."

> "Margo is curious and a great listener. With these skills, she is able to connect those she leads to her broader strategy and vision."
>
> Roberta Bean, Northern Colorado chief nursing officer for Banner Health

"Benevolent" is another word Karsten uses that describes Banner Health's approach to care, taking in patients no matter their situation, she said.

"Banner is a very benevolent health system," Karsten said.

As she makes her rounds, Karsten's job ends up being divided into thirds for community relations and board-related activities, internal communication and facility specific work, and follow-up on business plans and strategy. She hopes that in the next five years patients are healthier and that Banner Health has brought to them the best level of care.

"Whenever you enter one of our facilities, it's the best experience you can imagine," Karsten said.

Prior to coming to Banner Health, Karsten served as chief executive officer of Cheyenne Regional Medical Center, a position she took in 2013, and also of Creative Health Care Management in Eden Prairie, Minn. Among her other roles, she has served as faculty affiliate for the University of Colorado Denver and Regis University and worked as CEO, chief operating officer and chief nursing officer for several hospitals, including St. Joseph Hospital in Denver and Poudre Valley Hospital in Fort Collins, now part of UCHealth.

Karsten earned a doctorate in organizational development and human resources from Colorado State University and a master's degree in nursing administration from the University of New Mexico. Her bachelor's degree is in nursing from the University of Minnesota.

Originally from Minnesota, Karsten entered the health care field in the 1980s when her father told her and her five siblings to choose something that makes them happy but also is needed. She decided on nursing, spending 1½ years at the bedside before going the leadership route, she said.

Karsten's first job was as a nurse at the Clinic Hospital, Methodist Campus, located at the Mayo Clinic in Rochester, Minn. She then became assistant nurse manager in orthopedics, wanting to make a difference for the nursing staff and to show appreciation of the work they did, something she saw lacking from administration.

"If I could take on a leadership role, I thought I could make a difference in a different way," said Karsten, who spent the past 22 years in various executive roles. "I felt I could help influence the culture in which people delivered care and received care."

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Ronna Rice, Rice's Honey
Chalice Springfield, Sears Real Estate
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Boulder to host national solar-energy conference

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.

The 2018 national solar energy conference organized by the American Solar Energy Society will take place in Boulder Aug. 5-8. Solar 2018, featuring multiple tracks of programming, will be held at the University of Colorado Boulder. The annual conference is titled "Pathways to Renewable Energy Transformation," and content of the event will look at ways to quickly transform the nation's energy system to renewable sources.

People interested in attending can register at ases.org.

Posted June 4..

Agfinity pays $1.1 million in equity to member owners

Agfinity Inc., an Eaton-based agricultural cooperative, has paid $1.1 million in cash equity retirement to its member owners, which adds on to the cash patronage refund of $370,000 that was paid out earlier this year. Checks were mailed out in June. Agfinity is a locally owned and operated cooperative that was founded in 1905. It operates locations in Eaton, Greeley, Brighton, Henderson, Gilcrest and Mead, with products and services in agronomy, feed, grain (Colorado commodities), energy and retail, including Cenex convenience stores, a tire and car care center and an Ace Hardware store.

Posted June 15.

NEWS DIGEST

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Mental Health Partners to cut 3.5% of staff

Mental Health Partners, a Boulder-based nonprofit, will lay off 3.5 percent of its staff. The organization announced that it is cutting the positions as part of a restructuring. The cuts were set to begin July 1 and total about 17 positions. "With an eye toward continuing changes in the health-care landscape, Mental Health Partners (MHP) has been working since July 2017 to structure our nonprofit organization to the ongoing needs of our community and remain fiscally responsible," the organization said in a statement posted on its website.

Posted June 15.

Hydroponics chain works to emerge from bankruptcy

Way to Grow Inc., which operates seven Colorado stores that sell indoor gardening and hydroponics supplies, is preparing a plan to emerge from bankruptcy, the company's attorney told BizWest. The company filed for Chapter 11 protection in U.S. Bankruptcy Court for the District of Colorado in May, listing both assets and liabilities at between $500 million and $1 billion. "They're continuing to operate and working to emerge as an operating company," said Lee Kutner, an attorney with the Denver-based law firm KutnerBrinen PC. The company is preparing a plan to submit to the bankruptcy court, Kutner said, and "will probably do that within the first four months of the case." Way to Grow has seven locations in Colorado, including stores at 3201 E. Mulberry St., Suite K, in Fort Collins and 6395 Gunpark Drive in Gunbarrel.

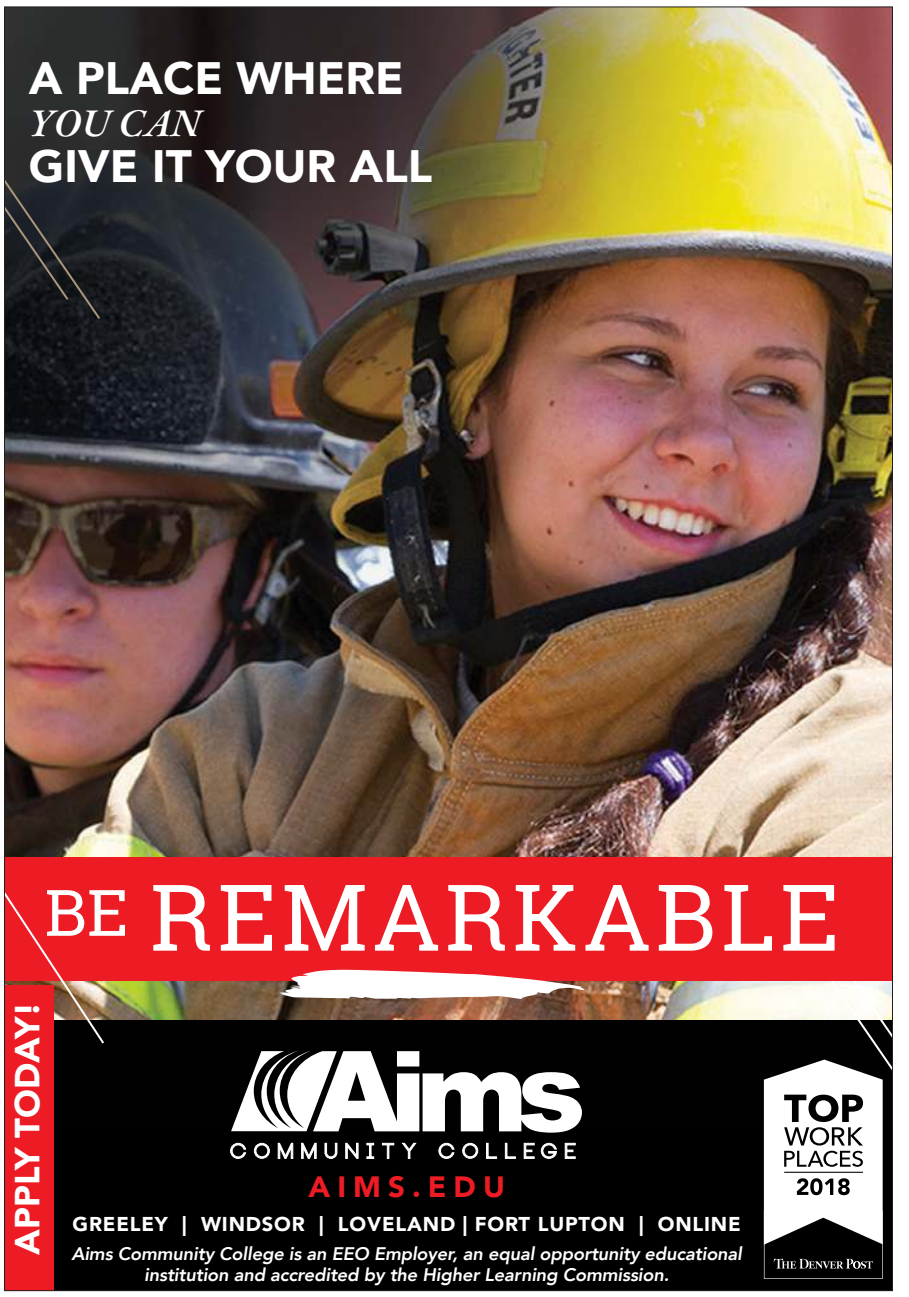
Posted June 12.

Weld judge denies motion to dismantle asphalt plant

A judge ruled against a group of neighbors who banded together to try and stop the opening of an asphalt plant built recently by Martin Marietta Materials Inc. near the intersection of Weld County Road 13 and U.S. Highway 34. Weld County District Court Judge Todd Taylor denied a motion from the group of individuals and businesses near the site to have the $70 million project dismantled and the 133-acre site returned to its original condition — farmland. The site is near the Indianhead Estates residential subdivision a half-mile south of U.S. 34 in unincorporated Weld County, near the Weld-Larimer county line. Martin Marietta is leasing the land from its owner, Gerrard Investments LLC. Taylor also granted a motion by Martin Marietta that returns the case to the Weld County Commissioners, who first approved the project by a 5-0 vote in 2013, to see if Martin Marietta has met deficiencies defined by the Colorado Court of Appeals.

Posted June 5.





BW EXECLIFE



JOEL BLOCKER | FOR BIZWEST

Golfers putt on the 16th green, a par-3, on the TPC Colorado, a ground-up golf course development located in Berthoud. The 800-acre golf community will encompass a master-planned residential neighborhood, an 18-hole championship golf course and clubhouse, a community center, pool, fitness facility and a dynamic lakefront gathering locale.

TPC golf course puts Berthoud on the PGA map

By Elizabeth Gold
news@bizwest.com

BERTHOUD — Colorado — specifically, Berthoud — is now home to one of 34 Tournament Players Club (TPC) golf courses in the U.S. Members of the semi-private club are currently playing on the par-72 TPC Colorado course, and the general public will join them later this summer.

In the works for a decade-plus, the TPC Colorado course spreads out over more than 100 acres and sits on U.S. Highway 287 along the edge of Lonetree Reservoir. The single 18-hole loop course is designed to delight and challenge both beginner and professional golfers with its unique Scottish links-style course.

It will also boost the local economy.

Chris Kirk, administrator for the town of Berthoud, described his current role in the project as helping the developers get through the build-out process while they prepare for national tournaments and complete licensing.

TPC Colorado, which like all TPCs is licensed by the Professional Golfers Association (PGA), will host professional tournaments and appeal to a national market, increasing the number of people it brings to the area in a number of ways.

For one, a Web.com Tour is already booked for the championship course each summer from 2019 through 2023.

Web.com Tours are developmental tours for the PGA Tour and bring in professional golfers who haven't yet reached the PGA Tour level or haven't won enough points to stay at it.

"With each Web.com Tour, they're getting about 20,000 people who come to view, and for the first one here, we may have more than that," said Walt Elish, business development manager with the town of Berthoud.

Groups like chambers of commerce will take advantage of the fescue-lined fairways and stacked-sod-wall pot bunkers to host regional golfing events as well, according to Kirk.

Known for their unique courses and conditioning, TPCs provide recreational golfers with the opportunity to bump up their skills on



the same kinds of terrains that the world's best golfers compete on.

Currently, TPC Colorado has signed on 171 members. "We have four products: residential charter membership, charter membership, corporate membership and young executive membership for people under 40," said Larry Collins, general manager and director of golf, TPC Colorado. "We've set capacity at 450."

The charter group includes about 100 children who are 17 and under. More than half of the total membership have never been members of a private club.

"It's a little more family-based than we originally thought," Collins said, adding that the club will focus on junior golf as well as on development for other skill levels. "It means we get to create this tremendous culture."

Collins brings a solid golf background to his position with TPC Colorado, including 18 years as director of golf at the Omni Interlocken Golf Club in Broomfield and PGA director of golf at Boulder Country Club.

What he loves about the TPC Colorado course is the layout, which includes unique characteristics of a Scottish links-style course.

For example, there are only trees on one hole. "That means you're overlooking 1,200 acres of water and, even with the housing development, on the majority of hills, you'll see both water and the mountains," he said. "There are also 18 memorable holes so I can play every hole in my mind because none of them is alike."

TPC Colorado is built with a single loop, unlike the two nine-hole loops on most golf courses. "With this none-returning nine, you play out for a couple of miles and then come back in," Collins added.

Club memberships kick off at $25,000 with monthly dues starting at $325. In addition to being able to play on the TPA Colorado course, privileges include access to the clubhouse still under construction, water activities and fine dining as well as to the TPC Network worldwide.

Daily greens fees for public tee times will start at $175.

And for those people who don't want to leave once they've seen the golf course, Heron Lakes at TPC Colorado is under construction — building residential properties as part of the community. Homes will range from multi-million-dollar estates to condos and townhomes. The 800-acre development includes Lonetree, McNeil and Welch reservoirs.

As a bonus, those who purchase a home in Heron Lakes will receive a membership discount of $12,500 to join the golf club.

Aside from the fact that Berthoud offers a lot of open land with mountain views and cool water reservoirs, the town bumped up its appeal to housing development in 2013 by changing some of its rates.

"We changed our water policy pricing," said Elish. In general, water rates that were previously priced at $23,000 for single family equivalents were lowered to $12,500.

"There are six residential developments in Berthoud now and some are due to that."



JOEL BLOCKER | FOR BIZWEST

John Nix, left, and his wife, Carol, putt on the 9th green on the TPC Colorado, which is a ground-up golf course development located in Berthoud. The 800-acre golf community will encompass a master-planned residential neighborhood, an 18-hole championship golf course and clubhouse, a community center, pool, fitness facility and a dynamic lakefront gathering locale.

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DALLAS HELTZELL | BIZWEST

The atmosphere at the Gold Hill Inn, which operates seasonally, is warm and cozy, and diners have come to know that the silverware might not match but appetites will be sated.

Finns' fine-food tradition lives on in Gold Hill

By Dallas Heltzell
news@bizwest.com

GOLD HILL — In an evolving restaurant industry increasingly driven by smaller appetites and shorter attention spans, brothers Brian and Chris Finn would seem to be doing everything wrong with their hearty six-course meals and relaxed pace.

But their fiercely loyal customers at the 56-year-old Gold Hill Inn love them for it.

"Sometimes you feel like a dinosaur doing it, but we've got our own little niche here — the building, the town, the mountains, the whole atmosphere," said Brian Finn. "I think that's why we've survived — because there's not many doing it."

Not that long ago, the foothills near Boulder were sprinkled with gourmet-quality inns run by transplanted Europeans who stayed because they felt at home in the hills. What now is Colorado Cherry Co. in Pinewood Springs was once La Chaumiere, where diners enjoying Heinz and Elisabeth Fricker's five-course French feasts could watch the fallow deer that roamed the backyard. Hermann and Mieke Groicher served comfortable Continental cuisine for 39 years at Fawn Brook Inn in Allenspark before the cozy cabin in its Christmas-card setting closed last year.



DALLAS HELTZELL | BIZWEST

Brian, left, and Chris Finn operate the Gold Hill Inn, the second generation of the Finn family to run the historic restaurant. Brian handles administrative matters, and Chris focuses on the food.

Gone too are Chris and Heidi Mueller's Red Lion Inn in Boulder Canyon, the Smetana family's Praha — originally Old Prague Inn — in Hygiene, and two German-themed restaurants in Lyons: Hans and Annalies Wyppler's Black Bear Inn and Andrea's Homestead Café, run for 33 years by Andrea Liermann.

But Gold Hill Inn — with little advertising other than enthusiastic word of mouth — remains much as it was when the Finns' parents, East Coast transplants Frank and Barbara Finn, opened the place in 1962. The tables, chairs and silverware still don't match. All the servers might wait on you at some point in your meal, and — just like always — they reflect the youth, laid-back funk and culture of Boulder. On a recent visit, one lithe woman moved about the room with the poise and grace of the dancer she is, while another waiter chatted with customers about his friend named Rainbow who makes and markets her own granola.

The challenges also remain the same, however, Brian Finn said, starting with the location.

The tiny town of Gold Hill, founded by prospectors in 1859, is 10 miles from Boulder, more than 3,000 feet higher and more than a century back in time. Getting there from the Front Range urban corridor requires negotiating one of three twisty, often steep and partly unpaved mountain roads. The remote and snowy high-country location and the cost of heating mean the restaurant can be open just five days a week from May through October and only on weekends in November and December.

But for the Finns and their fans, that's the flavor, the fun and the reward.

Crest that final hill on Sunshine Canyon Road before dropping into the village, and the Continental Divide is spread out before you in snow-specked grandeur. Stand outside the 94-year-

old log building after dinner and revel in the lack of city lights and noise.

That aesthetic drew the elder Finns all those years ago, and holds their sons today.

"Mom and Dad really didn't have a background in food. Dad was a social worker and Mom was a chemist," Brian Finn said. "But the bibles in their house were Gourmet magazine and 'The Joy of Cooking.' Mom liked to change the recipes around quite a bit.

"They just wanted to get out of the city and head west," he said. "Mom had a sister in Boulder. They stopped to visit her and kind of fell in love with the area. They lived in Boulder for a while, and Dad worked as a postman. One day they answered an ad to be winter caretakers for what was then the Trojan Ranch, a quarter mile west of Gold Hill; it's now Colorado Mountain Ranch. That winter was harrowing for them, and they'd never seen a potbellied stove in their life. They learned all about the mountains real quick. When the ranch reopened in the spring, they moved down into Gold Hill and opened a little store."

Two adjoining log buildings sat empty, including a three-story structure that had opened in 1872 as the Wentworth Hotel and in 1920 became the Bluebird Lodge. The adjoining wood-beamed dining hall had been added in 1924. "Mom was given a tour of those buildings and fell in love," Brian Finn said. "Our parents bought the property for $12,000 — but then said, 'OK, now what do we do with it?' They decided to open a restaurant serving those six-course meals; it's called 'table d'hote' or 'table of the house.' They opened Gold Hill Inn on my third birthday."

If you go

Gold Hill Inn
401 Main St., Gold Hill
303-443-6461

www.goldhillinn.com

Business took off rapidly as the word spread among Boulder's academic and fledgling technology communities, Brian Finn said.

"Those people immediately found the restaurant and loved it because they could bring out-of-state people in. That's what got it rolling right away."

Brian and Chris were put to work in the kitchen early on, and — just like Frank and Barbara — had no formal culinary training. "We both learned under our parents," Brian Finn said. "No cooking school."

The menu changes nightly, but some dishes are originals, such as the broiled, smoked, stuffed trout, tournedos of beef in a hunter sauce, and a lamb dish prepared like venison and marinated in buttermilk gravy.

"Some recipes we serve now were served the first year they opened, but the menu is always kind of evolving too," Brian Finn said. "Chris is always adding to it — not overhauling, but adding little bits here and there."

A typical dinner might start with thick homemade bread with butter and jam, then move on to a small appetizer such as avocado stuffed with smoked fish, the choice of a hot or cold soup, a salad, one of eight large entrees in rich and elegant sauces, assorted desserts and finally a cheese and fruit tray. All that sells for $39 this season.

"That comparative value is key to getting people up the hill," Brian Finn said. "You want to make the trip an occasion for everybody, but you keep your prices as fair as you can. The overhead is a little lower, since we're not paying any mortgage or rent."

There have been a few concessions to the changing times, including the alternative of a three-course meal for $32 and alterations for diners' varied dietary needs. "We also bring in a lot more live music than we used to, on Friday and Sunday nights," he said.

The brothers also tried to run the adjoining Bluebird Lodge as a bed-and-breakfast for eight years, he said, "but it drove us crazy. Now we just rent the whole building out for groups — like for weddings or reunions. But our main deal there is murder mystery weekends. A small production company writes the mysteries and comes up and puts them on, and people spend the night."

But their focus is the inn, whose lobby includes a long wooden bar, a potbellied stove, walls full of historic photos, and three great stone fireplaces which earned a Boulder Weekly "Best of Boulder" award for the best "fireplace to drink next to."

Flames nearly were the inn's undoing eight years ago. The Fourmile Fire of 2010 came within 100 yards of the property. "It was pretty life-changing for everybody, including the fire crews and us," Brian Finn said. "At one point, we were pretty sure everything was going. But it all had a storybook ending. The fire was coming on us, but the air tankers came and dropped a nice slurry line right where it needed to be, then the fire department came in and knocked it down the rest of the way."

The brothers do get a change of scene once the inn closes for the season. "We have a little spot down in the Florida Keys, and we go fishing for a while," Brian Finn said.

But their life is centered on the inn, and continuing to do the things that have lured generations of devoted diners and their flatland visitors up the mountain since the Kennedy administration.

"We'll just hang on tight," Brian Finn said. "We'll add little things along the way, but we're pretty happy, so we'll hold the line as long as we can and still have fun with it."



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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. These are compiled by BizWest Research and vetted by Anton Collins Mitchell, the accounting firm.

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.

And research — lots and lots of research. Oh, did we mention research?

This edition of BizWest constitutes our third 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 a couple of years ago 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.



EDITOR'S NOTEBOOK
CHRISTOPHER WOOD

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 2016 through 2018.

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

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

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Publishes Fall 2018



BW LIST | 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	Non-equity incentive plan 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-COO 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-COO 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

Researched by BizWest

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Publicly Traded Companies

Companies based in Boulder, Broomfield, Larimer and Weld counties, ranked by 2017 revenue

Rank	Company	Revenue 2017 Revenue 2016	Net income 2017 Net income 2016	52-week high 52-week low	Phone Website	Stock ticker Stock exchange Employees Worldwide	Industry CEO
1	**Ball Corp.** 10 Longs Peak Drive Broomfield, CO 80021	$10,983,000,000.00 $9,061,000,000.00	$380,000,000.00 $266,000,000.00	$43.24 $35.60	303-469-3131 www.ball.com	BLL NYSE 18,300	Packaging and containers John A. Hayes; Rob Strain president & CEO; President, Aerospace
2	**Pilgrim's Pride Corp.** 1770 Promontory Circle Greeley, CO 80634-9039	$10,767,863,000.00 $9,878,564,000.00	$718,167,000.00 $480,117,000.00	$38.39 $19.25	970-506-8000 www.pilgrims.com	PPC Nasdaq 1,300	Meat processing William W. Lovette president & CEO
3	**Level 3 Communications Inc.*** 1025 Eldorado Blvd. Broomfield, CO 80021	$8,277,000,000.00 $8,172,000,000.00	$284,000,000.00 $677,000,000.00	N/A N/A	720-888-2750 www.level3.com	LVLT NYSE 12,300	Diversified communication services Jeffrey K. Storey CEO
4	**Zayo Group Holdings Inc.** 1805 29th St., Suite 2050 Boulder, CO 80301	$2,199,800,000.00 $1,721,700,000.00	$85,700,000.00 ($76,200,000.00)	$37.95 $29.73	303-381-4683 www.zayo.com	ZAYO NYSE 3,794	Networking and communication devices Daniel P. Caruso CEO
5	**Woodward Inc.** 1081 Woodward Way Fort Collins, CO 80524	$2,098,685,000.00 $2,023,078,000.00	$200,507,000.00 $180,838,000.00	$89.30 $65.76	970-482-5811 www.woodward.com	WWD Nasdaq 7,475	Aerospace/defense products and services Thomas A. Gendron president, CEO & chairman
6	**Vail Resorts Inc.** 390 Interlocken Crescent, Suite 1000 Broomfield, CO 80021	$1,907,218,000.00 $1,601,286,000.00	$231,718,000.00 $149,754,000.00	$288.83 $197.48	303-404-1800 www.vailresorts.com	MTN NYSE 5,900	Resorts and casinos Robert A. Katz CEO
7	**Crocs Inc.** 7477 E. Dry Creek Parkway Niwot, CO 80503-8021	$1,023,513,000.00 $1,036,273,000.00	$10,238,000.00 ($16,494,000.00)	$19.54 $7.17	303-848-7000 www.crocs.com	CROX Nasdaq 4,382	Textile - apparel footwear and accessories Andrew Rees president/PEO
8	**Advanced Energy Industries Inc.** 1625 Sharp Point Drive Fort Collins, CO 80525	$671,012,000.00 $483,704,000.00	$137,861,000.00 $127,454,000.00	$95.00 $57.35	970-221-4670 www.advanced-energy.com	AEIS Nasdaq 1,876	Diversified electronics Yuval Wasserman CEO/president
9	**Noodles & Co.** 520 Zang St., Suite D Broomfield, CO 80021	$456,492,000.00 $487,474,000.00	($37,482,000.00) ($71,677,000.00)	$10.75 $3.50	720-214-1900 www.noodles.com	NDLS Nasdaq N/A	Restaurants Dave Boennighausen interim CEO
10	**SRC Energy Inc.** 1625 Broadway, Suite 2600 Denver, CO 80202	$362,516,000.00 $107,149,000.00	$142,482,000.00 ($219,189,000.00)	$13.32 $6.32	888-985-7363 www.srcenergy.com	SRCI NYSE 122	Oil and gas equipment and services Lynn A. Peterson CEO
11	**DMC Global Inc.** 5405 Spine Road Boulder, CO 80301	$192,803,000.00 $158,575,000.00	($18,853,000.00) ($6,505,000.00)	$46.50 $12.40	303-665-5700 www.dynamicmaterials.com	BOOM Nasdaq 536	Metal fabrication Kevin T. Longe president & CEO
12	**Array BioPharma Inc.** 3200 Walnut St. Boulder, CO 80301	$150,852,000.00 $137,879,000.00	($116,818,000.00) ($92,840,000.00)	$18.78 $7.15	303-381-6600 www.arraybiopharma.com	ARRY Nasdaq 209	Biotechnology Ron Squarer CEO
13	**Heska Corp.** 3760 Rocky Mountain Ave. Loveland, CO 80538	$129,341,000.00 $130,083,000.00	$9,953,000.00 $10,508,000.00	$115.00 $56.59	970-493-7272 www.heska.com	HSKA Nasdaq 345	Medical laboratories and research Kevin S. Wilson president & CEO
14	**SendGrid Inc.** 1801 California St., Suite 500 Denver, CO 80202	$111,888,000.00 $79,929,000.00	($6,253,000.00) ($3,908,000.00)	$32.03 $17.50	888-985-7363 www.sendgrid.com	SEND NYSE 415	Internet Sameer Dholakia president & CEO
15	**Clovis Oncology Inc.** 5500 Flatiron Parkway, Suite 100 Boulder, CO 80301	$55,511,000.00 $78,000.00	($346,397,000.00) ($349,137,000.00)	$99.45 $41.31	303-625-5000 www.clovisoncology.com	CLVS Nasdaq 360	Biotechnology Patrick J. Mahaffy CEO
16	**Gaia Inc.** 833 W. South Boulder Road Louisville, CO 80027	$28,290,000.00 $17,247,000.00	($23,272,000.00) $87,066,000.00	$21.00 $10.35	303-222-3600 www.gaia.com	GAIA Nasdaq 130	Catalog and mail order houses Jirka Rysavy chairman & CEO
17	**AeroGrow International Inc.** 6075 Longbow Drive, Suite 200 Boulder, CO 80301	$23,609,000.00 $19,612,000.00	($2,598,000.00) ($553,000.00)	$3.62 $2.10	720-444-7755 www.aerogrow.com	AERO OTC 30	Lawn and Garden Tractor Michael Wolfe president & CEO
18	**Real Goods Solar Inc.** 110 16th St., Suite 300 Denver, CO 80202	$15,180,000.00 $17,425,000.00	($17,700,000.00) ($25,328,000.00)	$3.25 $0.60	888-56-SOLAR / 888-567-6527 www.rgsenergy.com	RGSE Nasdaq 140	Solar Dennis Lacey CEO
19	**Encision Inc.** 6797 Winchester Circle Boulder, CO 80301-2350	$8,754,279.00 $8,869,599.00	$335,559.00 ($729,293.00)	$0.55 $0.28	303-444-2600 www.encision.com	ECIA OTC 36	Medical instruments and research Greg Trudel president & CEO
20	**Surna Inc.** 1780 55th St., Suite C Boulder, CO 80301	$7,865,000.00 $7,579,000.00	($5,296,000.00) ($3,273,000.00)	$0.49 $0.09	303-993-5271 www.surna.com	SRNA OTC 35	Cultivation technologies Chris Bechtel president & CEO
21	**UQM Technologies Inc.** 4120 Specialty Place Longmont, CO 80050	$7,778,749.00 $5,627,283.00	($4,778,316.00) ($13,948,426.00)	$1.79 $0.71	303-682-4900 www.uqm.com	UQM NYSE 51	Industrial electrical equipment Joseph Mitchell CEO
22	**miRagen Therapeutics Inc.** 6200 Lookout Road Boulder, CO 80301	$4,003,000.00 $3,477,000.00	($26,512,000.00) ($17,274,000.00)	$15.91 $5.01	303-531-5952 www.miragenrx.com	MGEN Nasdaq 65	Bioscience William S. Marshall, Ph.D.; Jason A Leverone, C.P.A. president and CEO; chief financial officer
23	**Rezolute Inc.**** 1450 Infinite Drive Louisville, CO 80027	$0.00 $0.00	($20,277,132.00) ($14,935,542.00)	$1.25 $0.36	303-222-2128 www.rezolutebio.com	RZLT OTC-QB 46	Bioscience Nevan Charles Elam Chairman & CEO
24	**DigitalGlobe Inc.** 1300 W. 120th Ave. Westminster, CO 80234	N/A $725,400,000.00	N/A $26,500,000.00	N/A N/A	303-684-4000 www.digitalglobe.com	DGI NYSE 1,180	Aerospace/defense products and services Dan Jablonsky
25	**Arca Biopharma Inc.** 11080 Circle Point Road, Suite 140 Westminster, CO 80020	N/A $0.00	($18,490,000.00) ($16,444,000.00)	$2.71 $0.45	720-940-2100 www.arcabiopharma.com	ABIO Nasdaq 20	Biotechnology Michael R. Bristow president & CEO

***** Level 3 was acquired by Centurylink in November 2017. Includes revenue and net income for both Level 3 and its successor entity.

****** Formerly AntriaBio Inc.

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Previously published July 2017.

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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.thompsonschools.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	Municipal government.	303-441-3090 www.bouldercolorado.gov Boulder, CO	Jane S. Brautigam, city manager; Suzanne Jones, mayor
14	**University Corporation for Atmospheric Research (UCAR)** 1850 Table Mesa Drive Boulder, CO 80305	1,187[2]	Research and development related to atmospheric sciences, provides advanced research facilities for the science community, technology transfer.	303-497-1000 www.ucar.edu Boulder, CO	Antonio Busalacchi, president
15	**National Center for Atmospheric Research (NCAR)** 1850 Table Mesa Drive Boulder, CO 80305	1,187[2]	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
16	**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
17	**City of Longmont** 350 Kimbark St. Longmont, CO 80501	887	Municipal government.	303-776-6050 longmontcolorado.gov Longmont, CO	Harold Dominguez, city manager; Dennis Coombs, mayor
18	**City of Greeley** 1000 10th St. Greeley, CO 80631	880	Municipal government.	970-350-9770 www.greeleygov.com Greeley	Roy H Otto, city manager; Tom Norton, mayor
19	**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
20	**NOAA Earth System Research Laboratory** 325 Broadway Boulder, CO 80305-3337	867[3]	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	
21	**City of Loveland** 500 E. Third St., Suite 330 Loveland, CO 80537	814	Municipal government.	970-962-2000 www.cityofloveland.org Loveland, CO	Bill Cahill, city manager; Cecil Gutierrez, mayor
22	**City and County of Broomfield** 1 DesCombes Drive Broomfield, CO 80020	779	County and municipal government.	303-469-3301 www.broomfield.org Broomfield, CO	Charles Ozaki, city and county manager; Randy Ahrens, mayor
23	**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
24	**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
25	**North Range Behavioral Health** 1300 N. 17th Ave. Greeley, CO 80631	480	Provides compassionate, comprehensive mental health and addiction services for all ages.	970-347-2120 www.northrange.org Greeley, CO	Larry Pottorff, LCSW, executive director

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

1 Did not respond, 2015 information.
2 Includes UCAR & NCAR.
3 Included with CIRES.
4 Includes NOAA employees.
5 Did not respond, 2016 information.

Researched by BizWest

BW LIST | 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
27	**City of Brighton** 500 S. Fourth Ave. Brighton, CO 80601	350	Municipal government.	303-655-2000 www.brightonco.gov Brighton, CO	Philip Rodriguez, 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	A.J. Krieger, town administrator; 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	200	Enable understanding and forecasting of the impacts of climate change, land use and invasive species on continental-scale ecology by providing infrastructure and consistent methodologies.	720-746-4844 www.neoninc.org Boulder, CO	Russ Lea, CEO
32	**City of Lafayette** 1290 S. Public Road Lafayette, CO 80026	188	Municipal services.	303-661-1225 www.cityoflafayette.com Lafayette, CO	Gary Klaphake, city administrator; Christine Berg, mayor
33	**City of Evans** 1100 37th St. Evans, CO 80620	175	Municipal government.	970-475-1170 www.evanscolorado.gov Evans, CO	Jim Becklenberg, city manager; John Morris, mayor
34	**Town of Estes Park** 170 MacGregor Ave. Estes Park, CO 80517	170	Municipal government and utility provider.	970-586-5331 www.estes.org Estes Park, CO	Frank Lancaster, town administrator; Todd Jirsa, mayor
35	**USDA Agricultural Systems Research Unit (ASRU)** 2150 Centre Ave., Building D, Suite 200 Fort Collins, CO 80526	146	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
36	**Town of Windsor** 301 Walnut St. Windsor, CO 80550	134	Municipality.	970-674-2400 www.windsorgov.com Windsor, CO	Kelly Arnold, town manager; Kristie Melendez, mayor
37	**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
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	**City of Fort Lupton** 130 S. McKinley Ave. Fort Lupton, CO 80621	106	Municipal government.	303-857-6694 www.fortlupton.org Fort Lupton, CO	Claud Hanes, city administrator; Tom Holton, mayor
40	**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
41	**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
42	**UNAVCO** 6350 Nautilus Drive Boulder, CO 80301	80[5]	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
43	**Town of Eaton** 223 First St. Eaton, CO 80615	65	Utilities: water, sewer, trash.	970-454-3338 www.eatonco.org Eaton, CO	Gary Carsten, town manager; Kevin Ross, mayor
44	**Town of Firestone** 151 Grant Ave. Firestone, CO 80520	62	Municipality.	303-833-3291 www.firestoneco.gov Firestone, CO	Bruce Nickerson, town manager; Paul Sorensen, mayor
45	**Town of Frederick** 401 Locust St. Frederick, CO 80530	56	Electric, water and storm water utilities. Events, community services, planning, engineering, finance, police, public works.	720-382-5500 www.frederickco.gov Frederick, CO	Matt LeCerf, town manager; Tony Carey, mayor
46	**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.bldrdoc.gov Boulder, CO	
47	**Town of Johnstown** 450 S. Parish Ave. Johnstown, CO 80534	36	Government - water, sewer, trash - business licenses, building permits, elections	970-587-4664 www.townofjohnstown.com Johnstown, CO	Roy Lauricello, town manager; Scott James, mayor
48	**Town of Superior** 124 E. Coal Creek Drive Superior, CO 80027	34[1]	Municipal government.	303-499-3675 www.superiorcolorado.gov Superior, CO	Matt Magley, town manager; Clint Folsom, mayor
49	**Town of Berthoud** 807 Mountain Ave. Berthoud, CO 80513	32	Municipal government.	970-532-2643 www.berthoud.org 32	Steve Mulvihill, mayor; Christopher Kirk, town administrator
50	**City of Dacono** 512 Cherry Ave. Dacono, CO 80514	30	Municipal government.	303-833-2317 www.cityofdacono.com Dacono, CO	A.J. Euckert, city administrator; Joseph Baker, mayor

Region surveyed Boulder, Broomfield, Larimer and Weld counties and the city of Brighton.
1 Did not respond, 2015 information.
2 Includes UCAR & NCAR.
3 Included with CIRES.
4 Includes NOAA employees.
5 Did not respond, 2016 information.

Researched by BizWest

BW LIST | 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 21,000	Health care.	970-237-7000 www.uchealth.org Denver, CO	Elizabeth Concordia, CEO 1925
2	**JBS USA** 1770 Promontory Circle Greeley, CO 80634	4,600* 200,000	Animal meat producer and exporter.	970-506-8000 www.jbssa.com Greeley, CO	Andre Nogueira, CEO 1953
3	**Banner Health Western Region - Corporate** 7251 W. Fourth St. Greeley, CO 80634	4,200 50,000	Health care.	970-336-4331 www.bannerhealth.com Phoenix, AR	Margo Karsten, president, Western region 1995
4	**Vestas Blades America Inc.** 11140 Eastman Park Drive Windsor, CO 80550	2,700** 23,000	Wind turbines, blades, nacelles, towers.	970-674-6100 www.vestas.com Denmark	Anders Runevad, CEO 1979
5	**UCHealth Poudre Valley Hospital** 1024 S. Lemay Ave. Fort Collins, CO 80524	2,569 2,569	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	**Oracle Corp.** 500 Eldorado Blvd. Broomfield, CO 80021	2,000 138,000	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
7	**Ball Corp.***** 10 Longs Peak Drive Broomfield, CO 80021	2,000 18,300	Aerospace and defense.	303-469-3131 www.ball.com Broomfield, CO	John Hayes, president & CEO; Rob Strain, President, Aerospace 1880
8	**Level 3 Communications Inc.****** 1025 Eldorado Blvd. Broomfield, CO 80021	2,000 12,300	Telecommunication services.	720-888-2750 www.level3.com Broomfield, CO	Jeffrey Storey, CEO 1998
9	**Banner Health — North Colorado Medical Center** 1801 16th St. Greeley, CO 80631	1,758 1,758	Cancer, orthopedics, trauma, burn, heart and lung, gynecology, urology, gastroenterology, neurology, general surgery. Robotic and laparoscopic services.	970-810-4121 www.bannerhealth.com/ncmc Phoenix, AZ	Margo Karsten, CEO 1904
10	**UCHealth Medical Center of the Rockies** 2500 Rocky Mountain Ave. Loveland, CO 80538	1,621 1,621	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
11	**Ball Aerospace & Technologies Corp.** 1600 Commerce St. Boulder, CO 80301-2734	1,600 2,693	Develops and manufactures spacecraft, advanced instruments and sensors, components, data exploitation systems and RF solutions for strategic, tactical and scientific applications.	303-939-6100 www.ballaerospace.com Boulder, CO	Linda Comer; John Hayes, CEO, president 1956
12	**SCL Health — Good Samaritan Medical Center** 200 Exempla Circle Lafayette, CO 80026	1,600 1,600	Cardiovascular services, cardiac rehabilitation. Center for Childbirth with neonatal intensive care. Level II trauma center. Joint replacement. General surgery.	303-689-4000 www.goodsamaritancolorado.org Lafayette, CO	Jennifer Alderfer, president, Good Samaritan Medical Center 2004
13	**Broadcom Inc.** 4380 Ziegler Road Fort Collins, CO 80525	1,500 14,000	Designs and develops analog, digital, mixed signal and opto-electronics components and subsystems, with a focus in III-V compound semiconductor design and processing.	970-288-2575 www.broadcom.com San Jose, CA	Hock Tan, CEO/president 2005
14	**IBM Corp.** 6300 Diagonal Highway Boulder, CO 80301	1,400***** 377,000	Computer software, hardware and services.	303-924-6300 www.ibm.com Armonk, NY	Ginni Rometty, chairman/CEO 1911
15	**Woodward Inc.** 1081 Woodward Way Fort Collins, CO 80524	1,307****** 7,475	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
16	**Seagate Technology PLC** 389 Disc Drive Longmont, CO 80503	1,300***** 41,000	Data-storage company.	720-684-1900 www.seagate.com Cupertino, CA	Stephen Luczo, CEO/president 1979
17	**SCL Health** 500 Eldorado Blvd., Suite 4300 Broomfield, CO 80021	1,200 N/A	Health care.	866-665-2636 www.sclhealth.org Broomfield, CO	Lydia Jumonville, president & CEO 2013
18	**State Farm** 1555 Promontory Circle Greeley, CO 80638	1,100 65,000	State Farm and its affiliates are the largest providers of auto and home insurance in the United States, ranked No. 33 on 2017 Fortune 500.	970-395-5000 www.statefarm.com Bloomington, Ill.	Denise Hardin, senior vice president 1922
19	**Columbine Health Systems** 802 W. Drake Road, Suite 101 Fort Collins, CO 80526	1,059 850	Rehabilitation, independent and assisted living, nursing home, medical and nonmedical home care, pharmacy, medical equipment, outpatient therapy.	970-482-0198 www.columbinehealth.com Fort Collins, CO	J. Robert Wilson, owner/CEO 1971
20	**Halliburton Energy Services Inc.** 2990 Weld County Road 27 Fort Lupton, CO 80621	1,030 50,000	Providers of products and services to the global energy industry.	303-825-4346 www.halliburton.com Houston, TX	1919
21	**Banner Health Clinics** 7251 W. Fourth St. Loveland, CO 80538	1,028 1,028	Health care.	970-506-6517 www.bannerhealth.com Phoenix, AZ	Margo Karsten, president, Western region 2009
22	**Otter Products LLC** 209 S. Meldrum St. Fort Collins, CO 80521	1,000 N/A	Creates waterproof, protective cases for phones and other electronic devices.	970-493-8446 www.otterbox.com Fort Collins, CO	Steve Nisbet, president; Curt Richardson, founder & chairman; Jim Parke, CEO 1998
23	**Hunter Douglas Inc., Window Fashions Division** 1 Duette Way Broomfield, CO 80020	950 22,750	Window shades and blinds, window shadings, modern Roman shades, privacy sheers, Hunter Douglas Platinum technology.	303-466-1848 www.hunterdouglas.com Pearl River, NY	Doug Barr, president & general manager 1946
24	**Medtronic Surgical Technologies** 826 Coal Creek Circle Louisville, CO 80027-9750	900******* 84,000	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	**DigitalGlobe Inc.** 1300 W. 120th Ave. Westminster, CO 80234	861******** 1,180	Provides high-resolution satellite imagery.	303-684-4000 www.digitalglobe.com Westminster, CO	Dan Jablonsky 1992

Region surveyed includes Boulder, Broomfield, Larimer and Weld counties and the city of Brighton.
* Includes all locations in region.
** Includes Brighton plants.
*** Includes Ball Aerospace & Technologies Corp. employees.
**** Level 3 was acquired by Centurylink in November 2017.
***** BizWest estimate.
****** Includes facilities in Fort Collins, Loveland and Windsor.
******* Includes Boulder and Louisvile locations.
******** DigitalGlobe also employs 199 people at its Longmont location.

Researched by BizWest

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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
26	**Emerson Process Management, Micro Motion Division** 7070 Winchester Circle Boulder, CO 80301	830* 140,000	Coriolis flow and density measurement technology.	03-530-8400 www.micromotion.com St. Louis, MO	David Farr, CEO 1977
27	**Qualfon** 4401 Innovation Drive Fort Collins, CO 80525	800 16,500	Customer sales and support. Call center.	970-206-9000 www.centerpartners.com Fort Collins, CO	Antonio Malone, site director 1997
28	**Hach Co.** 5600 Lindbergh Drive Loveland, CO 80539	800 4,200	Water-analysis systems and hydro lab instruments.	970-669-3050 www.hach.com Loveland, CO	Kevin Klau, president 1947
29	**Google Boulder** 2590 Pearl St., Suite 110 Boulder, CO 80302	750 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
30	**Imagine!** 1400 Dixon Ave. Lafayette, CO 80026	743 743	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
31	**Vail Resorts Inc.** 390 Interlocken Crescent, Suite 1000 Broomfield, CO 80021	740 5,900	Inernational ski-area operations.	303-404-1800 www.vailresorts.com Broomfield, CO	Robert Katz, CEO 1997
32	**Centura Health — Longmont United Hospital** 1950 Mountain View Ave. Longmont, CO 80501	700 700	Provides comprehensive medical care to the Longmont community.	303-651-5111 www.Centura.org Longmont, CO	Joseph Tasse, CEO 1959
33	**West Safety Services**** 1601 Dry Creek Drive Longmont, CO 80503	674 1,020	9-1-1 support services.	720-494-5800 www.west.com/safety-services Longmont, CO	Mark Scott, senior VP & general manager 1979
34	**Express Employment Professionals** 2711 W. 10th St. Greeley, CO 80634	650 100,000	Full-time and temporary staffing and job placement, human-resource services and consulting.	970-353-8430 www.expresspros.com Oklahoma City, OK	Kathy Egan, president 1971
35	**SCL Health — Platte Valley Medical Center** 1606 Prairie Center Parkway Brighton, CO 80601	650 650	Hospital services.	303-498-1600 www.pvmc.org Brighton, CO	1960
36	**Tolmar Inc.** 701 Centre Ave. Fort Collins, CO 80526	649 649	Fully integrated pharmaceutical company. Product development, clinical trial expertise and manufacturing.	970-212-4500 www.tolmar.com Fort Collins, CO	Michael Duncan, CEO 2006
37	**TTEC Holdings Inc.***** 2400 W. 29th St., Suite 100 Greeley, CO 80631	620 55,000	Offers consulting, technology, care services and growth services.	970-347-2908 www.ttec.com Englewood, CO	Kenneth Tuchman, chairman 1984
38	**Comcast Call Center** 3420 E. Harmony Road Fort Collins, CO 80525	600 164,000	Customer-support center.	N/A N/A Philadelphia, PA	2017
39	**Banner Health — McKee Medical Center** 2000 N. Boise Ave. Loveland, CO 80538	587 587	Acute-care hospital.	970-820-4640 www.bannerhealth.com/McKee Phoenix, AZ	Margo Karsten, CEO 1976
40	**Advanced Energy Industries Inc.** 1625 Sharp Point Drive Fort Collins, CO 80525	584 1,876	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
41	**TSYS Business Solutions LLC** 12202 Airport Way, Suite 100 Broomfield, CO 80021	580 12,000	Payment-solutions provider.	303-625-8000 www.tsys.com Columbus, GA	M. Troy Woods, president & CEO 1983
42	**Sierra Nevada Corp. Space Systems** 1722 Boxelder St. Louisville, CO 80027	580 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
43	**Anheuser-Busch Fort Collins Brewery** 2351 Busch Drive Fort Collins, CO 80524	570 154,000	Brewing company.	970-490-4500 www.anheuser-busch.com Leuven, Belgium	Eugene Bocis, general manager 1852
44	**Danone North America** 12002 Airport Way Broomfield, CO 80021	570 6,000	Natural, organic food products.	303-635-4000 www.danonenorthamerica.com Broomfield, CO	Emmanuel Faber, CEO 2004
45	**Leprino Foods** 1302 N. First Ave. Greeley, CO 80631	535 4,000	Dairy food and ingredient company.	970-351-6041 www.leprinofoods.com Denver, CO	Mike Durkin, president 1950
46	**Nutrien Ltd.** 3005 Rocky Mountain Ave. Loveland, CO 80538	525**** 20,000	Marketer and distributor of fertilizer, seed and crop protection products.	970-685-3300 www.agrium.com Saskatoon, Saskatchewan, Canada	Charles Magro, CEO/president 1978
47	**Anadarko Petroleum Corp.** 4000 Burlington Ave. Evans, CO 80620	520 4,400	Oil and natural gas producer.	970-330-0614 www.anadarko.com Woodlands, TX	Al Walker, president & CEO 1960
48	**HP Inc.** 3404 E. Harmony Road Fort Collins, CO 80528-9544	500* 49,000	Laptop computers, desktop computers, printers and other products.	970-898-3800 www.hp.com Palo Alto, CA	1939
49	**Broadcom Inc.***** 4 Brocade Parkway Broomfield, CO 80021	500 14,000	Provides network solutions.	720-558-8000 www.broadcom.com San Jose, CA	Lloyd Carney, CEO 1995
50	**Select Energy Services LLC** 3031 First Ave. Greeley, CO 80631	500 5,100	Range of oilfield services. Water and mud hauling, frac tank cleaning, roustabout crews.	970-330-0532 www.selectenergyservices.com Houston, TX	Kevin Bothwell, area manager 2007

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* BizWest estimate.

** Formerly Intrado Inc.

*** Formerly TeleTech Holdings Inc.

**** Includes Greeley facility.

***** Broadcom acquired Brocade Communication Systems in 2017.

Researched by BizWest

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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
51	**Noble Energy Inc.** 2115 117th Ave. Greeley, CO 80634	500 2,277	Oil and natural gas exploration and production.	970-304-5000 www.nobleenergyinc.com Houston, TX	Mike Guinn, district manager 2000
52	**LogRhythm Inc.** 4780 Pearl East Circle Boulder, CO 80301	500* 650	Security intelligence company that empowers organizations around the globe to rapidly detect, respond to and neutralize damaging cyber threats.	303-413-8745 www.logrhythm.com Boulder, CO	Andy Grolnick, president & CEO 2003
53	**Aurora Organic Dairy** 7388 Colorado Highway 66 Platteville, CO 80651	500 620	Certified organic milk and butter.	720-564-6296 www.aodmilk.com Boulder, CO	Scott McGinty, CEO 2003
54	**Madwire/Marketing 360** 3420 E. Harmony Road, Building 5, 3rd Floor Fort Collins, CO 80528	500 500	Madwire is a tech-enabled marketing software & service company that designs, develops, and launches creative marketing solutions for small business through its marketing platform, Marketing 360.	970-541-3284 www.madwire.com Fort Collins, CO	Joe Kellogg, Co-founder, Co-CEO, CFO; JB Kellogg, co-CEO, co-Founder, COO 2009
55	**Mental Health Partners — Boulder Office** 1333 Iris Ave. Boulder, CO 80304	500 500	Nonprofit organization providing comprehensive mental health and wellness services in Boulder and Broomfield counties.	303-443-8500 www.mhpcolorado.org Boulder, CO	1962
56	**North Range Behavioral Health** 1300 N. 17th Ave. Greeley, CO 80631	500 500	Provides comprehensive mental-health and addiction services for all ages in several Weld locations.	970-347-2120 www.northrange.org Greeley, CO	Larry Pottorff, executive director 1972
57	**Elevations Credit Union** 2300 55th St. Boulder, CO 80301	490 490	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
58	**McLane Western Inc.** 2100 E. Ken Pratt Blvd. Longmont, CO 80504	486 22,000	Distribution center.	303-682-7500 www.mclaneco.com Temple, TX	Stuart Clark; Keith Pearson, presidents 1894
59	**VMware Inc.** 380 Interlocken Crescent, Suite 500 Broomfield, CO 80021	465 21,700	Software-defined data center, end user computing, hybrid cloud computing.	303-942-4600 www.vmware.com Palo Alto, CA	Patrick Gelsinger, CEO 1998
60	**Circle Graphics** 120 Ninth Ave. Longmont, CO 80501-4594	460 800	Digital printing: Billboards and consumer wall decor.	303-532-2370 www.circlegraphicsonline.com Longmont, CO	Andrew Cousin, CEO 2000
61	**Zayo Group Holdings Inc.** 1805 29th St., Suite 2050 Boulder, CO 80301	450 3,794	Provides comprehensive bandwidth infrastructure services, full suite of lit services and dark-fiber products.	303-381-4683 www.zayo.com Boulder, CO	Daniel Caruso, CEO 2007
62	**Employment Solutions** 3600 Mitchell Drive Fort Collins, CO 80525	450 768	Industrial & manufacturing staffing services.	970-407-9675 www.employmentsolutions.com Fort Collins, CO	Katherine Wagner, majority owner 1994
63	**Advanced Forming Technology Inc.** 7040 Weld County Road 20 Longmont, CO 80504	450 450	Metal injection molding.	303-833-6000 www.aftmim.com Longmont, CO	1993
64	**Carestream Health Inc.** 2000 Howard Smith Ave. West Windsor, CO 80550	445 7,300	Medical film.	970-304-4600 www.carestream.com Rochester, NY	Chris Schmachtenberger, director, WW media manufacturing and site manager 2007
65	**UCHealth Longs Peak Hospital** 1750 E. Ken Pratt Blvd. Longmont, CO 80504	430 430	Full-service 51-bed hospital featuring an intensive-care unit, a Level III trauma center and emergency department, operating rooms, advanced birth center, surgery center, pharmacy, lab and imaging.	720-718-7000 www.uchealth.org Denver, CO	Dan Robinson, CEO 2017
66	**New Belgium Brewing Co.** 500 Linden St. Fort Collins, CO 80524	425 720	Belgian-style, hoppy and experimental craft beers.	970-221-0524 www.newbelgium.com Fort Collins, CO	Kim Jordan, co-founder; Steve Fechheimer, CEO 1991
67	**Intel Corp.** 4701 Technology Parkway Fort Collins, CO 80528	415 102,000	Data-storage solutions.	970-267-2267 www.intel.com Santa Clara, CA	1968
68	**Sandoz Inc.** 2555 W. Midway Blvd. Broomfield, CO 80020	385 N/A	Generic pharmaceutical industry. Develops, produces and markets a wide range medicines.	303-466-2400 www.us.sandoz.com Holzkirchen, Germany	Peter Goldschmidt, president, Sandoz US and head of North America 1975
69	**Sunrise Community Health Administration** 2930 11th Ave. Evans, CO 80620	382 382	Services include medical, dental, behavioral health, laboratory, radiology, pharmacy, care management, and health education.	970-350-4606 www.sunrisecommunityhealth.org Evans, CO	Mitzi Moran, CEO 1973
70	**Crop Production Services Inc.** 3005 Rocky Mountain Ave. Loveland, CO 80538	375* 10,000	Agricultural crop-protection chemicals and nutritionals.	970-685-3300 www.cpsagu.com Calgary, Alberta, Canada	Richard Gearheard, CEO 1978
71	**Boulder Medical Center PC** 2750 Broadway Boulder, CO 80304	375* 375	Locally owned and operated, allowing staff and physicians to engage in patient-centered, compassionate health care. Five locations throughout Boulder, Broomfield, Longmont and Louisville.	303-440-3000 www.bouldermedicalcenter.com Boulder, CO	Patrick Menzies, CEO 1949
72	**NetApp Solidfire** 1048 Pearl St., Suite 250 Boulder, CO 80302	375 N/A	All-flash storage systems built for the Next Generation Data Center.	720-523-3278 www.solidfire.com Boulder, CO	David Wright, general manager 2009
73	**Corden Pharma Colorado Inc.** 2075 55th St. Boulder, CO 80301-2880	350** 6,000	Develops and produces pharmaceutical intermediates and active ingredients.	303-442-1926 www.cordenpharma.com Boulder, CO	Brian McCudden, CEO 1946
74	**1888 Industrial Services** 41350 Weld County Road 33 Ault, CO 80610	350 350	Drilling support services, completion, and production-related tasks for oil and natural gas companies	970-834-1817 www.1888is.com Ault, CO	2008
75	**Estes Park Medical Center** 555 Prospect Ave. Estes Park, CO 80517	350* 350	Full-service hospital and Level IV Trauma Center.	970-586-2317 www.epmedcenter.com Estes Park, CO	Larry Learning, CEO 1975

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

* BizWest estimate.

** Includes employees at 4876 Sterling Drive in Boulder.

Researched by BizWest

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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
76	**Salud Family Health Center Administration Office** 203 S. Rollie Ave. Fort Lupton, CO 80621	350 350	Delivery of medical, dental and behavioral health services throughout Northeastern Colorado. Locations in Brighton, Estes Park, Fort Collins, Fort Lupton and Frederick.	303-892-6401 www.saludclinic.org Fort Lupton, CO	1970
77	**Hensel Phelps Construction Co.** 420 Sixth Ave. Greeley, CO 80631	338 3,188	Planning and design, construction and facility management.	720-592-2000 www.henselphelps.com Greeley, CO	Jeffrey Wenaas, CEO; Michael Choutka, president & COO 1937
78	**Centura Health — Avista Adventist Hospital** 100 Health Park Drive Louisville, CO 80027	336 336	Emergency care, orthopedics, imaging, 3D mammography, surgery, breast care, gyncecologic oncology, oncology, pelvic health, spine, neurology, urogynecology, obstetrics, gynecology, genetic counseling.	303-673-1000 www.avistahospital.org Louisville, CO	1990
79	**Orthopaedic & Spine Center of the Rockies** 2500 E. Prospect Road Fort Collins, CO 80525	332* 332	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 Fort Collins, CO	1969
80	**Associates in Family Medicine — Administration Office** 3702 Automation Way, Suite 103 Fort Collins, CO 80525	330** 301	Administrative office.	970-224-1670 www.afmnoco.com Fort Collins, CO	James Sprowell, CEO 1962
81	**SummitStone Health Partners — Administration** 125 Crestridge St. Fort Collins, CO 80525	329 329	24-7 crisis center, outpatient and walk-in services. Comprehensive mental-health and addiction treatment for adults, children, adolescents and families. Mental-health first-aid training.	970-494-4200 www.summitstonehealth.org Fort Collins, CO	Michael Allen, CEO 1957
82	**Webroot Inc.** 385 Interlocken Crescent, Suite 800 Broomfield, CO 80021	325 640	Provides Internet security for consumers and businesses.	303-442-3813 www.webroot.com Broomfield, CO	Mike Potts, CEO 1997
83	**Crocs Inc.** 7477 E. Dry Creek Parkway Niwot, CO 80503-8021	320* 4,382	Casual footwear.	303-848-7000 www.crocs.com Niwot, CO	Andrew Rees, president/PEO 2002
84	**Spectra Logic Corp.** 6285 Lookout Road Boulder, CO 80301	312 380	Scalable "deep storage" solutions that utilize automated tape libraries and disk systems to store data.	303-449-6400 www.spectralogic.com Boulder	Nathan Thompson, CEO 1979
85	**Gogo Business Aviation LLC** 105 Edgeview Court, Suite 300 Broomfield, CO 80021	300 1,244	Gogo provides in-flight connectivity and wireless entertainment services for commercial and business fleets around the world.	888-328-0200 www.business.gogoair.com Chicago, IL	Sergio Aguirre, GM and EVP, Gogo Business Aviation 1991
86	**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
87	**Boulder Medical Center — Avista** 80 Health Park Drive, Suite 100 Louisville, CO 80027	300 300	Locally owned and operated, allowing staff and physicians to engage in patient-centered, compassionate health care. Boulder Medical Center-Avista offers primary and specialty care for individuals and the entire family.	303-673-0448 www.bouldermedicalcenter.com Boulder, CO	Patrick Menzies, CEO 1949
88	**Boulder Medical Center — Buffalo Ridge** 16677 Lowell Blvd. Broomfield, CO 80023	300 300	Locally owned and operated, with five locations throughout Boulder County and beyond. The Broomfield clinic offers full pediatric services.	303-673-0448 www.bouldermedicalcenter.com Boulder, CO	Patrick Menzies, CEO 1949
89	**Boulder Medical Center — Foothills** 4745 Arapahoe Ave., Suite 200 Boulder, CO 80303	300 300	Locally owned and operated, allowing staff and physicians to engage in patient-centered, compassionate health care. Spectrum of primary and specialty medical care services.	303-938-4700 www.bouldermedicalcenter.com Boulder, CO	Patrick Menzies, CEO 1949
90	**Boulder Medical Center — Longmont United Hospital** 2030 Mountain View Ave., Suite 400 Longmont, CO 80501	300 300	Locally owned and operated, allowing physicians and staff to engage in patient-centered, compassionate health care. Longmont clinic includes complete OB-GYN and Pediatrics services.	303-938-4710 www.bouldermedicalcenter.com Boulder, CO	Patrick Menzies, CEO 1949
91	**The Group Inc. Real Estate** 375 E. Horsetooth Road Fort Collins, CO 80525	280 280	Residential and commercial real estate brokerage services.	970-223-0700 www.thegroupinc.com Fort Collins, CO	Brandon Wells, president 1976
92	**McGuckin Hardware** 2525 Arapahoe Ave., Unit D-1 Boulder, CO 80302	260 260	Hardware store.	303-443-1822 www.mcguckin.com Boulder, CO	Dave Hight, owner 1955
93	**Foothills Gateway Inc.** 301 W. Skyway Drive Fort Collins, CO 80525	258 258	N/A	970-226-2345 www.foothillsgateway.org Fort Collins, CO	Erin Eulenfeld, chief operating officer-services; Debbie Lapp, chief operating officer-case management; Debbie Klein, chief administrative officer 1972
94	**Platte River Power Authority** 2000 E. Horsetooth Road Fort Collins, CO 80525	251 251	Not-for-profit wholesale electricity generation and transmission provider.	970-226-4000 www.prpa.org Fort Collins, CO	Jason Frisbie, general manager/CEO 1973
95	**Renewable Energy Systems Americas Inc.** 11101 W. 120th Ave., Suite 400 Broomfield, CO 80021	250 1,500	Development, engineering, construction, and operations services to the utility-scale wind, solar, transmission, and energy storage markets across the Americas.	303-439-4200 www.res-group.com Broomfield, CO	Graham Reid, CEO 1997
96	**Ranger Energy Services** 3333 Center Drive Milliken, CO 80543	250 1,049	Oilfield services.	970-587-5813 www.rangerenergy.com Houston, TX	Darron Anderson, president & CEO 1996
97	**Colorado Premium Foods** 2035 Second Ave Greeley, CO 80631-7201	250 475	Provides a variety of fresh, frozen or consumer-ready meats to major U.S. retailers, restaurant chains and food-service companies worldwide.	970-313-4400 www.coloradopremium.com Greeley, CO	Kevin LaFleur, co-founder & president 1998
98	**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
99	**Frasier** 350 Ponca Place Boulder, CO 80303	250 250	Wellness, adult day care, dementia care, retirement, independent living, skilled nursing, assisted living, rehab activities, concierge.	303-499-4888 www.frasiermeadows.com Boulder, CO	1960
100	**Crispin Porter + Bogusky** 6450 Gunpark Drive Boulder, CO 80301	240* N/A	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

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

***** BizWest estimate.

****** Includes all locations.

Researched by BizWest

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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	**Global Healthcare Exchange LLC** 1315 W. Century Drive Louisville, CO 80027	237 654	Medical software for automating manual processes.	720-887-7000 www.ghx.com Louisville, CO	Bruce Johnson, CEO & president 2000
102	**Home Instead Senior Care** 251 Boardwalk Drive Fort Collins, CO 80525	228 70,000	Licensed non-medical home care.	970-494-0289 www.homeinstead.com/northerncolorado Fort Collins, CO	Mike Maguire, president 2001
103	**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
104	**Stantec** 370 Interlocken Blvd., Suite 300 Broomfield, CO 80021	220* 22,000	Strategic consulting, technical engineering and construction services firm.	303-410-4000 www.stantec.com Edmonton, Alberta, Canada	Bob Armstrong 1954
105	**Connell Resources Inc.** 7785 Highland Meadows Parkway, Suite 100 Fort Collins, CO 80528	215 215	Asphalt, paving, utilities, excavation, aggregates, general contracting.	970-223-3151 www.connellresources.com Fort Collins, CO	Richard Connell, president 1949
106	**O-I Glass Container** 11133 Eastman Park Drive Windsor, CO 80550-3398	208 24,000	Glass containers	970-674-3800 N/A Perrysburg, OH	2005
107	**Walker Manufacturing Co.** 5925 E. Harmony Road Fort Collins, CO 80528	205 205	Manufacturer of commercial-grade riding lawn mowers and attachments.	970-221-5614 www.walkermowers.com Fort Collins, CO	Bob Walker, president 1959
108	**CA Technologies** 3333 Walnut St. Boulder, CO 80301	204 11,800	IT management software and solutions.	303-334-9395 www.ca.com New York, NY	Michael Gregoire, CEO 2002
109	**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
110	**Pinnacle Agriculture Holdings LLC** 1800 Fall River Drive, Suite 100 Loveland, CO 80538	200 1,500	Agricultural retail distribution business created through acquisitions and greenfield retail establishments.	970-800-4300 www.pinnacleag.com Loveland, CO	Robert Marchbank, president & CEO 2012
111	**Banner Fort Collins Medical Center** 4700 Lady Moon Drive Fort Collins, CO 80528	200 200	Trauma, orthopedics, general surgery, gynecology, obstetrics, gastroenterology, urology, head and neck, heart and lung.	970-821-4000 www.BannerHealth.com/FortCollins Phoenix, AZ	Margo Karsten, CEO 2015
112	**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
113	**Nite Ize Inc.** 5660 Central Ave. Boulder, CO 80301	200 200	Outdoor accessory company, using LED lighting.	303-449-2576 www.niteize.com Boulder, CO	Rick Case, CEO & founder 1989
114	**Northern Colorado Long-Term Acute Hospital** 4401A Union St. Johnstown, CO 80534	200 200	Treating any patient requiring extended acute care, including those requiring high observation, medically complex care, rehabilitation & vent weaning.	970-619-3663 NCLTAH.ernesthealth.com Albequerque, NM	Lamar McBride, CEO 2007
115	**SomaLogic Inc.** 2945 Wilderness Place Boulder, CO 80301	200 200	Develops clinical diagnostics and research tools based on its proprietary and novel proteomics technologies.	303-625-9000 www.somalogic.com Boulder, CO	Byron Hewett, CEO 2000
116	**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
117	**DigitalGlobe Inc.** 1601 Dry Creek Drive, Suite 260 Longmont, CO 80503	199*** 1,180	Provides high-resolution satellite imagery.	303-684-4000 www.digitalglobe.com Westminster, CO	Dan Jablonsky, president 1992
118	**DMC Global Inc.** 5405 Spine Road Boulder, CO 80301	195** 536	Explosion welding, explosion-welded clad products and advanced perforating systems and components.	303-665-5700 www.dynamicmaterials.com Broomfield, CO	Kevin Longe, president & CEO 1965
119	**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
120	**Array BioPharma Inc.** 3200 Walnut St. Boulder, CO 80301	190** 209	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
121	**Gallegos Sanitation Inc.** 1941 Heath Parkway Fort Collins, CO 80524	190 190	Waste hauler, portable toilet services, Construction Waste RECYCLING with (2) accredited LEED specialists provide reports for your construction waste management program, plus training & signage.	970-484-5556 www.gsiwaste.com Fort Collins, CO	Gallegos Family, owners 1959
122	**Intel Corp.** 1921 Corporate Center Circle, Suite 3B Longmont, CO 80501	185 102,000	Data-storage solutions.	503-264-1330 www.intel.com Santa Clara, CA	1968
123	**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
124	**Water Pik Inc.** 1730 E. Prospect Road Fort Collins, CO 80553	180 210	Waterflossers, sonic toothbrushes and replacement showerheads.	970-484-1352 www.waterpik.com Fort Collins, CO	Bart Prins, CEO 1962
125	**Boulder Scientific Co.** 4161 Specialty Place Longmont, CO 80504	177 177	Manufacturer of advanced organometallic catalysts, ligands, and co-catalysts.	970-535-4494 www.bouldersci.com Longmont, CO	Don Morrison, director of business development 1972

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* Includes Fort Collins location.

** BizWest estimate.

*** DigitalGlobe employs 861 at its Westminster headquarters.

Researched by BizWest

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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
126	**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
127	**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	1979
128	**Golden Aluminum Inc.** 1405 E. 14th St. Fort Lupton, CO 80621	173 173	Aluminum coil manufacturing.	303-654-8301 www.goldenaluminum.com Fort Lupton, CO	Ted Blakely, vice president of operations 1983
129	**United Power Inc.** 500 Cooperative Way Brighton, CO 80603	168 168	Electric distribution cooperative.	303-659-0551 www.unitedpower.com Brighton, CO	John Parker, CEO 1938
130	**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
131	**Markley Motors Inc.** 3401 S. College Ave. Fort Collins, CO 80525	160 160	Full service dealership	888-500-4584 www.markleymotors.com Fort Collins, CO	Roger Belisle, general manager 1936
132	**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
133	**Lemay Avenue Health & Rehab** 4824 S. Lemay Ave. Fort Collins, CO 80525	158 100	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
134	**IBMC College** 3842 S. Mason St. Fort Collins, CO 80525	154 154	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; Steven Steele, CEO 1987
135	**North Shore Health & Rehab** 1365 W. 29th St. Loveland, CO 80538	154 100	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 Colins, CO	Clark McLaurin, administrator 1962
136	**Avery Brewing Co.** 4910 Nautilus Court N Boulder, CO 80301-3242	152 167	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
137	**Pedersen Toyota-Scion-Volvo** 4455 S. College Ave. Fort Collins, CO 80525	151 151	Full service dealership.	970-223-3100 www.pedersentoyota.com Fort Collins, CO	Mark Pedersen, president/ general manager 1972
138	**TRU Community Care** 2594 Trailridge Drive East, Suite A Lafayette, CO 80026	151 151	Our experienced staff understands the unique physical, emotional & spiritual needs of terminally ill people & their families.We provide individualized support & our services are available 24/7.	303-442-0961 www.trucare.org Lafayette, CO	Michael McHale, president & CEO 1976
139	**Comcast Business** 2809 E. Harmony Road, Suite 300 Fort Collins, CO 80528	150 125,000	Coax and fiber-based Ethernet solutions, Analog, PRI, VoIP, SIP telephony solutions to companies ranging from 50 to 1000 employees.	970-567-0406 N/A Philadelphia, PA	Bill Stemper, president, business services 1963
140	**Hungenberg Produce Inc.** 976 N. Balsam Ave. Greeley, CO 80631	150 150	Fresh carrots, cabbage.	970-356-6616 www.hungenbergproduce.com Greeley, CO	Paul Hungenberg, secretary/ treasurer 1974
141	**Life Care Center of Greeley*** 4800 25th St. Greeley, CO 80634	150 150	Inpatient and outpatient rehabilitation with physical, occupational and speech-language pathology.	970-330-6400 www.lcca.com Greeley, CO	Jason Reed 1998
142	**Northern Colorado Rehabilitation Hospital** 4401 Union St. Johnstown, CO 80534	150 150	Hospital provides rehabilitative services for patients with functional deficits as a result of debilitating illnesses or injuries.	970-619-3400 www.ncrh.ernesthealth.com Albequerque, NM	Elizabeth Bullard, CEO 2005
143	**OpenStage Theatre & Company Inc.** 402 N. College Ave. Fort Collins, CO 80524	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/co-founder 1973
144	**Western Disposal Services Inc.** 5880 Butte Mill Road Boulder, CO 80301	150 150	Commercial and residential collection of trash, recycling and compostable material. Operates a public trash, recycling and organics drop-off center.	303-444-2037 www.westerndisposal.com Boulder, CO	Bryce Isaacson, Vice President of Sales and Marketing 1970
145	**Meadow Gold Dairy** 450 25th St. Greeley, CO 80631	148 N/A	Dairy products.	970-352-7860 www.deanfoods.com Charlotte, N.C.	Scott Johnson, sales manager; John Guerin, general manager 1937
146	**Viega LLC** 12303 Airport Way, Suite 395 Broomfield, CO 80021	145 4,000	Manufactures pipe-fitting installation technology.	800-976-9819 www.viega.us Broomfield, CO	Dave Garlow, president & CEO 1899
147	**Good Day Pharmacy — Corporate Office** 3780 E. 15th St., Suite 102 Loveland, CO 80538	144 150	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	Vicki Einhellig, RPh, President, COO 1985
148	**Weld County Garage** 2699 47th Ave. Greeley, CO 80634	141 141	Full service dealership.	970-352-1313 www.weldcountygarage.com Greeley, CO	Warren Yoder, owner/general manager 1908
149	**Good Samaritan Society — Fort Collins Village** 508 W. Trilby Road Fort Collins, CO 80525	140 24,000	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
150	**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

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***** Did not respond, 2016 information.

Researched by BizWest

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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
151	**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
152	**The Women's Clinic of Northern Colorado** 2500 Rocky Mountain Ave., Suite 150 Loveland, CO 80538	136 136	OBGYN care, mammography, Dexa bone density screening, ultrasounds.	970-493-7442 www.fcwc.com Fort Collins, CO	Scott Kenyon, CEO 1970
153	**FCI Constructors Inc.** 4015 Coriolis Way Frederick, CO 80504	135 390	Commercial and industrial design-builder, general contractor and construction manager covering several markets across Colorado and the surrounding states.	970-535-4725 www.fciol.com Grand Junction, CO	Jeff Erker, senior vice president 1978
154	**Northern Colorado Traffic Control** 1712 First Ave. Greeley, CO 80631	135 135	Traffic-control solutions.	970-356-6881 www.nocotraffic.com Greeley, CO	Trisha Sandau, president/ owner 1993
155	**Snelling Staffing Services** 1063 W. Horsetooth Road, Suite 200 Fort Collins, CO 80526	135 135	Direct-hire and temp-to-hire recruiting and staffing services for light industrial/manufacturing, administrative/operations, hospitality, medical and engineering.	970-225-9292 www.ftcollins.snelling.com Fort Collins, CO	Trish Bowen-Banister, Northern Colorado president 1997
156	**Tharp Cabinet Co.** 1246 N. Denver Ave. Loveland, CO 80537	135 135	Full-service manufacturer of custom residential, commercial, and specialty cabinets.	970-667-7144 www.tharpcabinets.com Loveland, CO	Garth Rummery, president 1971
157	**Varra Cos. Inc.** 8120 Gage St. Frederick, CO 80516	135 135	Sand, gravel, ready-mix concrete.	303-666-6657 www.varracompanies.com Frederick, CO	Chris Varra, president 1949
158	**Mark Young Construction Inc.** 7200 Miller Place Frederick, CO 80504	133 133	General commercial construction.	303-776-1449 www.markyoungconstruction.com Frederick, CO	David Guida, president 1989
159	**Sterling-Rice Group Inc.** 1801 13th St., Suite 400 Boulder, CO 80302-5130	133 133	Brand-building, consumer insights, business strategy, innovation, culinary expertise, advertising, and design.	303-381-6400 www.srg.com Boulder, CO	Cindy Judge, president ; Rick Sterling, founder 1984
160	**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
161	**In-Situ Inc.** 221 E. Lincoln Ave. Fort Collins, CO 80524	130 130	Manufactures 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, CO	John Pawlikowski, president & CEO 1976
162	**Keller Williams 1st** 606 Mountain View Ave., Suite 100 Longmont, CO 80501	130 130	Real estate, property management, HOA management.	303-776-3200 www.longmont.yourkwoffice.com Longmont, CO	Bronwyn Schuetze, managing broker 1989
163	**King Buick GMC** 4175 Byrd Drive Loveland, CO 80538	130 130	Automotive retailer.	970-667-8905 www.kinggm.com Loveland, CO	Rex King, president 1998
164	**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, CO	Nate Lamkin, president 1978
165	**Fort Collins Dodge Chrysler Jeep** 3835 S. College Ave. Fort Collins, CO 80525	128 128	Full service dealership.	970-226-5340 www.fortcollinsdodgechryslerjeep.com Fort Collins, CO	Steve Hardy, general manager 2009
166	**Transpro Burgener Trucking** 7301 S.W. Frontage Road Fort Collins, CO 80528	126 242	Dry bulk trucking.	970-482-4888 www.gotranspro.com Fort Collins, CO	Curt Burgener, CEO/president 1946
167	**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, FL	David Sikorski, General Manager 2003
168	**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
169	**Creative Foam Composite Systems** 2221 Clayton Place Berthoud, CO 80513	125 1,400	Manufactures foam core for wind-energy and aerospace companies.	970-444-4711 www.creativefoam.com Fenton, MI	Dave Stuck, general manager 1969
170	**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
171	**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 United Kingdom	Michael Deines, vice president and general manager 1995
172	**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	1999
173	**Centre Avenue Health & Rehab** 815 Centre Ave. Fort Collins, CO 80526	124 80	24-hour skilled nursing care, physician, nurse practitioner services, clinical social services staff, group and individual activities, registered dietitians, physical, occupational and speech therapy.	970-494-2140 www.columbinehealth.com Fort Collins, CO	Joy Winner, administrator 2001
174	**Columbine West Health & Rehab** 940 Worthington Circle Fort Collins, CO 80526	123 70	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	Joel Bitler, administrator 1988
175	**Brinkman Construction** 3528 Precision Drive, Suite 100 Fort Collins, CO 80528	121 121	Brinkman Construction is a 100% employee owned company providing commercial construction services for a wide range of product types along the Front Range.	970-267-0954 www.brinkmanpartners.com Fort Collins, CO	Jim Ciesla, president & CEO 2005

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Researched by BizWest

BW LIST

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	**Envision, Creative Support for People with Developmental Disabilities** 1050 37th St. Evans, CO 80620	121 121	Provide services to people with intellctual and developmental disabilities/ delays in Weld County Colorado	970-339-5360 www.envisionco.org Evans, CO	Celeste Ewert, Executive Director 1964
177	**Sun Construction & Design Services Inc.** 1232 Boston Ave. Longmont, CO 80501	121 121	Construction and renovation of industrial and commercial buildings.	303-444-4780 www.sunconstruction.com Longmont, CO	Andrew Welch, president 1985
178	**Tendril Networks Inc.** 2560 55th St. Boulder, CO 80301	120 127	The Tendril Platform delivers real-time, ever-evolving data about the home and how people use energy in it	303-951-4360 www.tendrilinc.com Boulder, CO	Adrian Tuck, CEO 2004
179	**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
180	**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
181	**Double J Meat Packing Inc.** 726 W. Main St. Pierce, CO 80650	120 120	Custom butchering and processing of beef, bison and lamb.	970-834-1388 doublejcuts.com Pierce, CO	Jay Hasbrouck, president 2002
182	**Z2 Entertainment, Boulder & Fox Theatres** 2032 14th St. Boulder, CO 80302	120 120	Live entertainment venues.	303-786-7030 www.bouldertheater.com Boulder, CO	Cheryl Liguori, CEO 1992 & 1995
183	**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
184	**Harmony Foundation Inc.** 1600 Fish Hatchery Road Estes Park, CO 80517	117 117	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	Jim Geckler, CEO 1969
185	**Heska Corp.** 3760 Rocky Mountain Ave. Loveland, CO 80538	115* 345	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
186	**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
187	**Sphero Inc.** 4772 Walnut St., Suite 206 Boulder, CO 80301	115 115	N/A	303-502-9466 www.sphero.com Boulder, CO	Paul Berberian, CEO 2010
188	**Barnes Electrical Contracting Inc.** 1375 Horizon Ave. Lafayette, CO 80026	110 110	Electrical construction — single-family, multi-family, commercial.	303-665-6188 www.barneselectrical.com Lafayette, CO	David Barnes, president 1986
189	**CBW Automation Inc.** 3939 Automation Way Fort Collins, CO 80525	110 110	Manufactures high speed robots and downstream automation systems for the plastics injection molding industry.	970-229-9500 www.cbwautomation.com Fort Collins, CO	1970
190	**Metal Container Corp.** 1201 Metal Container Court Windsor, CO 80550	110 110	Aluminum cans.	970-686-1500 www.anheuser-busch.com St. Louis, MO	1987
191	**Tetra Tech Inc.** 1900 S. Sunset St., Suite 1-E Longmont, CO 80501	110 110	Provider of consulting, engineering, program management, construction management and technical services worldwide.	303-772-5282 www.tetratech.com Longmont, CO	Dan Batrack, president/CEO 1966
192	**Vergent Products** 609 14th St. SW Loveland, CO 80537	110 110	Provides product design, manufacturing and product service capabilities. Certified to ISO 13485 for both design and manufacturing.	970-667-8570 www.vergentproducts.com Loveland, CO	Diana Precht, VP of client engagement; Terry Precht, president & CEO 1995
193	**Holland & Hart LLP** 1800 Broadway, Suite 300 Boulder, CO 80302	108 992	Law firm.	303-975-5292 www.hollandhart.com Denver, CO	Mark Wiletsky, administrative partner; Elizabeth Sharrer, firm chair 1947
194	**Datavail Corp.** 11800 Ridge Parkway, Suite 125 Broomfield, CO 80021	107 905	Datavail, with nearly 1,000 professionals, helps clients build and manage applications and data via a world-class tech-enabled delivery platform and software solutions across all leading technologies.	866-828-7843 www.datavail.com Broomfield, CO	Mark Perlstein, CEO 2007
195	**Lind's Plumbing & Heating Inc.** 1414 Blue Spruce Driive, Unit A Fort Collins, CO 80524	107 107	Plumbing and hydronic heating for new construction, commercial, industrial, multifamily/mixed-use, educational, residential.	970-221-1735 www.lindsph.com Fort Collins, CO	Kellan Moore, president and CEO 1981
196	**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
197	**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	2008
198	**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
199	**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
200	**The Neenan Co.** 3325 S. Timberline Road, Suite 100 Fort Collins, CO 80525-4427	102 144	Design, construction, development.	970-493-8747 www.neenan.com Fort Collins, CO	David Shigekane, president 1966

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

* BizWest estimate.

Researched by BizWest

Vertiba has new name, same Salesforce service

By Dallas Heltzell
news@bizwest.com

This year's ranking in BizWest's Mercury 100 fastest-growing companies brings mixed feelings for the folks at Vertiba, because this will be the last year it qualifies.

In 2016, Boulder-based Gold Salesforce.com partner Vertiba was acquired by Boston-based Publicis.Sapient, the U.S. unit of the advertising group Publicis, which is headquartered in Paris. Publicis bought Sapient for $3.7 billion in 2014 in an effort to beef up the group's digital business.

In Boulder, "we operated independently up until this year," explained Vertiba marketing manager Josh Riley. "We have kept the Vertiba brand name and still are a dedicated Salesforce practice. It's all we do and all we'll keep doing. We'll probably come up with a new name as of this summer."

Right now, visitors to the Vertiba website jump to the Publicis.Sapient website, but its service to Salesforce.com cloud-computing solutions clients remains the same as it's been since 2010, when Vertiba was founded by Jim Hooton and Ted Battreall. The name, Riley said, was meant to convey valued trust.

"We went from a fast-growing startup into Fortune 100 work," Riley said. "We are expanding our capabilities into a lot of the new acquisitions, including the CommerceCloud data management platform."



COURTESY VERTIBA LLC

MERCURY 100 BOULDER VALLEY

FLIGHT 1
RANK 1

Vertiba LLC (Publicis.Sapient)

1845 Folsom St.
Boulder, CO 80302
720-272-6488
www.vertiba.com
Ted Battreall and Jim Hooton, co-chief executives
Founded: 2010
Employees: 50
Primary service: Salesforce.com implementation and cloud-application development services.
Growth: 16%

Vertiba delivers a full range of services around the Salesforce platform and has completed hundreds of projects, leveraging its skills in consulting, implementation and integration as well as custom cloud application development and support.

The company's work has included custom apps for health-care systems and several Colorado governmental agencies including the Regional Transportation District, Riley said. The application helps RTD manage assets that are used in the grants it distributes.

The expanded resources after the acquisition helped Vertiba be promoted from a Gold-level consulting partner to a Platinum designation by San Francisco-based Salesforce.com. This elite status signifies its dedication, innovative work on the Salesforce platform and the ability to deliver outstanding results for its clients.

"We're thrilled to become part of the Publicis.Sapient platform," Vertiba co-chief executive Battreall said in a media release at the time, "as this will offer us the opportunity to gain access to Publicis.Sapient's global scale, breadth and complementary capabilities, particularly around marketing and business transformation, areas in which they — and now, we — have a distinct competitive advantage."

Alan Herrick, CEO of Publicis.Sapient, noted that "the market now demands that companies transform themselves into fully digital enterprises, rethinking and connecting key business activities that together create new business platforms that change the basis for competition and lead to step change improvements in performance. … The acquisition of Vertiba and their deep Salesforce expertise



BW LIST

Mercury 100 Fastest-Growing Private Companies — Flight I

Boulder Valley

Companies with 2017 revenue above $8,000,001.

	Company name	2-year revenue growth	Revenue 2017 Revenue 2015	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	**Vertiba LLC (Publicis.Sapient)** 1845 Folsom St. Boulder, CO 80302	116%	$30,000,000 $13,916,000	50	Salesforce.com implementation and cloud-application development services.	720-272-6488 www.vertiba.com	Ted Battreall, co-CEO; Jim Hooton, co-CEO 2010
2	**Barnes Electrical Contracting Inc.** 1375 Horizon Ave. Lafayette, CO 80026	112%	$15,661,836 $7,395,144	110	Electrical construction — single-family, multi-family, commercial.	303-665-6188 www.barneselectrical.com	David Barnes, president 1986
3	**Datavail Corp.** 11800 Ridge Parkway, Suite 125 Broomfield, CO 80021	105%	$66,827,994 $32,553,578	107	Datavail, with nearly 1,000 professionals, helps clients build and manage applications and data via a world-class tech-enabled delivery platform and software solutions across all leading technologies.	866-828-7843 www.datavail.com	Mark Perlstein, CEO 2007
4	**Bobo's Oat Bars** 6325 Gunpark Drive, Suite B Boulder, CO 80301	100%	$15,200,000 $7,600,000	59	Manufactures non-GMO, vegan, wheat-free and gluten-free breakfast/energy barsusing non-refined ingredients.	303-938-1977 www.eatbobos.com	Beryl Stafford, president/founder 2003
5	**SurveyGizmo** 4888 Pearl East Circle, Suite 100 Boulder, CO 80301	82%	$20,000,000 $11,000,000	102	Software-as-a-service company offering a survey, data-collection and business-intelligence tool.	720-496-2990	Nicole Craine, COO; Christian Vanek, CEO/founder 2006
6	**Symmetry Builders Inc.** 5375 Western Ave., Suite B Boulder, CO 80301	76%	$23,700,000 $13,500,000	33	Commercial general contractor serving Colorado, offering designbuild, design-assist, etc.	303-444-1044 www.symmetrybuilders.net	Henry Zurburgg, president; CJ McCray, partner 2011
7	**Boulder Creek Neighborhoods** 712 Main St. Louisville, CO 80027	68%	$118,662,136 $70,605,136	81	Homebuilder, specializing in low-maintenance homes throughout Boulder County and the Front Range.	303-544-5857 www.liveboulderscreek.com	David Sinkey, president and founder 2006
8	**Milo Construction Corp.** 1898 S. Flatiron Court, Suite 100 Boulder, CO 80301	65%	$8,900,000 $5,400,000	10	General contractors specializing in commercial work, historic renovation and restoration, restaurant, tenant finish, retail and ground up construction.	303-444-7775 www.miloconstruction.com	Patrick Minniear, owner 2000
9	**Sustainable Supply LLC** 11586 Colony Row Broomfield, CO 80021	60%	$19,968,000 $12,500,000	16	Offers more than 1 million products in the building materials, restroom products, HVAC, maintenance, MRO, and safety items marketplace shipped nationally from 50+ distribution centers.	888-207-3005 www.sustainablesupply.com	Brian Fricano, CEO 2009
10	**Nutronics Inc.** 1851 Lefthand Circle, Suite G Longmont, CO 80501	58%	$9,350,174 $5,908,906	20	Laser technology.	303-530-2002 www.naosystems.com	Jeffrey Barchers, CEO 1995
11	**Gorilla Logic Inc.** 1701 Pearl St., Suite 200 Boulder, CO 80302	44%	$29,632,295 $20,536,371	39	Gorilla Logic provides Agile teams to Fortune 500 and emerging companies, for delivery of full stack Web, mobile and enterprise apps.	303-978-7044 www.gorillalogic.com	Stu Stern, president/co-founder 2002
12	**WorkWell Occupational Medicine LLC** 164 Primrose Court Longmont, CO 80501	34%	$9,380,181 $7,017,000	61	Occupational-medicine provider to area businesses, including workers' compensation injury care, pre/post employment and compliance services to employers.	303-827-3158 www.workwellworks.com	Steve Pottenger, CEO 1997
13	**8z Real Estate** 4041 Hanover Ave., Suite 200 Boulder, CO 80305	33%	$24,552,567 $18,447,335	77	Residential real estate brokerage; home buyer representation; home seller representation	303-543-3083 www.8z.com	Ryan Carter, president; Lane Hornung, CEO/founder 2009
14	**Alliant National Title Insurance Co.** 1831 Lefthand Circle, Suite G Longmont, CO 80501	33%	$123,750,000 $93,260,000	25	Real-property title insurance.	303-682-9800 www.alliantnational.com	Robert Grubb, president & CEO 2005
15	**Interwest Consulting Group** P.O. Box 18330 Boulder, CO 80308	30%	$40,500,000 $31,132,383	17	Provides civil engineering and related services to private and public clients.	303-444-0524 www.interwestgrp.com	Terry Rodrigue, president 2002
16	**Golden Triangle Construction Inc.** 700 Weaver Park Road Longmont, CO 80501	29%	$128,550,000 $100,000,000	97	Commercial general contractor.	303-772-4051 www.gtc1.net	Brian Laartz, president; Jeff Nading, CEO 1977
17	**Minute Key Inc.** 4760 Walnut St., Suite 105 Boulder, CO 80301	26%	$39,243,991 $31,080,329	43	Self-service, fully automated key-duplication kiosks.	303-568-9570 www.minutekey.com	Randall Fagundo, CEO 2008
18	**Anthem Branding LLC** 2617 Broadway Boulder, CO 80304	24%	$10,000,000 $8,084,580	27	Anthem Branding designs and produces promotional products and custom apparel and offers brand strategy, identity development and package design services.	303-245-8000 www.anthembranding.com	Pete Burhop, principal 2006
19	**Hirsh Precision Products Inc.** 6420 Odell Place Boulder, CO 80301-3310	21%	$9,522,000 $7,859,226	70	Contract-manufacturing solutions.	303-530-3131 www.hirshprecision.com	Mike Hirsh, president/CEO 1979
20	**Bolder BioPath Inc.** 5541 Central Ave., Suite 160 Boulder, CO 80301	17%	$8,300,000 $7,100,000	18	Contract-research lab specializing in inflammatory diseases, such as arthritis, as well as cancer.	720-635-5507 www.bolderbiopath.com	Phillip Bendele, COO/CFO 1998

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.

For Avior Control, the sky's not the limit

By Dallas Heltzell
news@bizwest.com



COURTESY AVIOR

This space station actuator was made by Avior, a Longmont-based company.

LONGMONT — A spot among the Mercury 100 list of fastest-growing companies in the Boulder Valley is nothing new for Longmont-based Avior Control Technologies.

In 2016, the company ranked second in Flight 4. In 2017, it was third in Flight 3, and this year, it's third in Flight 2.

But why stop at Mercury when eight-year-old Avior has its eyes on Mars, Jupiter and Saturn?

"Eight years in the space industry is the blink of an eye, a very short period," said Avior vice president Scott Starin. "We're going to Mars, Jupiter and Jupiter's moons. We have proposals for a drone that will operate on Titan, a moon of Saturn."

Avior makes custom, high-performance motors and motion controls for space, high-vacuum and high-reliability industries, and has developed numerous applications for launch vehicles. The extreme environments in which its systems operate even include "down-hole" oil exploration, Starin said, but since 2010, "our focus has been to provide motion-control components primarily for the space industry."

Working as a system engineer and project manager at Ball Aerospace & Technologies, Starin noticed that the "suppliers giving us motors weren't servicing the demanding needs that extreme environments of space required.

"That's why Avior was started with the idea of making the highest-performance, highest reliability components for the space industry," Starin said. "But just delivering the hardware is a small part. There's also better service and support, testing, documentation, engineering support — and getting the right motor and gearbox for their application."

Staying in Boulder County was a natural for the new company, he said.

"Boulder is such a hotbed for the industry," Starin said. "The customers and suppliers are here. The engineering and production talent are here. The testing materials are right here in Longmont."

Avior has sold its technology in the United Kingdom, Spain and Belgium, but also to area firms Ball Aerospace in Boulder, Air Squared Manufacturing in Broomfield and Sierra Nevada Space Systems in Louisville.

Avior moved into its 14,000-square-foot production space on Pike Road in Longmont in November 2015. "At the beginning of 2015 we had 10 full-time employees, and we're pushing 30 this year. We're considering expansion on the building or looking for a new facility."

Avior was acquired in March by Ensign-Bickford Industries Inc., a 182-year-old, privately held science and technology company based in Simsbury, Conn., but the acquisition has only enhanced Avior's appetite for discovery.

"We've invented a motor-control technology that can run a home air-conditioner motor much more efficiently than they're being run today, but we haven't had time to market or present it," Starin said, "but we're also working on compressed oxygen for Mars. They're robotically going to build habitats for astronauts on Mars before they get there, and we need to compress and scrub that thin Martian atmosphere to make it breathable in the habitats. That'll be launched in 2020," Starin said.

"It's really exciting when we're expanding mankind's knowledge and capabilities."

BW MERCURY 100 BOULDER VALLEY

FLIGHT 2
RANK 3

Avior Control Technologies Inc.

2000 Pike Road, Suite B
Longmont, CO 80501
720-491-3708
www.AviorControls.com
Scott Starin, vice president
Founded: 2010
Employees: 25
Primary service: Motors and motion controls.
Growth: 247%

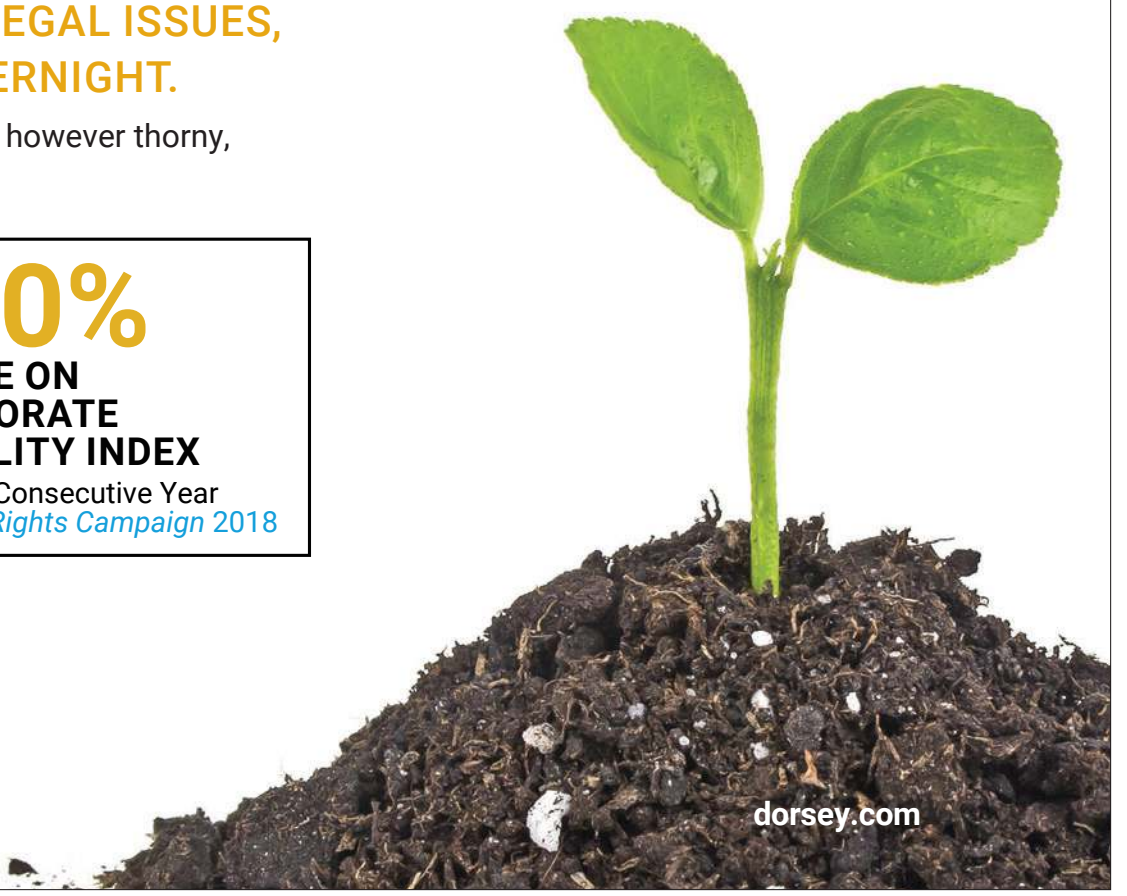
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Mercury 100 Fastest-Growing Private Companies — Flight II

Boulder Valley

Companies with 2017 revenue between $3,700,001 and $8,000,000.

	Company name	2-year revenue growth	Revenue 2017 Revenue 2015	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	**Brandzooka** 1155 Canyon Blvd., Suite 110 Boulder, CO 80302	1,900%	$5,000,000 $250,000	20	Brandzooka provides a way to advertise with video online using the fastest-growing digital advertising platform of 2017.	303-495-6229 www.brandzooka.com	Aquiles La Grave, founder & CEO 2015
2	**Xero Shoes** 100 Technology Drive, Suite 315 Broomfield, CO 80021	285%	$5,537,102 $1,440,000	20	Performance and casual footwear.	303-447-3100 www.xeroshoes.com	Steven Sashen, CEO 2009
3	**Avior Control Technologies Inc.** 2000 Pike Road, Suite B Longmont, CO 80501	247%	$4,068,190 $1,171,000	25	A full-service custom high-performance motor and motion control house, specifically servicing space, high-vacuum and highreliability industries.	720-491-3708 www.AviorControls.com	Scott Starin, vice president 2010
4	**Concept 32/Closet and Storage Concepts** 117 S. Sunset St., Suite A Longmont, CO 80501	92%	$7,594,665 $3,950,236	40	Cabinets for closets, garages, offices, pantries, kitchens and entertainment centers.	303-682-5009 www.concept32designs.com	Isaiah Rozek, owner, managing partner 2004
5	**DevelopIntelligence LLC** 2675 Northpark Drive Lafayette, CO 80026	79%	$6,320,776 $3,532,900	15	Design, deliver, develop and manage technical talent development programs for software development and engineering organizations looking to attract, retain and grow top technical talent.	720-445-4360 www.developintelligence.com	Kelby Zorgdrager, CEO/founder 2003
6	**Animal Arts Design Studios** 4520 Broadway, Suite E Boulder, CO 80304	64%	$5,097,000 $3,115,800	29	Designs spaces for the veterinary care and humane shelter of animals.	303-444-4413 www.animalarts.com	Tony Cochrane, president 1979
7	**Parallel Path** 4688 Broadway Boulder, CO 80304	63%	$3,776,000 $2,315,000	19	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
8	**Room 214** 3340 Mitchell Lane Boulder, CO 80301	57%	$4,534,577 $2,883,933	32	Digital marketing & social-media services: digital strategy, SEO/SEM, social-media advertising, ecommerce & Amazon marketing, online video/photography/copy, HubSpot & email strategy, data & analytics.	303-444-9214 www.room214.com	Jason Cormier, co-founder; James Clark, co-founder 2004
9	**Native Edge Landscapes Inc.** 4625 Broadway Boulder, CO 80304	52%	$5,707,759 $3,744,141	50	Landscape architecture, landscape design-build, landscape construction, landscape maintenance, snow & ice management.	303-245-9166 www.nativeedgelandscapes.com	Tom Sunderland, president & founder 2001
10	**Office Evolution** 357 S. McCaslin Blvd., Suite 200 Louisville, CO 80027	41%	$6,907,510 $4,890,834	35	Shared-office franchisor.	303-417-6300 www.officeevolution.com	Mark Hemmeter, founder & CEO 2003
11	**TouchSource LLC** 1370 Miners Drive, Suite 103 Lafayette, CO 80026	34%	$7,646,701 $5,698,742	34	Public-information kiosks, electronic directories and digital signage.	800-704-3458 www.touchsource.com	Ajay Kapoor, CEO 1996
12	**Altvia** 590 Burbank St., Suite 220 Broomfield, CO 80020	30%	$4,214,317 $3,247,656	32	Provides private equity software solutions that enable Alternative Asset Fund Managers, institutional investors, and impact nvestors to harness the power of their relationships and data.	800-914-9120 www.altvia.com	Kevin Kelly, CEO and founder 2006
13	**WishGarden Herbs Inc.** 321 S. Taylor Ave., 100 Louisville, CO 80027	29%	$4,900,000 $3,800,000	32	Manufactures medicinal herbal supplements.	303-516-1803 www.wishgardenherbs.com	Catherine Hunziker, president; Sam Hunziker, CEO 1979
14	**Isonas Inc.** 4750 Walnut St., Suite 110 Boulder, CO 80301	25%	$6,306,057 $5,064,070	23	Pure IP access control. Connected network device readercontrollers that eliminate unnecessary wiring. Pure Access Cloud (SaaS) management software.	303-567-6516 www.isonas.com	Rob Mossman, CEO 1999
15	**Avocet Communications Co.** 425 Main St. Longmont, CO 80501	21%	$7,839,000 $6,454,230	12	Provides integrated marketing solutions, including branding, marketing, PR, advertising, digital, social, content and specialevent programs.	303-678-7102 www.avocetcommunications.com	Lori Sutorius Jones, president & CEO 1980
16	**Housing Helpers of Colorado LLC** 2865 Baseline Road Boulder, CO 80303	18%	$6,259,262 $5,286,253	20	Relocation services company providing housing and real estate solutions which include: corporate housing, real estate sales, relocation management, property management, area tours & rental locating.	303-545-6000 www.housinghelperscolorado.com	Stephanie Iannone, owner, managing broker 1987
17	**Stevens, Littman, Biddison, Tharp & Weinberg LLC** 250 Arapahoe Ave., Suite 301 Boulder, CO 80302	17%	$4,846,041 $4,146,711	12	Business and commercial litigation, divorce and family law, contract dispute, real estate, land use, personal injury and wrongful death, professional malpractice, wills, trusts, estate planning.	303-443-6690 www.slblaw.com	Andrew Littman; Lee Strickler, member/managers 1980
18	**A Spice of Life Catering + Events + Corporate Dining** 5541 Central Ave., Suite 272 Boulder, CO 80301	11%	$4,861,000 $4,380,000	54	Catering and event services for weddings, corporate occasions, social affairs, nonprofit galas. Corporate Cafe Division servicing Colorado companies for inhouse dining and cafe needs.	303-443-4049 aspiceoflife.com	David Rubin, president/general manager 1989
19	**Wallaroo Hat Co.** 3155 Sterling Circle Boulder, CO 80301	10%	$6,500,000 $5,900,000	14	Sun-protective hats with an ultraviolet rating of 50+ for ladies, men and children. Wallaroo combines fashion and function to create hats that keep people stylishly protected from the sun.	303-494-5949 www.wallaroohats.com	Stephanie Carter, CEO 1999
20	**Longs Peak Landscape** 4325 Hilltop Road Longmont, CO 80504	8%	$4,426,261 $4,115,900	51	Landscape construction, maintenance and design. Snow removal, restoration services, renovation, maintenance, commercial, residential, HOAs.	303-682-2857 www.LongsPeakLandscape.com	Mike DePriest, president 1994

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.

Skycastle builds dreams on a solid foundation

By Dallas Heltzell
news@bizwest.com



COURTESY SKYCASTLE

Gunung Mas Ranch is an energy-efficient 4,000 square foot contemporary mountain style home in Gold Hill designed and built by Skycastle Construction.

BOULDER — How did nineteenth-century essayist Henry David Thoreau inspire a Boulder County architect and homebuilder? With these words:

"If you've built your castles in the air, your work need not be lost. That's where they were meant to be. Now, build your foundations under them."

Scott Rodwin took Thoreau's advice to heart when naming Skycastle Construction in 2001 as the hammer-and-nails partner of the Rodwin Architecture firm he started two years earlier — not to mention the fact that the company's first project was on Skyway Drive.

Designing and building those castles in the air — and solidly grounding them in quality — for the often unique aesthetics of Boulder County has spurred continued growth for Rodwin's companies. Skycastle's 86 percent two-year growth placed it first in Flight 3 of BizWest's Mercury 100 fastest-growing companies in the Boulder Valley, while Rodwin Architecture placed seventh in Flight 4 with 42 percent growth.

"We're focused on this geographic region, so we know the territory very well," Rodwin said. "We were one of the first firms in the area to do design-build; it's faster and more cost-effective, and the design intent is protected by one consistent team from start to finish. That has led to a higher degree of satisfaction from our clients, and therefore it tends to yield repeat work and strong referrals."

Some builders build buildings. "We design and build Teslas," Rodwin said. "The buildings we design tend to be LEED platinum, net-zero energy, very intelligently designed buildings on the leading edge of sustainability."

Rodwin credits vice president and general contractor Brandon David for much of his integrated design-build team's success. "He runs the Skycastle side of things," Rodwin said. "Brandon has 20 years of construction experience and an architectural degree. When the team is one and the same, it preserves a client's original intention the best and can handle design opportunities we only discover in the field. That means good cost prediction and control."

The team's work is 40 percent commercial and 60 percent residential, he said.

On the commercial side have been everything from restaurants, offices and retail projects to religious spaces and yoga studios. In the works are a large retail flagship store on downtown Denver's 16th Street Mall, an 8,000-square-foot commercial project in downtown Erie, and a large restaurant in a prominent Fort Collins location that Rodwin promises will create a "big splash."

On the residential side, he said, are "high-end, extraordinary, custom green homes" — including some special projects for folks moving to Boulder for jobs at Google. "Tech professionals across the board are a pretty common client for us," Rodwin said.

What of the future? "We want to continue to create really extraordinary projects for our clients, continue to refine our systems and improve service," Rodwin said. "We don't see any stop in the near future to growth in the design-construction industry in this area."

BW MERCURY 100 BOULDER VALLEY

FLIGHT 3
RANK 1

Skycastle Construction

1245 Pearl St., Suite 202
Boulder, CO 80302
303-413-8556
www.skycastleconstruction.com
Scott Rodwin, president
Founded: 2001
Employees: 13
Primary service: Builder of green custom homes and commercial projects.
Growth: 86%

Superior Chamber Annual Award Winners 2018

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Educator of the Year presented by Staufer Team Real Estate: Christina Dunlap, Rock Creek School

Independent Business of the Year presented by Daily Camera: Dixon Orthodontics

Volunteer of the Year presented by Rock Creek School: Allyn Jarrett

Business of the Year presented by Citywide Banks: Xcel Energy

Superior Achiever Award presented by Sport Stable: Mike Akins

Service Group of the Year presented by Chick-fil-A at Flatiron: A Precious Child

Business Connector of the Year presented by Guardian Storage: Barbara Jaynes

Entrepreneurial Spirit Award presented by First Summit Realty: Andrea Vahl

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45%	recommend the business to their family and friends
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BW LIST

Mercury 100 Fastest-Growing Private Companies — Flight III

Boulder Valley

Companies with 2017 revenue between $1,300,001 and $3,700,000.

	Company name	2-year revenue growth	Revenue 2017 Revenue 2015	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	**Skycastle Construction** 1245 Pearl St., Suite 202 Boulder, CO 80302	86%	$2,800,000 $1,502,000	13	Award-winning design/build for green custom homes and commercial projects in Boulder County. Design services include architecture, interiors, energy and landscape.	303-413-8556 www.skycastleconstruction.com	Scott Rodwin, president 2001
2	**Ecoscape Environmental Design LLC** 3075 75th St., Unit 2 Boulder, CO 80301	83%	$2,017,141 $1,100,000	18	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
3	**Rosewood Construction Inc.** 4134 Stone Place Boulder, CO 80301	64%	$3,700,000 $2,250,000	6	Custom homes and large-scale remodels- renovations.	303-443-6022 www.rosewoodconstruction.com	David Rose, president 1980
4	**Second Phase LLC** 250 Arapahoe Ave. Boulder, CO 80302	64%	$2,577,210 $1,573,684	17	Cloud LSI & PIM Tool, XML Web commerce.	303-582-9326 www.secondphase.net	Mark Kostovny, president 1999
5	**BlogMutt** 5353 Manhattan Circle, #200 Boulder, CO 80303	58%	$2,337,000 $1,475,000	10	Content-creation platform with 3,000+ freelance writers to support businesses with their written content needs.	720-469-5032 www.blogmutt.com	Steve Pockross, CEO 2011
6	**PCD Engineering Services Inc.** 323 Third Ave., Suite 100 Longmont, CO 80501	56%	$1,623,155 $1,037,431	10	Mechanical/electrical engineering, commissioning, energy modeling, verification of building performance, sustainability consulting.	303-678-1108 www.pcdengineering.com	Peter D'Antonio, president 2000
7	**Creative Alignments** 4760 Walnut St., Suite 106 Boulder, CO 80301	54%	$2,807,394 $1,825,992	14	Provides client-aligned recruiting services via hourly billing (versus traditional commission-based model) for tech, food/bev/CPG, professional services, manufacturing & construction industries.	303-835-9066 www.creativealignments.com	Peggy Shell, founder and CEO 2010
8	**Hilltop Inn** 9009 Metro Airport Road Broomfield, CO 80021	54%	$1,400,000 $912,000	23	Hotel with a restaurant and pub.	303-469-3900 www.theehilltop.com	Tracey Scalia, general manager 2002
9	**Peak Asset Management LLC** 1371 E. Hecla Drive, Suite A Louisville, CO 80027	43%	$3,423,000 $2,390,000	12	An independent, comprehensive and objective wealth advisory firm providing professional management services in the financial markets.	303-926-0100 www.peakam.com	Tara Hefty, CFA, FRM, partner, portfolio manager 1994
10	**Jorgensen, Brownell & Pepin PC** 900 S. Main St., Suite 100 Longmont, CO 80501	41%	$3,533,955 $2,514,759	26	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
11	**Arch 11 Inc.** 3100 Carbon Place, Suite 100 Boulder, CO 80301	40%	$2,950,000 $2,100,000	10	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
12	**Computer Worx** 4735 Walnut St., Unit C Boulder, CO 80301	34%	$2,255,725 $1,684,000	12	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.computerworxit.com	Jay Burgess, president 2001
13	**Colorado Capital Management Inc.** 4430 Arapahoe Ave., Suite 120 Boulder, CO 80303	32%	$2,178,300 $1,651,528	11	Local, independent, fee-only, wealth-management firm specializing in investment strategy, financial planning and impact investments.	303-444-9300 www.coloradocap.com	Steven Ellis, CEO/president 2000
14	**Coal Creek Physical Therapy** 315 South Boulder Road, #100 Louisville, CO 80027	27%	$2,696,323 $2,129,148	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	**Data Network Group Inc.** 5777 Central Ave., Suite 100 Boulder, CO 80301	19%	$3,147,174 $2,637,450	18	IT services and cloud solutions.	303-447-8398 www.DNGnet.com	Michael Perkins, president 1997
16	**Voltage Advertising & Design ltd.** 901 Front St., Suite 300 Louisville, CO 80027	18%	$3,638,000 $3,080,000	22	Digital campaigns, websites, mobile apps, and big-brand ecommerce.	303-664-1687 www.voltagea	Eric Fowles, CEO/founder 2008
17	**GreenPlay LLC** 1021 E. South Boulder Road, Suite N Louisville, CO 80027	11%	$1,575,993 $1,418,990	4	Consulting in parks & recreation.	303-439-8369 www.greenplayllc.com	Teresa Penbrooke, CEO/founding managing member 2000
18	**Insight Designs Web Solutions LLC** 2006 Broadway, Suite 300 Boulder, CO 80302	10%	$2,823,242 $2,569,435	18	Website design and development, iOS and Android app design and development, digital marketing, branding and business strategy.	303-449-8567 www.insightdesigns.com	Beth Krodel, partner 1999
19	**Pulitzer Promotions Inc.** 2746 Bristlecone Way Lafayette, CO 80026	8%	$1,831,000 $1,700,000	3	Imprinted promotional products for corporate events, employee recognition, marketing programs, celebrations and more.	303-664-0445 www.pulitzerpromotions.com	Joy Pulitzer, CEO 1996
20	**Grenadier** 2905 Center Green Court, Suite B Boulder, CO 80301	7%	$2,900,000 $2,700,000	16	Consumer insights, brand and business strategy, integrated creative development, brand identity, advertising, digital marketing, website design, social media content, design and packaging.	303-386-3957 www.grenadierco.com	Jeff Graham, partner/managing director 2012

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Liquid Mechanics builds on fermentation and fun

By Dallas Heltzell
news@bizwest.com



COURTESY OF LIQUID MECHANICS

Liquid Mechanics is a fast-growing craft brewery headquartered in Lafayette.

BW MERCURY 100 BOULDER VALLEY

FLIGHT 4
RANK 3

Liquid Mechanics Brewing Co

297 U.S. Highway 287, #100
Lafayette, CO 80026
720-550-7813
www.liquidmechanicsbrewing.com
Eric Briggs, COO; Seth Townsend, co-founder/president; Davin Helden, CEO
Founded: 2014
Employees: 12
Primary service: Craft beer.
Growth: 70%

LAFAYETTE — The Lafayette brewery and tasting room with the odd name could have had an even odder one.

"We originally wanted Boneshaker," said Liquid Mechanics chief executive Davin Helden. "It's a British slang term for a wooden bicycle with metal wheels. But a pub in California had that name."

OK, how about Barking Iron?

"That was a British term for a revolver," Helden said. "Again, the name was kind of nostalgic, old-timey, gritty." But no, that idea got shot down as well, this time via a cease-and-desist letter from New York.

So Josh Emrich, who had done the branding for breweries including Grimm Brothers in Loveland, came up with Liquid Mechanics, and that name stuck — "again, sort of weathered and old-timey," Helden said.

The brewery's three founders — Helden, Seth Townsend and Eric Briggs — had worked together for 13 years for biotechnology company Amgen, working on pharmaceuticals such as Epogen, the "Lance Armstrong drug" used to treat anemia.

"Seth kept bringing in homebrews when we had lunch," Helden said, "and Eric said, 'What would it take for you to open a brewery?' So with some market research and private-equity funding, we got it done."

The result is a 2,300-square-foot brewery, 2,100-square-foot tasting room and 39 award medals from beer competitions from venues as diverse as the Great American Beer Festival and the Colorado State Fair. Their award-winning brews have included Dunkelweizen, Amber Altbier, Kolsch, Imperial Porter, a Saison, Peanut Butter Porter, Belgian Double IPA, Special Bitter, Czech Pilsner and Barleywine.

Liquid Mechanics sells its brews in cans, bottles and kegs to bars and retailers.

Helden attributes the brewery's growth to "investing in making the tasting room fun-looking," creating great brews and providing great service. "We've got people who'd be willing to talk to your grandma for a half-hour about her dog," he said.

He also enhances the experience by managing schedules for live music and a stable of food trucks so that one is parked outside every night.

The trio has doubled Liquid Mechanics' fermentation capacity with in-house cash and eventually would like to open another tasting room, but Helden said they're being cautious, what with the explosion of craft brewers in the Boulder Valley and Northern Colorado.

"We've been watching how this market saturation comes out," he said. "We've seen 10 go out of business just this year."

But Helden believes Liquid Mechanics' survival will be through its suds, its space and its service. Or as the brewery's website puts it:

"At our core, we are 'down-home' good old boys with a splash of sophistication. We are hard-working, humble, nostalgic, and strive to provide our fellow beer drinkers with an unforgettable experience."



BW LIST

Mercury 100 Fastest-Growing Private Companies — Flight IV

Boulder Valley

Companies with 2017 revenue between $600,001 and $1,300,000.

	Company name	2-year revenue growth	Revenue 2017 Revenue 2015	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	272%	$1,015,884 $273,413	5	Software development & graphic design, specializing in ecommerce website development on the Magento platform. Also provides general e-commerce strategy and consulting for smallmedium businesses.	720-612-3127 www.cadence-labs.com	Alan Barber, CEO 2014
2	**Koglin Group LLC** 133 S. Fillmore Ave. Louisville, CO 80027	89%	$1,204,587 $638,200	1	Project management, point of sale, electrical, cabling, data services.	303-551-3073 www.koglingroupllc.com	Lynn Koglin, owner 2009
3	**Liquid Mechanics Brewing Co** 297 U.S. Highway 287, #100 Lafayette, CO 80026	70%	$877,000 $517,000	12	Craft beer.	720-550-7813 www.liquidmechanicsbrewing.com	Eric Briggs; Seth Townsend; Davin Helden, COO; Co-Founder/President; CEO 2014
4	**Greater Western Plumbing LLC** 1003 S. Bross St. Longmont, CO 80501	64%	$895,039 $545,777	7	Full-service plumbing company specializing in small commercial new builds and tenant finishes.	303-223-8342 www.greaterwesternplumbing.com	Dustin Waltz, co-owner 2011
5	**All County Boulder Property Management** 6650 Gunpark Drive, Suite 200 Boulder, CO 80301	50%	$607,188 $404,825	8	Residential property management serving Boulder County and nearby communities.	720-428-2100 www.allcountyboulder.com	Simon Heart, owner/president 2012
6	**F9 Productions** 703 Third Ave., Suite 101 Longmont, CO 80501	49%	$706,697 $475,645	7	Architectural design firm.	720-340-1372 www.f9productions.com	Lance Cayko, president 2009
7	**Rodwin Architecture** 1245 Pearl St., Suite 202 Boulder, CO 80302	42%	$950,000 $669,000	13	Award-winning full-service design/build for custom green homes and commercial projects in Boulder County.	303-413-8556 www.rodwinarch.com	Scott Rodwin, principal 1999
8	**1-800-GOT-JUNK?** 4009 S. Valley Drive Longmont, CO 80504	35%	$1,275,786 $942,459	18	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	**Turning the Corner LLC** 1830 17th St., Suite 100 Boulder, CO 80302	35%	$659,000 $489,000	10	Turning the Corner provides exceptional business and job seeker services to help companies grow, people connect to work they love, and end suffering in the workplace. As one of the few firms in the nation that supports both businesses and job seekers, we help companies become more successful by building an engaged workforce, and individuals find jobs for which they are passionate. Our leadership training, recruiting, and HR support services help build organizations for success. Our resume, career coaching, and interviewing services help accelerate the job search and find work you love. We have worked with hundreds of companies and 2000+ job seekers in Colorado to transform the way people think about work.	720-446-8876 www.turningthecornerllc.com	Kendra Prospero CEO & founder 2011
10	**Brown Civil Engineering** 1300 Plaza Court N., Suite 101 Lafayette, CO 80026	31%	$651,550 $496,362	6	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
11	**Julies Culinary Services LLC, dba Jules Gourmet Catering** 1849 Cherry St., Suite 7 Louisville, CO 80027	30%	$805,692 $618,983	7	Full-service caterer for weddings, corporate events, cocktail parties, funerals, graduations, and home parties.	303-926-1303 www.julesgourmet.com	Julie Dunigan, partner; Joe Dunigan, partner 1997
12	**Oliver Financial Group** 1729 Terry St. Longmont, CO 80501	30%	$776,597 $599,525	2	Oliver Financial Group is a boutique firm providing customized strategies for retirement income.	303-485-7509 www.oliverfinancialgroup.com	Frank Oliver III, president & founder 2001
13	**Green Girl Recycling Services LLC** 21 S. Sunset St. Longmont, CO 80501	25%	$725,000 $580,000	6	Front-door style recycling solutions for residential and commercial customers in Boulder, Larimer & Weld counties. Provides data destruction, electronics recycling, single-stream recycling, compost & hard-to-recycle pickups.	303-442-7535 www.greengirlrecycling.com	Bridget Johnson, owner 1999
14	**Perry & Roane PC CPA** 149 Second Ave. Niwot, CO 80544	23%	$934,549 $760,940	10	Real estate and rental, restaurants, oil & gas, software development, service industries, business consulting & services, international tax guidance.	303-652-8282 www.perryroane.com	Dayna Roane, CPA 1978
15	**Clausen & Associates CPAs PC** 916 S. Main St., Suite 202 Longmont, CO 80501	20%	$1,035,000 $859,000	10	Tax planning and preparation, financial statement audits, review and compilations and business consulting.	303-678-5392 www.clausenpc.com	Barbara Clausen, CPA 2002
16	**Minuteman Press Boulder** 1644 Conestoga St., Suite 4 Boulder, CO 80301	11%	$800,000 $720,000	3	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-owners 1990
17	**Karen's Co. Inc.** 210 S. Public Road., Suite B Lafayette, CO 80026	11%	$946,144 $854,030	18	Residential (and small commercial) interior painting, glazing, decorative interior painting, faux painting, wood staining, cabinet refinishing, concrete floor coatings.	303-664-0607 www.karenscompany.com	Karen Van Dehy, owner/president 1997
18	**Boulder Dog Food Co. LLC** P.O. Box 4417 Boulder, CO 80306	9%	$1,053,968 $964,879	14	Manufactures dog and cat treats.	303-449-2540 www.boulderdogfoodcompany.com	Ed Withers, manager 2002
19	**Eyecare Center of Boulder** 1836 30th St. Boulder, CO 80301	7%	$826,000 $770,000	5	Eye care.	303-449-2401 www.eyecarecenterofboulder.com	Dennis Dupuis, O.D. 1991
20	**Crystal Ski Shop** 1933 28th St., Suite 101 Boulder, CO 80301	7%	$669,358 $627,954	6	Winter-sports-equipment rental and repair. Rents skis, snowboards, XC/Nordic skis, snowshoes, alpine touring (AT/backcountry) and more. Tunes and repairs skis, snowboards, XC skis.	303-449-7669 www.crystalskishop.com	Justin Burger, owner/president 1976

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Freedom Folding Bikes profits by peddling pedaling



COURTESY OF FREEDOM FOLDING BIKES

A Boulder company that sells folding bikes has seen growth of 111 percent over the past two years.

BW MERCURY 100 BOULDER VALLEY

FLIGHT 5
RANK 2

Freedom Folding Bikes

3125 28th St.
Boulder, CO 80301
720-588-3653
www.freedomfoldingbikes.com
Chuck Ankeny, founder
Founded: 2015
Employees: 1
Primary service: Retailer of folding and electric bicycles and accessories.
Growth: 111%

By Dallas Heltzell
news@bizwest.com

BOULDER — The Freedom Folding Bikes store in Boulder is full of bicycles and accessories, but owner Chuck Ankeny muses that, "Some people come in just to see my couch."

That sofa came from New Zealand, via a New York art gallery.

Couches certainly are comfy, but Ankeny would rather his customers get off the couch and get some exercise. With bicycles that fold up for easy hauling, he wants to make that as easy as possible.

"Whether it's for commuting or leisure travel, or for people who just don't want to have to install a bike rack on their car, these bikes are easy to live with and don't take over your life," he said. "I just want people to get out of their cars and have fun."

Folding bicycles, some of which weigh as little as 14 pounds, have been around for decades and are popular in Europe and Japan, Ankeny said. "London is really king of folding bikes. Folding bikes just make sense."

The store employs a couple part-timers, but customers likely to be greeted by Ankeny, "and that's by design," he said.

"We use what we sell every day here in the Boulder area to run errands, commute, and explore," he wrote on his website. "We take our folding bikes on the bus to Denver, to the mountains of Aspen, and to the Alps of Europe. We travel with our bikes regularly and have learned the ins and outs of how to do it.

"We specialize in all forms of folding and packable bikes, be they standard folding pedal bikes, tandem bikes, cargo bikes, or electric bikes. … We have the largest selection of folding bikes for you to test ride in the Boulder/Longmont/Fort Collins/Denver/Colorado Springs area and provide knowledgeable service on anything with one, two or three wheels."

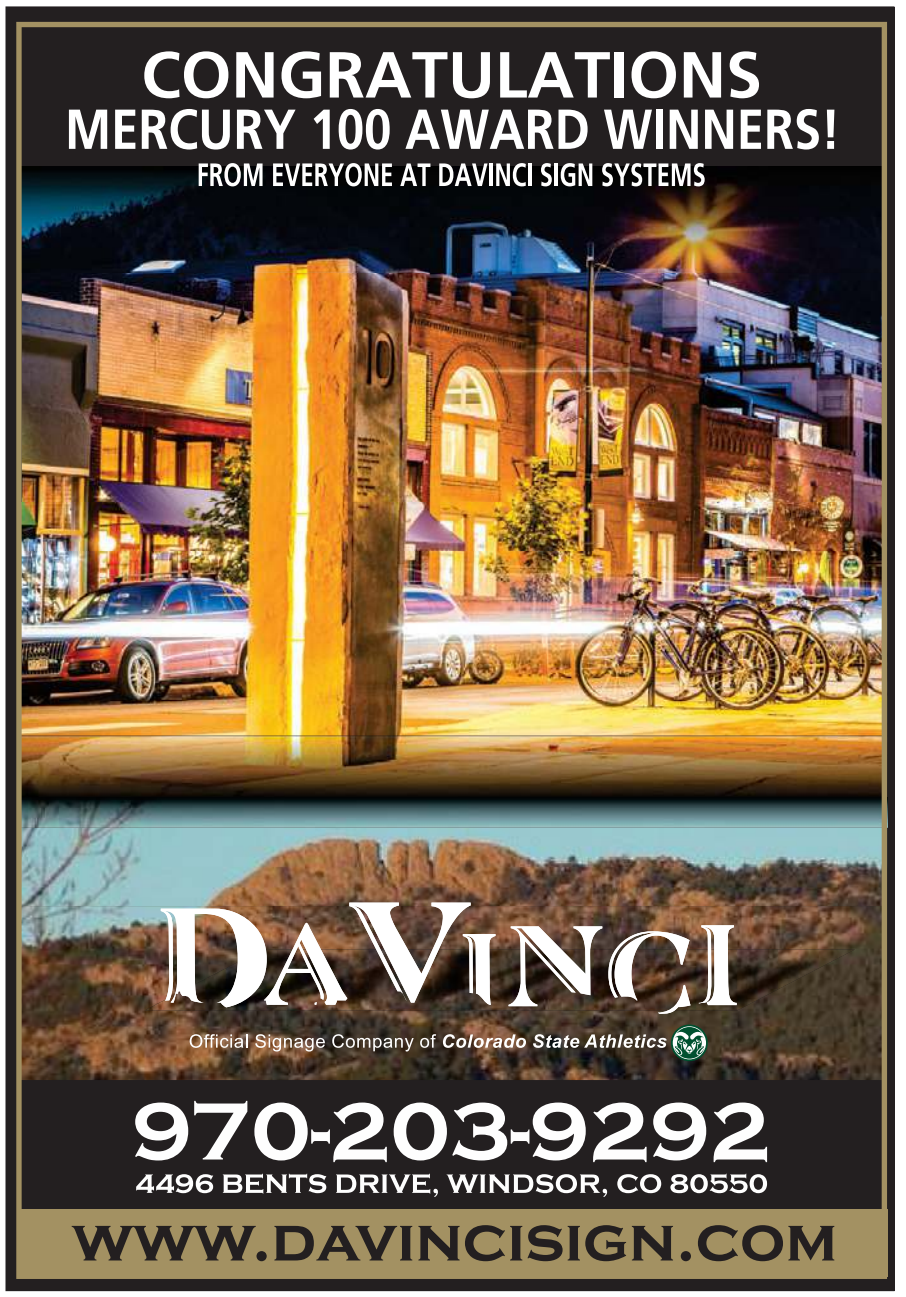
Brands for sale include Brompton, Defiant, Moulton, GoCycle, Bike Friday, Tern and Montague. The store sells parts, accessories and apparel such as clothing and helmets.

Ankeny commutes most days between his home in Longmont and the store in Boulder, logging an average of 7,000 to 9,000 miles per year on a bike.

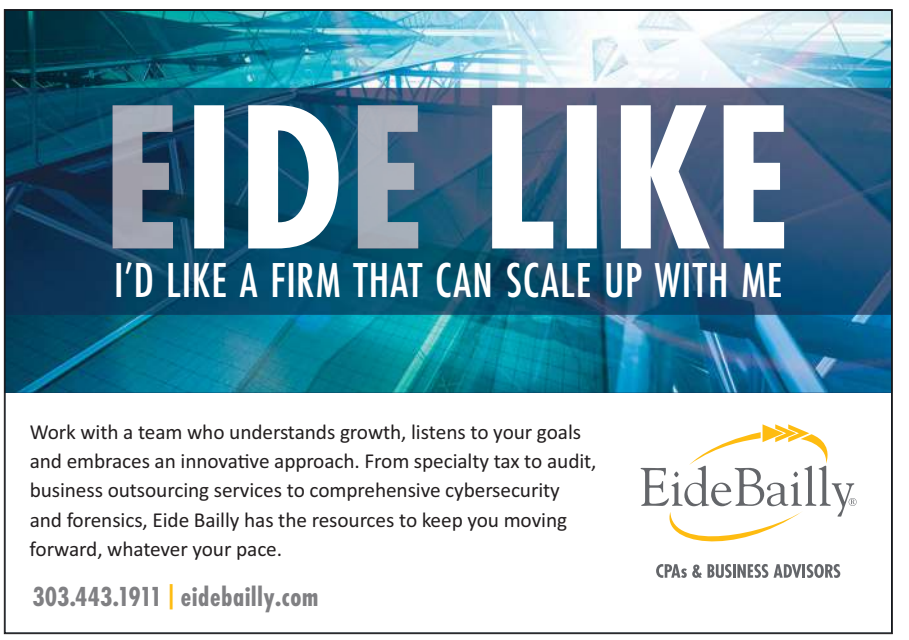
Ankeny had been involved in the wine business in California's Napa Valley, opened a microbrewery and worked in an executive-search business before settling on running a bicycle store he hopes will become "one of the biggest dealers in the country," he said.

"People coming in are not going to see hundreds of bikes lining the store," Ankeny said. "My store really is a curated collection. Everything is all thought out, well tested and appropriate for people who are interested in bikes for commuting, travel and adventure."

And all they have to do is get up from the couch.







BW LIST

Mercury 100 Fastest-Growing Private Companies — Flight V Boulder Valley

Companies with 2017 revenue up to $600,000.

	Company name	2-year revenue growth	Revenue 2017 Revenue 2015	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	**Sanderson Architects LLC** 2232 Pearl St., Suite 100 Boulder, CO 80302	126%	$498,000 $220,000	2	Architecture, planning, interior design, art.	303-443-8060 www.sandersonarchitects.com	George Sanderson, owner 1984
2	**Freedom Folding Bikes** 3125 28th St. Boulder, CO 80301	111%	$295,000 $140,000	1	Electric and folding bicycles and accessories.	720-588-3653 www.freedomfoldingbikes.com	Chuck Ankeny, founder 2015
3	**Summit HR Solutions** 926 Arapahoe Court Louisville, CO 80027	96%	$428,482 $218,400	3	Summit HR Solutions unleashes the power of people to drive business results in emerging growth companies. We assist early-stage companies by providing comprehensive outsourced Human Resources solution.	720-979-4172 www.summithrsolutions.net	Fred Holt, CEO/founder 2014
4	**Gehring & Associates, Architectural Engineers** 5100 N. Foothills Highway Boulder, CO 80302-9363	80%	$450,000 $250,000	3	Consulting mechanical, plumbing, fire protection and electrical engineering practice specializing in sustainable design.	303-449-7266 www.gehringae.com	Elizabeth Gehring, PE/LEED AP 1996
5	**CareFree Travel Associates Inc.** 3000 Center Green Drive, Suite 220 Boulder, CO 80301	71%	$600,000 $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
6	**DD9** 4275 16th St., No. 104 Boulder, CO 80304	63%	$440,000 $270,000	3	Web design, UX/UI, web application development, branding and graphic design.	303-417-6369 www.dd9.com	Todd Dumas, president/ creative director 2001
7	**Arcadea Architecture** 741A Pearl St. Boulder, CO 80302	62%	$534,538 $329,757	5	Architecture.	303-449-6605 www.arcadea.com	David Biek, principal 1995
8	**Urban West Studio** 2995 Baseline Road, Suite 306 Boulder, CO 80303	60%	$400,000 $250,000	4	Commercial interiors, mixed-use buildings, multifamily housing, custom homes.	303-817-2533 www.urbanweststudio.com	Leonard Thomas, architect/principal 2008
9	**Joy Om, Advanced Certified Rolfer/Cranial Therapist** 4236 Piedra Place Boulder, CO 80301	58%	$63,000 $40,000	1	Neurofeedback training, CranioSacral therapy and Rolfing Structural Integration, BioEnergetics.	303-449-8664 mindbodyneurofeedback.com	Joy Om 1983
10	**Soul Tree Yoga** 1280 Centaur Village Drive Lafayette, CO 80026	45%	$320,000 $220,000	20	Provides a variety of Yoga class styles, events and workshops.	303-665-5244 www.soultreecolorado.com	2010
11	**Surya Incense Co.** 724 Peaceful Valley Lyons, CO 80540	38%	$72,000 $52,000	N/A	Hand-rolled incense from India.	888-540-2500 www.suryatrading.com	1996
12	**George Watt Architecture** 1942 Broadway, Suite 320 Boulder, CO 80302	38%	$550,000 $400,000	3	Architecture, urban design.	720-938-2336 www.gwattarchitect.com	George Watt, architect 2003
13	**The Mountain-Ear** 20 E. Lakeview Drive, Unit 109 Nederland, CO 80466	34%	$117,461 $87,518	5	Weekly newspaper.	303-810-5409 www.themtnear.com	Barbara Hardt, publisher 1977
14	**Laid Right Concrete Inc.** 6033 Indian Road Boulder, CO 80301	27%	$95,000 $75,000	N/A	Concrete flatwork.	303-449-7166	William Mundwiller, owner 1992
15	**Mary Williams Fine Arts** 5311 Western Ave., Unit 112 Boulder, CO 80301	19%	$475,000 $400,000	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
16	**Kaiser Lock & Key Service Inc.** 815 Walnut St. Louisville, CO 80027-1847	17%	$543,000 $463,000	5	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
17	**Longmont Chiropractic & Wellness Center** 630 15th Ave., Suite 102 Longmont, CO 80501	17%	$430,000 $368,000	3	Acupuncture, massage therapy, chiropractic, physiotherapy, nutritional supplements, nurse practitioner with women's health and functional medicine.	303-651-2525 www.longmontchiropractic.com	Wesley Statley, owner 1982
18	**Goozmo** 1645 Canyon Blvd. Boulder, CO 80302	15%	$346,397 $300,044	5	Digital marketing, Web design, strategy, development, search-engine optimization, branding, app development.	303-938-6821 www.goozmo.com	Tyson Brawley, CEO 2000
19	**Lawrence & Gomez Architects** 1127 Cranbrook Court Boulder, CO 80305	13%	$225,000 $200,000	1	Sustainable designs in classic styles with clean, contemporary lines.	303-499-9505 www.lawrenceandgomez.com	Juana Gomez 1999
20	**New Media One Web Services** 720 Austin Ave., Suite 202 Erie, CO 80516	10%	$250,288 $226,750	4	Web hosting, Web development, Web design, Google Cloud, Google apps, real estate websites, IRES/REcoloado, IDX, mobile-app development (iPhone, Android, Mobile Web) e-commerce, geolocation, API.	303-828-9882 www.newmediaone.net	Peter Janett, president 1997

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Builder benefits from niche market of semi-custom homes

By Shelley Widhalm
news@bizwest.com

LOVELAND — Bridgewater Homes in Loveland offers something not typical for Northern Colorado — affordable home prices with the choice of a custom home.

"We're trying to bring something to the market that isn't necessarily there," said Bill Robinson, co-owner and chief executive officer of Bridgewater Homes, 4090 Clydesdale Parkway, Suite 205. "A lot of people when they buy houses, they have few choices … production or custom. We've fit a niche in the middle, semi-custom or production. We can build for middle class families and also have the quality and features people want to upgrade to."

Bridgewater Homes saw 1,065 percent growth from its first year of business in 2015 when revenues were $2.56 million to $29.90 million in 2017. The homebuilding company, which builds semi-custom, single-family homes on lots in existing developments, started in Loveland and soon expanded to Northern Colorado in Johnstown, Windsor, Greeley and Evans with plans to enter the Cheyenne, Wyo., market later this year.

Currently, the company is building homes in four communities: Winter Farm in Windsor, the Ridge at Harmony Road in Windsor, the Thompson Crossing II in Johnstown, and Timnath Ranch in Timnath. This summer, it will add Saddle Ridge in Cheyenne. In the fall, the company will be building in Raindance in Windsor.



COURTESY BRIDGEWATER HOMES

Bridgewater Homes has experienced rapid growth due to a strategy of combining elements of custom building with production methods. This is from the Franklin series of homes.

"We make sure our end products are in line with the buyers' expectations," said Leslie Moen of Eaton, sales and marketing director and co-founder of the company with Robinson and Benjamin Broccoli, who lives in Loveland.

In its first year, the company had 25 closings, growing to 60 closings last year and an expected 100 closings this year. At any one time, the company is working on 30 to 40 homes.

The homes combine the features of custom homes, where the buyer and builder create the floor plans tailored to the buyer's needs, with production homes where the builder chooses those plans. Buyers start with preset floor plans they can select and then make changes to the layouts to accommodate their needs.

"We've really focused on making sure the product we deliver is high quality," Moen said. "We make sure the bones of the house are built with the highest levels of standards and that rolls into all of the finishes of the house."

Once the home is ready for move-in, Moen likes that final step with buyers, she said.

"I love being able to sit at the closing table and be with the buyers who are so excited to move into their brand new home" Moen said. "It's neat to see buyers who were able to build a home that fits their individual needs and that's something they are proud to move into because we were actually able to build that for them."

The company operates with a staff of 17, growing from a staff of the three founders.

"We have a very lean staff," Moen said. "Everyone is extremely dedicated to what we do. … Being able to work with a great team of people makes it easier to grow and be successful."

BW MERCURY 100 NORTHERN COLORADO

FLIGHT 1
RANK 1

Bridgewater Homes

4090 Clydesdale Parkway, Suite 205
Loveland, CO 80538
970-371-7966
www.bridgewaterhomes.com
Leslie Moen, Ben Broccoli, co-founders
Founded: 2015
Employees: 12
Primary service: Home building company.
Growth: 1,065%



BW LIST

Mercury 100 Fastest-Growing Private Companies — Flight I

Companies with 2017 revenue above $22,000,001.

Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2017 Revenue 2015	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	**Bridgewater Homes** 4090 Clydesdale Parkway, Suite 205 Loveland, CO 80538	1,065%	$29,906,558 $2,567,611	12	Bridgewater Homes is a home building company providing distinctive homes in the Northern Colorado area.	970-371-7966 www.bridgewaterhomes.com	Leslie Moen, co-founder/sales and marketing director; Ben Broccoli, CO Founder/Construction Director 2015
2	**McCauley Constructors Inc.** 650 Innovation Circle Windsor, CO 80550	248%	$38,169,895 $10,962,066	29	Commercial construction.	970-686-6300 www.mccauleyconstructors.com	Leon McCauley, president & CEO 2005
3	**Brinkman Construction** 3528 Precision Drive, Suite 100 Fort Collins, CO 80528	164%	$145,000,000 $55,000,000	121	Brinkman Construction is a 100% employee owned company providing commercial construction services for a wide range of product types along the Front Range.	970-267-0954 www.brinkmanpartners.com	Jim Ciesla, president & CEO 2005
4	**Madwire/Marketing 360** 3420 E. Harmony Road, Building 5, 3rd Floor Fort Collins, CO 80528	135%	$72,546,000 $30,845,462	484	Madwire is a tech-enabled marketing software & service company that designs, develops, and launches creative marketing solutions for small business through its marketing platform, Marketing 360.	970-541-3284 www.madwire.com	Joe Kellogg, Co-founder, Co-CEO, CFO; JB Kellogg, Co-CEO, Co-Founder, COO 2009
5	**Phase 2 Co.** 216 Hemlock St. Fort Collins, CO 80524	89%	$31,127,000 $16,500,000	73	Commercial subcontractor of drywall, paint, acoustics.	970-482-7000 www.phase2co.com	Alison Larsen-Rogers, president 1973
6	**Hartford Homes** 4801 Goodman St. Timnath, CO 80547	79%	$68,000,000 $38,000,000	45	Home builder.	970-286-3329 www.hartfordco.com	Landon Hoover, president & owner 1988
7	**Rocky Mountain Medical Equipment LLC** 6820 N. Larimer County Road 13 Loveland, CO 80538	49%	$28,797,549 $19,336,021	68	Home medical equipment, supplies and services: home oxygen, sleep therapy, home ventilators, complex rehab wheelchairs, incontinence, braces & supports, enteral nutrition, bathroom safety equipment.	970-227-6285 www.majormed.com	Douglas Coleman, CEO 2014
8	**Elder Construction Inc.** 7380 Greendale Road Windsor, CO 80550	48%	$28,500,000 $19,250,000	27	Commercial general contractor. Scope of work includes everything from site developments, ground up construction, tenant improvements and renovations.	970-744-4731 www.eldercontructioninc.com	Christopher Elder, president & CFO 1994
9	**Transpro Burgener Trucking** 7301 S.W. Frontage Road Fort Collins, CO 80528	43%	$64,366,000 $44,994,014	126	Dry bulk trucking.	970-482-4888 www.gotranspro.com	Curt Burgener, CEO/president 1946
10	**Roche Constructors Inc.** 361 71st Ave. Greeley, CO 80634	37%	$115,506,000 $84,104,000	58	General contractor/construction manager.	970-356-3611 www.rocheconstructors.com	Tom Roche, CEO/president 1971
11	**The Neenan Co.** 3325 S. Timberline Road, Suite 100 Fort Collins, CO 80525-4427	27%	$118,000,000 $93,000,000	102	Design, construction, development.	970-493-8747 www.neenan.com	David Shigekane, president 1966
12	**ECI Site Construction Management Inc.** 2526 14th St. S.E. Loveland, CO 80537	21%	$22,500,000 $18,550,000	44	General contractor and construction manager of multi-faceted infrastructure and recreation projects. Provides turn-key sitework/hardscape packages.	970-669-6291 www.ecisite.net	Theodore Johnson, president; Ted Johnson, President; Brian Peterson, president 1983
13	**Ghent Motor Co.** 2715 35th Ave. Greeley, CO 80634	21%	$59,713,631 $49,441,876	65	Sales and service of new and used vehicles.	970-339-2438 www.ghentmotors.com	Bob Ghent, owner 1989
14	**Associates in Family Medicine** 3702 Automation Way, Suite 103 Fort Collins, CO 80525	17%	$33,844,198 $28,807,594	301	Family-medicine medical clinic.	970-224-1670 www.afmnoco.com	James Sprowell, CEO 1962
15	**Poudre Valley Rural Electric Association Inc.** 7649 REA Parkway Fort Collins, CO 80528	13%	$123,306,997 $108,834,105	91	Electric utility.	800-432-1012 www.pvrea.coop	Jeff Wadsworth, President and CEO 1939
16	**King Buick GMC** 4175 Byrd Drive Loveland, CO 80538	9%	$120,000,000 $110,000,000	130	Automotive retailer.	970-667-8905 www.kinggm.com	Rex King, president 1998
17	**United Power Inc.** 500 Cooperative Way Brighton, CO 80603	9%	$227,404,844 $208,569,014	168	Electric distribution cooperative.	303-659-0551 www.unitedpower.com	John Parker, CEO 1938
18	**Hensel Phelps Construction Co.** 420 Sixth Ave. Greeley, CO 80631	8%	$393,649,000 $365,049,001	338	Planning and design, construction and facility management.	720-592-2000 www.henselphelps.com	Jeffrey Wenaas, CEO; Michael Choutka, president & COO 1937
19	**Walker Manufacturing Co.** 5925 E. Harmony Road Fort Collins, CO 80528	7%	$61,000,000 $57,076,000	190	Manufacturer of commercial-grade riding lawn mowers and attachments.	970-221-5614 www.walkermowers.com	Bob Walker, president 1959
20	**Baessler Homes** 3780 W. 10th St., Suite 200 Greeley, CO 80634	5%	$42,733,012 $40,860,868	41	Home builder, including single-family and multifamily.	970-353-1492 www.BaesslerHomes.com	Jamie Baessler, president/CEO 1968

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.

Greeley's Bentley Welding quadruples staff in four years

By Shelley Widhalm
news@bizwest.com



COURTESY BENTLEY WELDING

Bentley Welding is one of the fastest-growing companies in Northern Colorado.

GREELEY — When Kyle Bentley opened Greeley-based Bentley Welding in 2014, he started with a staff of 19 and didn't expect in four years to more than quadruple that to 87.

"I have a great bunch of employees," Bentley said. "It's nice to have a solid team that takes on monumental projects on small timeframes. It takes a lot of effort from a lot of different people."

Bentley had topped out in his position at a service company, working his way up from foreman to supervisor, and wanted a better wage and more growth opportunities. So he started a welding and metalworking shop in Greeley and hired a team of certified welders and steel fabricators to provide all kinds of metalwork for the energy, agricultural, and construction industries.

"My main focus is to be a one-stop service shop for oil and gas companies," Bentley said. "They can make one phone call and get almost everything they need taken care of."

Bentley Welding, which has multiple facilities in Greeley and is based at 611 Eighth St., Suite 2, sends out work crews to provide welding and fabrication services on various forms of metalwork, including I-beams, pipes, handrails, guardrails, signs and decorative metalwork. The company provides all of the steps from designing to fabricating, refurbishing and repairing and can do work in the field, in-house or as a mobile service. The company's other services include installing wellheads, providing pressure testing and doing maintenance and roustabout labor.

The long list of services is what sets the company apart, Bentley said. Bentley originally planned to offer welding services, but then he provided fabrication on a couple of projects and grew from there, he said. Companies typically will focus on welding, fabrication or hauling but not all three, he said.

"They get multiple areas of service taken care of from one vendor. It makes it easy for the customer," Bentley said.

As a result, customers avoid having several companies at the site and instead can work with one vendor, Bentley said. If they want to do the work and not hire it out, Bentley Welding has a fleet of welding trucks, flatbeds and other construction vehicles they can rent, he said. The company also provides trucking, hauling and crane operating services, since it already has access to the right vehicles for the work, Bentley said.

The company grew 88 percent from 2015 to 2017, seeing revenue increase from $6 million to $11.3 million.

"It's taking care of the customers, reaching out to new customers, seeing what's needed and fixing the problem for them," Bentley said.

Another factor for the growth comes from the company's focus on the value for the price, Bentley said.

"We care how it looks," Bentley said, adding that even with products in the ground, the crews care about final appearances. "We want it as close to perfection as possible, and we repeat that down the line, just taking a little bit of extra time … and attention to detail."

The crews also pay attention to the customers, Bentley said.

"We deal with customers one-on-one and build relationships with them," Bentley said. "A lot of it is spending time with them, going over their projects and listening to their needs."

BW MERCURY 100 NORTHERN COLORADO

FLIGHT 2
RANK 2

Bentley Welding Inc.

611 Eighth St., Suite 2
Greeley, CO 80631
970-353-5122
www.bentleyweldinginc.com
Kyle Bentley, president
Founded: 2014
Employees: 87
Primary service: Roustabout services, mobile/field welding, in-house fabrication. Heavy hauling, boom-truck services.
Growth: 88%



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BW LIST

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 2017 Revenue 2015	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	**Heath Steel LLC** 1730 S. College Ave. Fort Collins, CO 80525	91%%	$11,090,000 $5,801,000	9	Metal-building contractor.	970-490-8080 www.heathsteel.com	Randy DeMario, president 2009
2	**Bentley Welding Inc.** 611 Eighth St., Suite 2 Greeley, CO 80631	88%	$11,300,000 $6,000,000	87	Roustabout services, mobile/field welding, in-house fabrication. Heavy hauling, boom-truck services.	970-353-5122 www.bentleyweldinginc.com	Kyle Bentley, president 2014
3	**Northern Colorado Traffic Control** 1712 First Ave. Greeley, CO 80631	78%	$12,009,912 $6,751,408	135	Traffic-control solutions.	970-356-6881 www.nocotraffic.com	Trisha Sandau, president/owner 1993
4	**Hayden Outdoors LLC** 1204 W. Ash St. Windsor, CO 80550	77%	$7,713,365 $4,345,563	12	Hayden Outdoors offers complete real estate services for buyers and sellers of rural real estate, including farms, ranches, country estates, recreational properties, cabins, waterfront and land.	970-674-1990 www.haydenoutdoors.com	Dax Hayden, managing partner 1976
5	**Green Ride Colorado Inc.** 4414 E. Harmony Road, Suite 200 Fort Collins, CO 80528	75%	$11,082,888 $6,348,025	100	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
6	**C3 Real Estate Solutions** 2720 Council Tree Ave., Suite 178 Fort Collins, CO 80525	62%	$12,534,781 $7,724,344	12	Residential and commercial real estate transactions.	970-225-5152 www.mycolohome.com	John Simmons, owner/employing broker 2012
7	**Coe Construction Inc.** 2302 E. 13th St. Loveland, CO 80537	53%	$14,000,000 $9,150,000	19	Commercial general contractor.	970-663-7636 www.coeconstruction.com	Gregg Meisinger, president 1990
8	**Northern Engineering** 301 N. Howes St., Suite 100 Fort Collins, CO 80521	51%	$7,702,836 $5,103,719	45[1]	Civil engineering and land surveying.	970-221-4158 www.northernengineering.com	Nick Haws, president & CEO 1987
9	**Diamond Spas Inc.** 4409 Coriolis Way Frederick, CO 80504	44%	$8,260,000 $5,721,000	33	Diamond Spas manufactures custom stainless-steel & copper spas, pools, glass walled spas & pools, swim spas, cold plunge pools, water features and luxury custom indoor and outdoor bath fixtures.	720-864-9115 www.diamondspas.com	Tom Bennett, vice president/co-founder; Stephanie Bennett, president & co-founder 1996
10	**Lind's Plumbing & Heating Inc.** 1414 Blue Spruce Driive, Unit A Fort Collins, CO 80524	34%	$13,500,000 $10,070,000	107	Plumbing and hydronic heating for new construction, commercial, industrial, multifamily/mixed-use, educational, residential.	970-221-1735 www.lindsph.com	Kellan Moore, president and CEO 1981
11	**Roberts Excavation Corp.** 1801 First St. Berthoud, CO 80513	30%	$5,974,752 $4,606,057	26	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%	$13,116,524 $10,188,433	70	HVAC maintenance, indoor air-quality, retrofit, new construction, commercial, duct cleaning.	970-532-0123 www.imsheatingandair.com	Daren Shawver, president 2000
13	**Gregory Electric** 3317 N. Lincoln Ave. Loveland, CO 80538	28%	$21,400,000 $16,750,000		Electrical contractor.	970-669-7609 www.gregoryelectricinc.com	Rod Bryant, president 1988
14	**Allura Skin, Laser & Wellness Clinic** 2032 Lowe St., Suite 103 Fort Collins, CO 80525	26%	$5,927,000 $4,696,753	23	Skin care, facial lasers, botox, dermal fillers, hCG diet, spa, laser vein treatments, bio identical hormones, vaginal rejuvenation.	970-223-0193 www.alluraclinic.com	Rebecca de la Torre, M.D.; Yvonne Hampson, RN 2008
15	**Schlosser Signs Inc.** 3597 Draft Horse Court Loveland, CO 80538	24	$7,800,000 $6,300,000	43	Surveys, permit acquisition, code appeal, planned sign program development, design, custom fabrication, installation, removals, service, repair, night patrol, and lot lighting.	970-593-1334 www.schlossersigns.com	1999
16	**Encompass Medical Partners LLC** 1236 E. Elizabeth St., Suite 2 Fort Collins, CO 80524	21%	$7,000,000 $5,768,900	70	Medical management company that offers full-service solutions based on the specific needs of a practice.	970-488-1668 www.encompasshds.com	Michael Zervas, CEO 1984
17	**Alpine Gardens** 7029 S. College Ave. Fort Collins, CO 80525	20%	$8,690,664 $7,247,060	80	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
18	**Frontier Metal Stamping Inc.** 3764 Puritan Way Frederick, CO 80516	12%	$6,250,000 $5,603,000	28	Precision metal stamping of high-volume metal parts.	303-458-5129 www.frontiermetal.com	Steven O'Donnell, president 1984
19	**The Women's Clinic of Northern Colorado** 2500 Rocky Mountain Ave., Suite 150 Loveland, CO 80538	9%	$20,245,000 $18,570,000	136	OBGYN care, mammography, Dexa bone density screening, ultrasounds.	970-493-7442 www.fcwc.com	Scott Kenyon, CEO 1970
20	**Dairy Specialists LLC** 3309 Empire St. Evans, CO 80620	7%	$19,100,432 $17,932,348	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

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Session I | Regulatory & Safety Updates

Health and safety remain a top priority for energy companies, regulators and the public. What regulatory changes are energy companies likely to face in 2018, and what are some best practices and case studies that can help shape the industry?

Eric Jacobsen, Senior Vice President, Extraction Oil & Gas

Julie Murphy, Executive Director, Colorado Oil and Gas Conservation Commission

Sue Combs, Partner, Holland and Hart

Moderated by: **Tracee Bentley**, Executive Director, Colorado Petroleum Council/API

Session II | In The Community

Colorado's energy sector constitutes a major benefactor to the region's nonprofits. What is the magnitude of these contributions, what form do they take, and how are the funds used?

Dan Haley, Chief Executive Officer, Colorado Oil and Gas Association

Ray Tschillard, Director, Poudre Learning Center

Bob O'Conner, Executive Director, Weld Food Bank

Susan Fakharzadeh, Senior Manager of Community Relations, PDC Energy

Moderated by: **Craig Rasmusen**, Executive Vice President, Community Relations, SRC Energy

Session III | Keynote Speaker

to be announced...





THE ENERGY EVOLUTION: HOW TECHNOLOGY, POLICY AND THE ECONOMY ARE CAUSING THE NORTHERN COLORADO ENERGY SECTOR TO **EVOLVE**.

Session IV | Economic Impact

Energy production provides millions of dollars to state and local governments and generates $31 billion in total economic impact.

How does this money filter into the region's economy, impacting jobs and income for citizens in a variety of occupations?

Kathleen Staks, Executive Director, Colorado Energy Office

Tom Parko, Director of Planning Services, Weld County

Cathy Shull, Executive Director, Progressive 15

Moderated by: **Kathleen Sgamma**, Chief Executive Officer, Western Energy Alliance

Session V | Midstream/Infrastructure

Colorado's expanding energy economy requires adequate infrastructure, both in terms of roads and pipelines and companies to provide required services. What is the status of the region's energy infrastructure, and what can midstream providers expect in terms of demand and expansion?

David Jost, Vice President of Operations North, DCP Midstream

Bryan McFarland, General Manager – Rockies Midstream, Anadarko

Moderated by: **Lee McMains**, Professor, Aims Community College

Session VI | Innovations & Technology in Energy

Get an energetic and rapid look at new products, companies and strategies and what's driving them.

Ron Gusek, President, Liberty Oilfield Services

Mike Eberhard, Chief Operating Officer, SRC Energy

Jon Doucette, Technology Manager, Rockies, Hallilburton

Moderated by: **Ken Carlson**, Director, CSU Energy Institute

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BW EVENTS

YouSeeU appealing to multiple generations of users

By Shelley Widhalm
news@bizwest.com



CHAD COLLINS | BIZWEST

YouSeeU was recognized at the Mercury 100 event held in Fort Collins, May 2018.

MERCURY 100 NORTHERN COLORADO

FLIGHT 3
RANK 1

eduPresent LLC

1215 S. Grant Ave.
Loveland, CO 80537
970-225-1175
Jay Dokter, CEO
Founded: 2009
Employees: 25
Primary service: YouSeeU is a video-based learning and assessment solution for K-12, higher-education and corporate training. This platform helps learners apply their knowledge and improve their soft skills online.
Growth: 457%

LOVELAND — Tenured college professor Jeff Lewis wanted to coach his online students on their soft skills, but in the 1990s, his options were cumbersome.

Lewis came up with a way to help his Metro State University and other students with a video-based assessment company of soft skills, launching YouSeeU in 2009, a dba of eduPresent LLC in Loveland.

Today, YouSeeU serves students, employees and anyone else who wants to improve their public speaking, communication, collaboration, critical thinking and other soft skills. They gain knowledge and get feedback through video assessments and courses, coaching, peer reviews and personalized training. The offerings are geared to K-12 schools, higher education institutions and companies needing corporate training.

"He came up with an easier way to demonstrate soft skills on video, so he could provide feedback and coaching in timely manner," said Margaret Amisano, marketing director of YouSeeU, which recently moved into the old Madwire LLC space at 222 E. Fourth St. in downtown Loveland.

Originally, Lewis, chief product officer for YouSeeU, who holds a doctorate in human capital and resource development, had students record themselves and mail in their homework, and he provided written feedback after the end of the semester.

"Up to this point, there was not a scalable way to assess soft skills," Amisano said, pointing to traditional assessment methods of multiple choice and essays.

Lewis saw a problem in distance education — how to give feedback to students from miles away to help them improve their presentation and other skills. As technology advanced, he could use video assignment technology and virtual classroom capabilities to improve his assessment process and cut back on the time it takes to practice and achieve those skills.

"We've been doing this the longest," said Jay Dokter, chief executive officer of YouSeeU. "We approached it from the student's or professor's perspective and built it around learning. We're the best at capturing an environment where learning and education happens."

The material is presented in key skills demonstrations and activities such as role plays, and there are oral quizzes and exams to test knowledge gained. Users can record themselves individually or in a live meeting, or two users can log into a live event.

"Part of the growth is the acceptance of online classes and also the use of video," Dokter said, adding that another factor of success comes from tailoring the teaching and training of students' lifestyles, engaging in 24-7 learning.

YouSeeU is offered in six languages in more than 60 countries. It started in the Innosphere incubator in Fort Collins in 2012 and 2013, received funding from the Colorado Angels that are part of the Rockies Venture Club in 2013 and 2014, and then moved to The Warehouse Business Accelerator

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BW LIST

Mercury 100 Fastest-Growing Private Companies — Flight III

Companies with 2017 revenue between $3,000,001 and $5,900,000.

Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2017 Revenue 2015	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	**eduPresent LLC, dba YouSeeU** 1215 S. Grant Ave. Loveland, CO 80537	457%%	$4,002,590 $718,639	25	YouSeeU is a video-based learning and assessment solution for K-12, higher-education and corporate training. This platform helps learners apply their knowledge and improve their soft skills online.	970-225-1175	Jay Dokter, CEO 2009
2	**Snelling Staffing Services** 1063 W. Horsetooth Road, Suite 200 Fort Collins, CO 80526	128%	$3,341,954 $1,465,432	135	Direct-hire and temp-to-hire recruiting and staffing services for light industrial/manufacturing, administrative/operations, hospitality, medical and engineering.	970-225-9292 www.ftcollins.snelling.com	Trish Bowen-Banister, Northern Colorado president 1997
3	**Windermere Real Estate** 400 E. Horsetooth Road, Suite 100 Fort Collins, CO 80525	110%	$3,127,372 $1,488,275	40	Real estate: residential, commercial, relocation services.	970-460-3033 www.windermerenoco.com	Eric Thompson, president & owner; Paul Hunter, Managing Broker / Owner 2014
4	**CorKat Data Solutions** P.O. Box 7451 Loveland, CO 80537	104%	$3,346,488 $1,638,991	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, president; Kevin Cox, CEO 2011
5	**Otis, Bedingfield & Peters LLC** 1812 56th Ave. Greeley, CO 80634	63%	$4,179,955 $2,566,243	27	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
6	**Diesel Services of Northern Colorado** 1828 E. Mulberry St., Unit D Fort Collins, CO 80524	45%	$3,226,000 $2,225,000	20	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
7	**Topshelf Printers** 5807 W. 20th St. Greeley , CO 80634	43%	$3,988,862 $2,780,727	77	Custom branded company products, embrodiery, screen printing, wearables, vinyl, shirts, hats bags, anything with a logo.	970-484-4110 www.topshelfprinters.com	Blake Burroughs, member 2010
8	**Advanced Interiors Inc.** 7287 Greenridge Road, Unit 1 Windsor, CO 80550	35%	$4,551,593 $3,369,102	13	Retail and contract sales of flooring and interior products.	970-482-6242 www.advancedinteriorsinc.net	Shawn Matz, president 2002
9	**Colorado Iron & Metal Inc.** 903 Buckingham St. Fort Collins, CO 80524	34%	$5,769,424 $4,320,858	17	Scrap metal recycling: Aluminum, copper, steel, brass, lead, stainless steel. Roll-off containers available.	970-482-7707 www.coloradoironmetal.com	Dan Garvin, president 1995
10	**Reynolds Oral & Facial Surgery** 3520 E. 15th St. Loveland, CO 80538	28%	$3,343,977 $2,622,588	16	Oral and maxillofacial surgery, wisdom-teeth extractions, dental implants, jaw surgery, facial cosmetic and reconstructive surgery, trauma, gingival surgery, obstructive sleep-apnea surgery.	970-663-6878 www.reynoldsoralfacial.com	Rachelle Greenstein, COO 2003
11	**Terra Constructors Inc.** 1301 Mill Iron Road Milliken, CO 80543	27%	$3,997,525 $3,144,788	30	Provides cast-in-place concrete construction such as structural concrete, flatwork and curb and gutter, mainly focused on providing high quality concrete work for municipalities.	970-578-4614	Tino Flores, president 2009
12	**AGPROfessionals** 3050 67th Ave. Greeley, CO 80634	21%	$3,105,000 $2,568,000	24	Agriculture development & consulting, including planning, permitting, civil/ structural/geotech/ag engineers, surveying, environmental, agronomy, finance, public relations and real estate.	970-535-9318 www.agpros.com	Thomas Haren, CEO 1996
13	**Fort Collins Veterinary Emergency and Rehabilitation Hospital LLC** 816 S. Lemay Ave. Fort Collins, CO 80524	21%	$3,680,000 $3,050,000	40	Emergency veterinary services and rehabilitation.	970-484-8080 www.vetemergencyandrehab.com	Jon Geller, hospital director/managing partner 2003
14	**Fort Collins Nursery** 2121 E. Mulberry St. Fort Collins, CO 80524	20%	$3,895,889 $3,257,550	31	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
15	**EnergyLogic Corp.** 309 Mountain Ave. Berthoud, CO 80513	18%	$4,038,848 $3,411,506	51	EnergyLogic is a building consulting company that provides expert resources, education, and support to new home builders and energy professionals involved in the construction of high-performance homes.	970-556-0705 www.nrglogic.com	Steve Byers, CEO; Wynne Maggi, president 2006
16	**DaVinci Sign Systems Inc.** 4496 Bent Drive, Unit A Windsor, CO 80550	15%	$5,446,718 $4,745,335	36	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
17	**Anderson Consulting Engineers Inc.** 375 E. Horsetooth Road, Building 5 Fort Collins, CO 80525	8%	$3,742,000 $3,473,830	22	A water resources engineering consulting firm.	970-226-0120 www.acewater.com	Bradley Anderson, president 1998
18	**DataSplice LLC** 414 E. Oak St. Fort Collins, CO 80524	8%	$3,572,000 $3,319,632	20	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
19	**Longs Peak Landscape** 4325 Hilltop Road Longmont, CO 80504	8%	$4,426,261 $4,115,900	51	Landscape construction, maintenance and design. Snow removal, restoration services, renovation, maintenance, commercial, residential, HOAs.	303-682-2857 www.LongsPeakLandscape.com	Mike DePriest, president 1994
20	**Aggie Plumbing & Service Inc.** 309 S. Summitview, No. 12 Fort Collins, CO 80524	7%	$3,100,000 $2,900,000	22	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

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Huebner Marketing grows manufacturing client base

By Shelley Widhalm
news@bizwest.com



COURTESY HUEBNER INTEGRATED MARKETING

BW MERCURY 100 NORTHERN COLORADO

FLIGHT 4
RANK 1

Huebner Integrated Marketing

6853 N. Franklin St.
Loveland, CO 80538
970-775-7140
www.huebnermarketing.com
Jim Huebner, president/CEO
Founded: 1989
Employees: 36
Primary service: Fully integrated marketing services.
Growth: 463%

LOVELAND — Jim Huebner of Fort Collins started his marketing firm in his basement and worked with a variety of companies needing promotion no matter the industry.

But within a few years, Huebner, founder of Huebner Integrated Marketing in Loveland, saw the advantage of focusing on particular clients and now works exclusively with manufacturing companies. He also expanded his company from a solo operation to two teams, one in Loveland and one in India, to be able to tackle jobs 24-6 with Sundays off.

"Our job is to make manufacturers heroes to their sales channels," said Jim Huebner, president and chief executive officer of Huebner Marketing, 6853 N. Franklin St.

Huebner Marketing, which operates with a staff of 36, saw 463 percent growth from 2015 to 2017 when revenue reached $2.45 million. The company is a fully integrated marketing company that provides traditional advertising and digital marketing services, including website design and development, online presence management, search engine optimization, pay-per-clicks, blogs and other content development, and social media, along with helping plan trade shows.

"It's whatever we believe is going to be the best way to reach prospective clients or customers," Huebner said.

Huebner founded Huebner Marketing in 1989 in Grand Island, Neb., relocating to Loveland in 2004 to be near a major airport and university and for a larger recruiting pool of technology experts, he said. Previously, he had worked for three years as an advertising manager after earning a business degree with an emphasis in marketing. His first clients were a car dealership and a bank, and he moved from the old school way of doing advertising with typesetting and paste-ups to doing all of the steps digitally.

In the late 1990s, Huebner narrowed his client base to manufacturers who make products and sell them through their dealer networks and sales channels. His company helps position their offerings in the marketplace to appeal directly to customers or the intermediary dealer or retailer. The focus is on relationships, not projects, building marketing programs for companies working in the vehicle, retail, outdoor recreation, agriculture and industrial industries.

Most of the companies are in Middle America where the manufacturing industry is based, Huebner said.

"In 2008 when the economy tanked, dealers had to decide what brands to carry," Huebner said, adding that Huebner Marketing "makes sure they will carry our clients."

Four years ago, Huebner Marketing resigned its largest client and made changes in operations, including adding a programming team of 23 from India and trimming overall staff numbers, achieving a quicker turnaround for clients without losing out on quality, Huebner said. The result is a more experienced staff able to work faster, making the business more cost effective, he said.

"We have this amazing team of people who can do anything," Huebner said. "I'm kind of in awe of our team right now. We all feel like we have everything we need to keep growing the way we have the last three years."



BW LIST

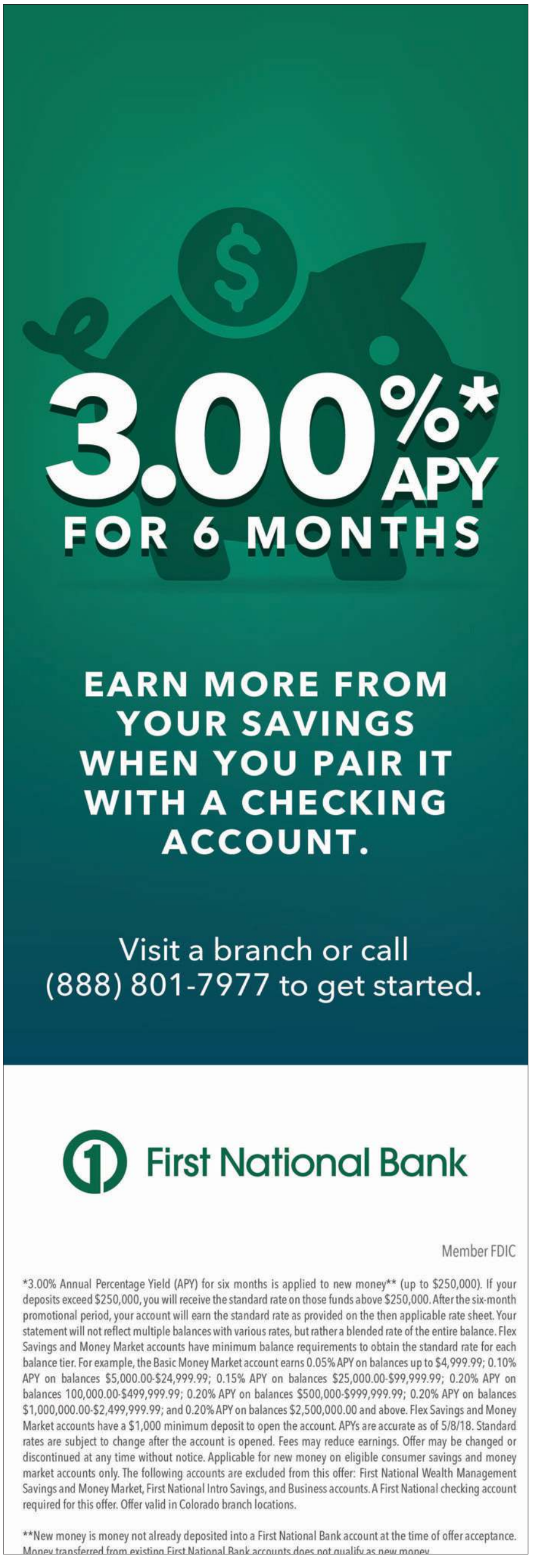
Mercury 100 Fastest-Growing Private Companies — Flight IV

Companies with 2017 revenue between $890,001 and $3,000,000.

Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2017 Revenue 2015	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	**Huebner Integrated Marketing** 6853 N. Franklin St. Loveland, CO 80538	463%	$2,455,826 $436,581	36	Fully integrated marketing services including website design and development, online presence management, SEO, PPC, content development and social media, as well as traditional advertising.	970-775-7140 www.huebnermarketing.com	Jim Huebner, president/CEO 1989
2	**Total Facility Care LLC** 471 N. Denver Ave. Loveland, CO 80537	116%	$2,838,202 $1,316,712	100	Commercial cleaning and building maintenance.	970-800-3801 www.TotalFacilityCare.com	Pete Gazlay, president 2010
3	**MenuTrinfo LLC** 155 N. College Ave., Suite 200 Fort Collins, CO 80524	90%	$1,184,000 $624,000	18	Nutritional information and restaurant allergen training.	970-295-4370 www.MenuTrinfo.com	Betsy Craig, CEO 2010
4	**Petersen's Flooring & Design** 4217 S. Mason St. Fort Collins, CO 80525	54%	$1,465,000 $953,000	5	All types of flooring, countertops.	970-226-5343 www.petersensflooringanddesign.com	Rick Owen; Steve Hall, manager members 1965
5	**Horse & Dragon Brewing Co.** 124 Racquette Drive Fort Collins, CO 80524	49%	$1,020,914 $687,457	11	Craft beer, craft-beer distribution, tasting-room experience.	970-631-8038 www.horseanddragonbrewing.com	Timothy Cochran, coowner; Carol Cochran, owner 2014
6	**Express Employment Professionals** 2711 W. 10th St. Greeley, CO 80634	37%	$1,279,932 $933,811	650	Full-time and temporary staffing and job placement, human-resource services and consulting.	970-353-8430 www.expresspros.com	Kathy Egan, president 1971
7	**1-800-GOT-JUNK?** 4009 S. Valley Drive Longmont, CO 80504	35%	$1,275,786 $942,459	18	Locally & female-owned and operated, full-service junk-hauling specializing in reusing/recycling/repurposing.	303-827-5573 www.1800gotjunk.com	Lilly Wallace, Franchise owner. 2005
8	**Oglesby Design LLC** 123 N. College Ave., No. 390 Fort Collins, CO 80524	32%	$1,015,060 $769,853	7	Commercial and residential architectural interior design with an emphasis on hospitality and corporate office design.	970-416-8829 www.oglesby-design.com	Dawn Oglesby, president 2004
9	**Blazen Illuminations LLC** 5008 N. Garfield Ave., Unit "A" Warehouse Loveland, CO 80538	29%	$1,100,000 $850,000	5	AV systems, digital signage, LED lighting, system design, installation and maintenance.	800-980-4155 www.blazenlights.com	Heidi Webb; Nathanael Webb, co-owners 1998
10	**Ram Glass Service** 6132 S. College Ave. Fort Collins, CO 80525	29%	$2,962,600 $2,290,633	16	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
11	**Mueller Pye & Associates CPA LLC** 762 W. Eisenhower Blvd. Loveland, CO 80537	28%	$1,081,527 $845,411	8	Tax and business advisory practice specializing in cloud accounting support, profit improvement and tax minimizing strategies.	970-667-1070 www.muellerpyecpa.com	Paul Mueller, managing director 2008
12	**Mantooth Marketing Co. LLC** 3030 S. College Ave., #204 Fort Collins, CO 80525	26%	$1,800,000 $1,425,000	10	Full-service marketing company.	970-663-1888 www.mantoothcompany.com	Connie Hanrahan, CEO/ president 1995
13	**EnviroPest** 455 Denver Ave. Loveland, CO 80537	26%	$2,563,830 $2,040,000	21	Commercial and residential pest and wildlife services.	970-545-3065 www.enviropest.com	Kevin Lemasters, president 1965
14	**Journey Employer Solutions** 201 S. College Ave., Suite 215 Fort Collins, CO 80524	25%	$1,158,539 $924,073	15	Payroll, H.R., Time Clock, ACA, Employee-Engagement Services and more! Journey serves businesses from one to 1,000 employees.	970-568-8613 www.journeypayroll.com	Kevin Welch, CEO 2010
15	**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
16	**Chapel & Collins LLC** 215 W. Oak St., Suite 901 Fort Collins, CO 80521	20%	$2,471,127 $2,052,300	9	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
17	**High Mark Manufacturing Inc.** 4940 Weld County Road 46 Johnstown, CO 80534	11%	$1,560,000 $1,405,000	6	Commercial laundry fixtures and furnishings.	970-587-9044 www.highmarkmanufacturing.com	Pete Valconesi, president 2002
18	**A-Train Marketing Communications Inc.** 125 S. Howes St., Suite 502 Fort Collins, CO 80521	10%	$2,454,784 $2,225,000	14	Branding, websites & digital marketing solutions, strategic planning, design & print materials, video & nonprofit marketing.	970-419-3218 www.atrainmarketing.com	Gretchen Gaede, president 1998
19	**Rebound Sports & Physical Therapy** 107 W. 29th St., Suite 100 Loveland, CO 80538	10%	$2,309,005 $2,095,680	40	Outpatient orthopedic physical therapy, occupational therapy, certified hand therapy and therapeutic massage. Sports specific screenings.	970-663-6142 www.reboundsportspt.com	Brad Ott, president; Casey Robinson, general manager 1997
20	**Pelican Lake Ranch** 16502 Beebe Draw Farms Parkway Platteville, CO 80651	6%	$1,251,200 $1,182,000	1	Fully developed lots, home building.	720-244-3336 www.pelicanlakeranch.com	Christine Hethcock, manager 1999

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JOEL BLOCKER | FOR BIZWEST

Kristi Ross, left, and her husband, Jay, are owners of Happy Tails Dog Ranch in Berthoud, an overnight boarding and doggie day care. Avid dog lovers, the couple also fosters dogs, including the two they are holding in this photograph. The ranch also has puppy classes and other services available.

Happy Tails Dog Ranch expands its services

By Shelley Widhalm
news@bizwest.com

BERTHOUD — Within two years of owning Happy Tails Dog Ranch in Berthoud, the owners realized they needed to expand the size of the doggie day care and boarding facility.

Co-owners and husband-and-wife team Jay and Kristi Ross purchased 17 acres of land next to the facility, 18490 Weld County Road 1, to be able to offer an indoor play space that complements the facility's kennels and outdoor play space. Happy Tails Dog Ranch, founded in 2005, offers doggie day care, boarding, training and grooming on the current five-acre property.

"We're turning business away," said Kristi Ross about Happy Tails, which has a database of 3,000 pet parents. "We'll close on it in the next couple of weeks. Then we'll start looking at options at when we can start expanding."

The facility's maximum capacity is 60 dogs per day, but with the expansion, the dog ranch hopes to be able to take in 150 dogs. The additional property has a 6,000-square-foot horse barn that will be converted into an indoor doggie day care play space, featuring a large open room with platforms and play structures designed for dogs.

"Right now, we don't have an indoor facility," Ross said, adding that the space could be used not only to accommodate more dogs but also in inclement weather.

The kennel building on the current property, used for overnight boarding and naps during doggie day care, can house up to 60 dogs and has a lobby with chews and treats for sale. The outdoor play space, which is two acres, is a fenced-in natural play yard, similar to a dog park but with natural grasses instead of Astroturf, along with doggie climbing gyms, large balls, toys and, in the summer, swimming pools.

"Most facilities don't have large outdoor spaces," Ross said. "I think that's one of the reasons why we're so popular. … The dogs have so much more room to spread out."

The play space is for dogs in overnight boarding and doggie day care for up to five hours, broken up by a nap to avoid overstimulation. Pet parents can purchase up-sales, such as grooming, extra treats, individual training sessions and extra personal time with staff. There also are free puppy days for dogs up to seven months to receive a day of doggie day care — both to market the service and to offer a community service, Ross said.

"We provide an excellent experience for both the dog and pet parent," Ross said, adding that word of mouth, returning customers and referrals help grow the business.

That growth also can be attributed to high growth in the area and high dog ownership in Colorado — 63 percent of households in Colorado own one or more dogs, Ross said. The business grew 107 percent from 2015 to 2017, bringing in $521,400 sales that year.

"When we bought the business in 2015, we had a different business concept," Ross said. "We hit hard with marketing and advertising in order to make people aware we're here."

BW MERCURY 100 NORTHERN COLORADO

FLIGHT 5
RANK 1

Happy Tails Dog Ranch

18490 Weld County Road 1
Berthoud, CO 80513
970-646-3554
www.happytailsdogranch.com
Kristi Ross, Jay Ross, Owners
Founded: 2005
Employees: 11
Primary service: Dog daycare, boarding, training and grooming.
Growth: 107%

BW LIST

Mercury 100 Fastest-Growing Private Companies — Flight V

Companies with 2017 revenue up to $890,000.

Northern Colorado

Rank	Company name	2-year revenue growth	Revenue 2017 Revenue 2015	Number of local employees	Products/Services	Phone Website	Person in charge, Title Year founded
1	**Happy Tails Dog Ranch** 18490 Weld County Road 1 Berthoud, CO 80513	107%	$521,414 $252,020	11	Dog daycare, boarding, training and grooming.	970-646-3554 www.happytailsdogranch.com	Kristi Ross, Owner; Jay Ross, Owner 2005
2	**My Big Day Events** 6422 Sea Gull Circle Loveland, CO 80538	67%	$65,000 $39,000	7	Full-service event planning: corporate events, weddings, meetings, showers, birthdays, fundraisers, surprise parties, retreats, scavenger hunts, community events, non-profit events, festivals & more.	970-613-1455 www.mybigdaycompany.com	Christine Forster, president/ event manager 2006
3	**Sound Investments** 5980 W. 26th St. Greeley, CO 80634	57%	$275,000 $175,000	1	Designs and builds custom home audio, video, theater and media room, home automation. Supplies and installs equipment for all audio/video needs.	970-302-1447 www.soundinvestmentsco.com	Randy Revak, owner 1999
4	**AgTown Technologies** 1823 65th Ave., Suite 1 Greeley, CO 80634	44%	$659,408 $458,253	5	Online and traditional marketing.	970-353-6227 www.agtown.com	Matt Furister, CEO 1999
5	**Blueline Electric LLC** 3757 Dalton Drive Fort Collins, CO 80526	41%	$684,000 $485,000	8	Electrical contractor.	970-568-8239	Vinny Rios, owner 2010
6	**Key2 Accounting/Payroll Vault** 375 E. Horsetooth Road, Unit 2-101 Fort Collins, CO 80525	31%	$665,000 $508,496	8	Payroll services, bookkeeping and income tax preparation.	970-682-6600 www.key2accounting.com	Melissa Clary, managing member 2012
7	**C2D Architects LLC**[1] 1703 61st Ave., Suite 101 Greeley, CO 80634	30%	$319,720 $246,719	4	C2D Architects LLC (formerly Casseday Creative Designs LLC) is a full-service commercial and residential architectural design firm. The firm also specializes in planning and entitlements services.	970-515-6675 www.c2darchitects.com	Robb Casseday, AIA, LEED-AP 2004
8	**Healthy Addictions** 1281 E. Magnolia St., Unit D-232 Fort Collins, CO 80524	27%	$793,613 $627,191	3	Wholesale snack foods.	970-472-1882 www.HealthyAddictions.net	Kim Cunningham, manager 2005
9	**Trebuchet Group** 405 Mason Court, Suite 111 Fort Collins, CO 80524	24%	$571,000 $460,000	6	Facilitates, coaches, consults and develops leaders and teams to provide clarity & confidence.	970-672-4749 www.trebuchetgroup.com	Diana Hutchinson, COO 2002
10	**Feeding Our Community Ourselves Inc. (FoCo Cafe)** 225 Maple St. Fort Collins, CO 80521	20%	$204,988 $170,208	4	To build community by providing nutritious and delicious meals to the people of Fort Collins regardless of their ability to pay while using local, organic, and sustainably grown ingredients.	309-368-1659 www.fococafe.org	Mallory Andrews, executive director 2012
11	**PHI-D&E Inc., dba Crown Jade Design & Engineering** 1314 Red Cedar Circle Fort Collins, CO 80524	19%	$503,000 $424,000	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
12	**Jet Marketing LLC** 1929 W. County Road 56 Fort Collins, CO 80524	16%	$780,000 $675,000	4	Full-service marketing agency.	970-218-4797 www.jetmarketing.net	Jackie O'Hara, owner/account executive 2009
13	**C & H Carpet and Furniture Cleaning Inc.** 6001 Poplar St. Bellvue, CO 80512	14%	$80,000 $70,000	1	Carpet, furniture, oriental-rug and tile cleaning.	970-484-0885 www.candhcarpetcleaning.com	Tom Cooley, president 1985
14	**Washburn Land Surveying** 4025 Automation Way, Suite C4 Fort Collins, CO 80525	12%	$857,000 $764,000	6	Professional land-surveying services.	970-232-9645 www.washburnsurveying.com	Chad Washburn, president 2010
15	**New Media One Web Services** 720 Austin Ave., Suite 202 Erie, CO 80516	10%	$250,288 $226,750	4	Web hosting, Web development, Web design, Google Cloud, Google apps, real estate websites, IRES/REcoloado, IDX, mobile-app development (iPhone, Android, Mobile Web) e-commerce, geolocation, API.	303-828-9882 www.newmediaone.net	Peter Janett, president 1997
16	**Red Kite Creative LLC** P.O. Box 272245 Fort Collins, CO 80527	9%	$86,632 $79,289	1	Custom Web design and development for businesses with a focus on WordPress. Other services include WordPress performance and security, ecommerce systems, managed hosting, WordPress maintenance.	970-372-2125 www.redkitecreative.com	Debbie Campbell, owner 2005
17	**A Wired Electric Co.** 5125 S. Shields St. Fort Collins, CO 80526	9%	$870,000 $800,000	3	Full-line electrical contractor.	970-690-6410	John Peterson, owner 1973
18	**Leave A Legacy Inc.** 1827 E. Harmony Road Fort Collins, CO 80528	7%	$280,000 $262,500	4	Transforming old media such as photos, videos, film and audio into digital creations.	970-226-0102 www.leavealegacytoday.com	Marsha Knackstedt, president 2006
19	**Pisacka, Baker & McFarland LLC** 3227 S. Timberline Road, Suite A Fort Collins, CO 80525	7%	$828,774 $778,167	4	Income-tax return preparation, income-tax planning. Review and compilation services.	970-488-1888 www.pisackabaker.com	Cody Pisacka, managing member 2007
20	**Bio-Medical Janitorial** 4025 Automation Way, Suite F2 Fort Collins, CO 80525	5%	$575,000 $550,000	24	Specialized janitorial service for the medical and class A commercial community.	970-266-1065 www.BioMedicaljanitorial.com	Marquita Romero, vice president 1998

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BW LEGAL & ACCOUNTING

Wyo. accounting firm expands to NoCo

By Jeff Thomas
news@bizwest.com

FORT COLLINS — Wyoming's largest accounting firm is ready to make some noise in Northern Colorado.

"We're actually a real fun group and get along really well," said MHP Partner Amber Nuse, who is managing the new office in Fort Collins for the Cheyenne-based firm.

"We recently had one of our staff people graduate from Leadership Cheyenne, and a bunch of us were there with kazoos when he walked onstage," Nuse said. "People there said, 'of all the people here I wouldn't have expected that of the CPAs.'"

But expect some noise in the accounting business, as well, from McGee, Hearne & Paiz LLP, which currently has more than 80 employees, about half of them CPAs. Nuse said expanding to the new office at 155 East Boardwalk, Suite 320, was made with an eye at both taking advantage of the burgeoning job growth in Northern Colorado, as well as making inroads into recruiting more CPAs — both experienced hands and recent grads — within the Colorado borders.

"We recruit more than just out of the University of Wyoming — our demand is greater than that," Nuse said. Historically, the firm has also heavily recruited out of the University of Northern Colorado, and to a lesser extent, Colorado State University.

Finding graduates willing to relocate to Wyoming is sometimes a challenge, Nuse said, so having a Fort Collins office should help with that recruitment effort. The firm also has a number of employees who already live in Northern Colorado, she said, so retaining those employees was also a consideration.

"That's one of our goals, to have both entry-level and experienced people in this office," she said. "We already had a handful of employees who lived in Colorado, so in an effort to maintain those folks we thought it was a good move. I actually have a house in both places, but it just takes time to make the adjustment."



COURTESY MCGEE, HEARNE & PAIZ LLP

Amber Nuse, partner with accounting firm McGee, Hearne & Paiz LLP.

But there was no larger consideration than taking advantage of the business climate, both in terms of finding new business and individual clients. MHP is a full service firm — with the exception of SEC firms — and Nuse said there is a wealth of potential clients for all aspects of the firm.

One of her own areas of expertise, auditing for government and nonprofit firms, is also a large aspect of the firm's business. MHP, which has been the Weld County auditing firm, hopes to expand this business with its Northern Colorado office and has already found some success with a Colorado state agency.

In Wyoming, Nuse and the firm as a whole have concentrated mostly on municipal organizations — cities counties and school districts. With more than 40 accountants there's a good chance someone has auditing experience in other government agencies, as well.

"We each kind of have niches in the firm; having such a deep diversity of experience we follow a team approach," she said. "If I don't know the answer, someone in our office does. And if we don't, RSM will."

The firm was actually a part of RSM, formerly McGladrey, listed at the No. 5 largest national accounting firm, until 2000 when nine partners purchased their own company. MHP remains an affiliate of RSM, sharing computing resources and well as accounting methodologies.

The Colorado expansion came with a bit of a makeover for the company, with a rebranding that included its tag line. Seeking to shed a bit of its Wyoming-based branding, the company tagline has changed to "We Know the Territory."

"We understand we're establishing ourselves down here," Nuse said. "Although we have an excellent reputation in Wyoming, we understand we need to build our reputation in Colorado.

"We've identified a couple of target areas: the high-wealth and trust area, as well as commercial business clients," she said. "But we're obviously wanting and willing to explore all potential business opportunities."

Currently, the Colorado office holds as many as eight CPAs, though most are now splitting time between Fort Collins and Cheyenne. The company just finished a small remodel job, adding a reception area to two private offices, two meeting rooms and room for perhaps 20 cubicles.

"And we just got our phone number, 870-287-1041," Nuse said, noting a 1041 is the trust and estate tax phone. "We couldn't be any happier about that."

McGee, Hearne & Paiz, LLP

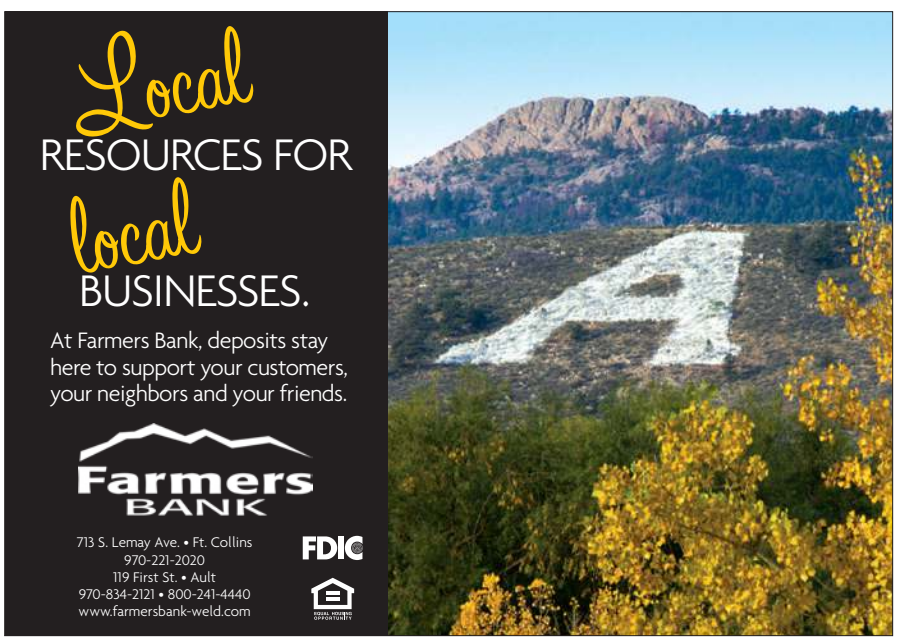
155 E Boardwalk Dr., Suite 320
Fort Collins, CO 80525
970.287.1041

314 West 18th Street
Cheyenne, WY 82001
307.634.2151

www.mhpllp.com

Source: BizWest Research





BW ONE ON ONE

Jennifer Peters: Otis, Bedingfield & Peters LLC

Each month BizWest invites a business leader to reflect on the issues affecting his or her industry. This month, BizWest asked Jennifer Peters, partner in the Fort Collins law firm Otis, Bedingfield & Peters LLC, to discuss issues facing her firm and the professional role she plays in the community.



JENNIFER PETERS, PARTNER — OTIS, BEDINGFIELD & PETERS LLC

BizWest: The firm in which you're a partner had one of the fastest rates of growth over the past two years of all companies in Northern Colorado. To what do you attribute that growth?

Jennifer Peters: Since all of the partners at our firm joined forces four years ago, we have been working hard to build the go-to, full-service firm for businesses and business-owners in Northern Colorado. We have always known that good lawyers will attract good clients, and we have been deliberate in looking for professionals who are smart, talented, solution-oriented and committed to giving back to their community. As word spread about the level of services our firm could provide, we were deliberate in choosing people to meet that need. As our team has grown, so has our ability to provide sophisticated legal services that people typically went to the Denver metro area or other states to obtain. Now, they can get that from us right in their own backyard. It's created an excitement within our firm, that in turn has attracted others to want to join us; that in turn has attracted clients who appreciate the level of service we can provide and our commitment to supporting the community. This has proven to be a good strategy for us so far.

BW: You're the lead litigator for your firm, extremely active in bar activities and professional services, provide workshops on legal subjects for other attorneys, serve as a volunteer mediator and have been rated as a rising star (twice) among Colorado lawyers — not to mention being rated among the top 10 percent of lawyers in the country. How do you organize your time in order to accomplish all you do? What tips might you offer other executives?

Peters: The last several years have been the busiest and most challenging of my career, for sure. I had to learn how to prioritize what was most important, both at work and at home. I am a relentless task-lister, and calendar religiously. Meetings, deadlines, personal appointments, things I want to get done, reminders, work-outs, dinner dates, etc. — they all go on my calendar. It's the only way I can know if I am coming or going some days! I also learned to work anywhere, and any time, but I do not work 24/7 like some may think. About five years ago, I made myself a priority. It took a lot to learn that it was OK to put myself first, to take time for me and those important to me and not focus on the work all the time. Interestingly, as I did that, I found my ability to do the work got better, the type of work I was doing was more rewarding, and the level of sophisticated matters clients trust me with has grown. That taught me that at the end of the day, the world will not end if you do not respond to that email the minute it is sent. I now prioritize and delegate time throughout the day. In the morning I read emails, and either do what's asked (if it can be done quickly), delegate it to someone else, or add it to a task list and get it out of my inbox so I can focus on the bigger tasks to be done throughout the day and see an empty inbox. That, in and of itself, can be very rewarding. At the end of the day, I check my calendar and make a list of what should be done the next day. My biggest advice to someone struggling with how to get it all done, however, would be to forget about trying to do it all. You can't. The task list must be fluid to meet the demands of each given day, and priorities inevitably change. Being flexible has proven to be very valuable the busier I have gotten. I also found I agree with Jeff Bezos, CEO of Amazon, that it is not about achieving work-life balance; it's about finding a way to do what needs to get done when you can do your best. For me, that often means I work from home in the mornings or take a day off in the middle of the week to do something fun when the weather is good, but put in work time on a Saturday afternoon instead. Bezos calls it a "circle" of integrated parts rather than a balancing act where work and life compete with each other.

BW: You serve as a role model for other attorneys, particularly young women. What would be the most important advice you might offer to a young executive or young attorney?

Peters: Find a sponsor. Not just a mentor, but someone who champions you and your goals and helps you get to where you want to go even if it isn't what you started out doing. Sometimes you can find that person within your organization; but if not, look to industry organizations, like the Commercial Real Estate Womens' Network. I have been fortunate to have two sponsors, one within my organization who has supported and guided me for over a decade, and one in CREW, who has opened my eyes to the national reach I as a trial lawyer can have. Nothing has been more rewarding or beneficial to my career than the advice and support I have gotten from my sponsors. I hope to be able to pay that forward.

I would also add READ. A few books, like the Six Minute Lawyer, The Secrets Leaders Keep, and the Power of Positive Leadership, which discusses the value of women in leadership and the different perspectives they bring to the office, really changed how I interact with people in the business world. They were also very motivating.

BW: What does your firm find to be the greatest legal need among your business client base? Is this also where most of the firm's time is spent?

Peters: Assessing, understanding and negotiating risk up front in their transactions or business plans. As a trial lawyer who litigates contracts that aren't honored, or helps people through nasty business divorces, I find that often, though not always, there was less advice from a lawyer on the front end about their options and how to allocate potential risks, which left lots to fight about on the back end. We find our business clients appreciate working with attorneys on legal and practical solutions, whether they are doing a transaction and hope to avoid any issues in the deal, or have a deal blowing up or already in a dispute and need to find a way to get it resolved. For this reason, we do spend the majority of our time talking with our clients, and educating (through seminars or one-on-one conversations) other members of the business community in Northern Colorado about their options, both legal and practical. At the end of the day, we pride ourselves on being problem-solvers, even when our clients or professional colleagues didn't recognize they had a problem that needed to be solved!

BW: As a business leader, what is most exciting to you about the region in which we live?

Peters: Growth! Opportunity! And the commitment to making Northern Colorado a regional community that cares about all. The joint efforts of our local chambers of commerce and economic development groups to focus on the region as a whole, and the cooperation between our non-profit organizations like the food banks, is encouraging and gives me great hope for the future of this entire region. The dynamic economy Northern Colorado has to offer is also encouraging. The projects that recently completed (like the new hotels in Greeley and Fort Collins, and the co-working space in Loveland), and those that are underway in the four major cities in this region are going to change the footprint of our region in a much shorter time than we realize, making it easier to stay here for services that businesses used to outsource to Denver. It also has added to the diversity and uniqueness of the types of transactions and problems we get asked to address, both for new business owners and for the farm and ranch owners who helped build this region over the past hundred years. That personally has made my job more challenging and fun, and is why we are committed to Northern Colorado, where we all live.

Web privacy changes bedevil firms large, small

By Jeff Thomas
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While the recently-enacted European Union General Data Protection Regulation (GDPR) may be a confusing mess for big-data companies — especially the Facebooks and Googles of the world — some experts say it shouldn't be keeping smaller business owners awake at night.

"The first thing to do is relax; it's really about knowing who and where your clients are and where your data is," said Jeremy A. Rose, senior technology attorney with Brock and Co. in Longmont. "For us in America it really is more of a mindset change. In America customer data has always been company data; now we have to start addressing it as data that can belong to the customer."

Obviously, a number of firms around the world have been reaffirming that their clients have, in fact, opted in to having their data used. Even if that data is used in the most elemental fashion — for emailed updates and newsletters, for instance — getting that affirmation is the first step in compliance for firms with European clients.

"If we use it we have to get their informed consent," said Rose, noting that is why many of us are getting notices for newsletters and other website access we may have opted into. "If they want their data forgotten, we have to oblige them and give them the right to be forgotten."

But for companies with more extensive data usage — for instance, big data solutions — GDPR becomes more problematic, said Alison Cool, a professor of anthropology at the University of Colorado Boulder, who also holds an honorary appointment in information science. In a recently penned op-ed in the New York Times — Europe's Data Protection Law Is a Big, Confusing Mess — she described the law as "staggeringly complex."

"After three years of intense lobbying and contentious negotiation, the European Parliament published a draft, which then received some 4,000 amendment proposals, a reflection of the divergent interests at stake," she wrote.

That can trip up even small businesses, she said in an interview with BizWest. For instance, an American florist that delivered a gif for a European client might routinely keep that information to send their customers deal notices on the holidays, which would now be illegal unless that informed consent has been reached.

"That's why we're all getting these messages," Cool said. "Consent isn't the only legitimate basis for collecting information, but it is one of the clearer ones."

And therein lies the rub, Cool said, because much of the law isn't really very clear at all. For instance, the law requires that companies keeping personal data take responsible steps to protect that information, but how much protection is enough is a question on the minds of many European companies.

"You need to be accountable for personal information, but what does that mean? Is my definition of accountable enough? You could choose the strongest security system available and that would probably be enough, but where do you draw the line between what's too much or too little?"

Last year, CooI interviewed scientists, data managers, legal scholars, lawyers, ethicists and activists in Sweden, and learned that many who will be subject to the law find it incomprehensible. Many of the principles are rather ambiguous or open ended, she said, making total compliance largely unobtainable.

For instance, many of the regulations appear to be founded on companies keeping their data in one place on their own servers, hardly a good assumption in these days of cloud computing. That also speaks to why big data companies will have a hard time chasing down where exactly data has been used in the past.

> "In America customer data has always been company data; now we have to start addressing it as data that can belong to the customer."
>
> Jeremy A. Rose
> Senior technology attorney
> Brock and Co.

"A lot of people are lying low and waiting to see what happens to Facebook and Google," Cool said. "For a lot of people it's about managing risk, because you can't be totally sure you are in compliance. But there's also the combination of these huge (potential) fines and the ambiguity."

However, Rose said that with the law now in effect for two years, "the time for Armageddon has come and gone.

"It doesn't warrant the level of panic, in my eyes."

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CEOs: Supply chain, tariffs, labor all issues

By Ken Amundson
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FORT COLLINS — Supply chain issues, labor shortages and the impact of tariffs have bedeviled the manufacturing industry in Northern Colorado. Chief executive officers of manufacturing companies compared notes at the BizWest CEO Roundtable this morning.

But while the issues are extremely difficult, the industry generally is performing well. "This wagon is rolling downhill," said Paul Harter, CEO of Aqua-Hot and an outspoken advocate for the Northern Colorado Manufacturing Alliance. "We just need to steer it," he said.



KEN AMUNDSON | BIZWEST

Attending the BizWest CEO Roundtable on manufacturing were, front row from left, Nick Roe, Hub International; George Newman, Front Range Community College; Sabrina Nowling, Elevations Credit Union; Bryan Watkins, Elevations Credit Union; Matt Morgan, Paradigm Research Optics; Jim Sampson, Hub International. Back row from left, Garth Rummery, Tharp Cabinets; Dean Herl, Noffsinger Manufacturing; Jim Clay, Advance Tank; Paul Harter, Aqua-Hot; Bart Prins, Water Pik; Mike Grell, EKS&H; Bob Walker, Walker Manufacturing; Terry Precht, Vergent Products. Not pictured Tim Reeser, Lightning Systems.

Supply chain

The manufacturers noted that multiple factors are at play affecting the ability for local companies to get parts necessary to produce their goods. To some degree, said Bob Walker of Walker Manufacturing, the issue is a remnant of the economic downturn of 2008 and 2009. "Capacity has shrunk and hasn't come back," he said.

Jim Clay, CEO of Advance Tank, said "the generation running these companies have seen the other side (of a robust economy) and are more cautious about making the expansions that may be needed." Thus, more suppliers of key parts are waiting to produce parts until they know the demand and the price.

Terry Precht, CEO of Vergent Products which relies heavily on electronic components, said larger operations with cash are seen as a priority by manufacturers of parts and everyone else has to wait in line. He said the lag time from order to receipt of supplies is 50 weeks in his business. To avoid downtown in his production, he needs to stock up on supply, which then becomes a cash flow issue or a line of credit issue with bankers looking with skepticism on the time between outlay and sale of manufactured products.

Precht said, "Sixty-five percent of my revenue is consumed by material I have to acquire. The cost of money creeping up is troubling."

Tim Reeser of Lightning Systems said he expects to pay 15 to 18 percent on working capital, which is a large impact on his business. Delivery of critical parts for his business ranges from 26 to 52 weeks, he said.

Bart Prins, CEO of Water Pik Inc., said it's often 52 weeks for his company, which was also affected by a fire in a manufacturing plant in China.

Prins said retailers have retaliated by imposing a penalty if consumer goods don't get delivered on time. Walmart, he said, charges 3 percent.

Tariffs

Tariffs and threats of tariffs have driven up the cost of doing business, too, several manufacturers agreed. Reeser said that he receives parts from Indian, Japan and China. "Many manufacturers are constraining supply until they know the price. The political situation is a big unknown for manufacturers.

Clay, who relies heavily on steel to manufacture tanks for the energy and chemical industries, said tariffs "are real bad." For one component, "we're paying 65 cents a pound now and it was 30 cents. And it's just to make the steel manufacturers happy; they were working at 80 percent capacity and are now at 85 percent."

"The second they heard 'tariff,' they raised prices," he said. "I thought about tweeting about it but…," he said.

Long term, tariffs aren't going to be the answer, Clay said. " I think lot of our trade deals are horrible but … the tactics we're using are goofy to me."

Dean Herl, CEO of Noffsinger Manufacturing, which makes conveyors among other products, said they bought up a lot of steel at the end of last year and has enough on hand to continue operations. Still, prices for other components have risen as a result of tariffs or threats of tariffs, which has meant increasing the prices of the products Noffsinger sells.

Walker Manufacturing, which will produce it's 150,000 commercial mower this year, has been able to maintain supplies of steel but has seen 20-30 percent increases in price. He said Canada has threatened retaliation for tariffs imposed on Canadian products and the lawn and garden category is among those under consideration for Canadian tariffs.

Tharp Cabinet Co. buys all domestic products so hasn't been hit with tariffs, but the company has been hit with price increases because of the demand nationwide for construction materials. Trucking is also an issue, said Garth Rummery, CEO.

Clay said there aren't enough commercial haulers available to meet demands. The Birmingham, Ala., plant for Advance Tank had 10,000 loads to go out and only 400 trucks available, he said.

"It amazes me," said Precht," that policy makers make decisions looking at a point instead of the whole system."

Prins said businesses will eventually rise up and not support the short-term solutions that policy makers have developed. "So much wealth has come from globalization. Tariffs can't continue," he said.

Workforce issues

Supply chain and trucking issues are at least partially affected by workforce issues, the group agreed. Harter said a parts manufacturer that his company has used has machines sitting idle because it doesn't have people to operate them.

Walker agreed that being downstream of companies that can't find workers is an issue.

While finding trained bodies to do the work is an issue, so is the ability to pay workers what it requires to live in Northern Colorado.

Reeser said his board was discussing a couple of positions that Lightning Systems needs. "One of my board members said it is immoral to pay someone less than $20 an hour. You can't sustainably live in Northern Colorado on that," Reeser said.

Clay said he wouldn't call it immoral but it certainly is challenging. He reported high levels of turnover in some positions in his company, to some degree because workers can't find reasonable places to live or because other industries can lure them away.

Prins said Water Pik has been able to hire, but often the trailing spouse can't find work.

Precht hires people out of high school and trains. Once you've invested in that training, you want to keep them. He was chagrined to see this morning that even Dairy Queen is paying $13 an hour.

Rummery said he'd hire 15 or 20 manufacturing people today if he could find them. "They don't even need to know how to spell "wood," the cabinet maker said. "They do have to pass the drug test, including marijuana."

"We've actually been losing folks to awful places like Indiana and Michigan," Rummery joked.

Walker was among the few who said his company is fully staffed right ow. "Our average employee has been with the company for 11 years," he said. "We treasure long-term employees. When employees reach 20 years, we hand them $10,000 in cash," he said.

Harter said Aqua-Hot is also fully staffed. Instead of adding to paychecks, the company placed resources into the profit sharing program. "We give employees 6 percent of pretax income every six months. By places resources in profit sharing, it's easier to taper back when the economy shifts," he said. Turnover has been 5 percent or less for the past 12 months, he said.

Herl said Noffsinger has "unstainable amounts of overtime" in two manufacturing plants right now. "We could hire, but we're trying to automate our way out of that," he said.

Matt Morgan of Paradigm Research Optics said his small company needs a combination of high-level, Ph.D employees and entry level. Paradigm likes to hire entry level and train them for higher level positions. "Our issue is retention. We can't compete with some other manufacturers," he said.

George Newman, director of the Advanced Technology Center at Front Range Community College, said that community colleges are well aware of the need to train more workers for manufacturing. But it also faces capacity issues.

He said FRCC is developing a new facility in Longmont, in what he called the geographic center of manufacturing activity, to train people "high school graduates and twenty-somethings" to work in industry. "We can turn out 100 machinists a year, but the state says it needs 300," he said.

"It comes down to you being willing to up-skill your people," he said. FRCC can bring trainers into manufacturing plants to train staff or staff can come to night classes to pick up new skills. "The cost of not having people in these positions is enormous," he said.

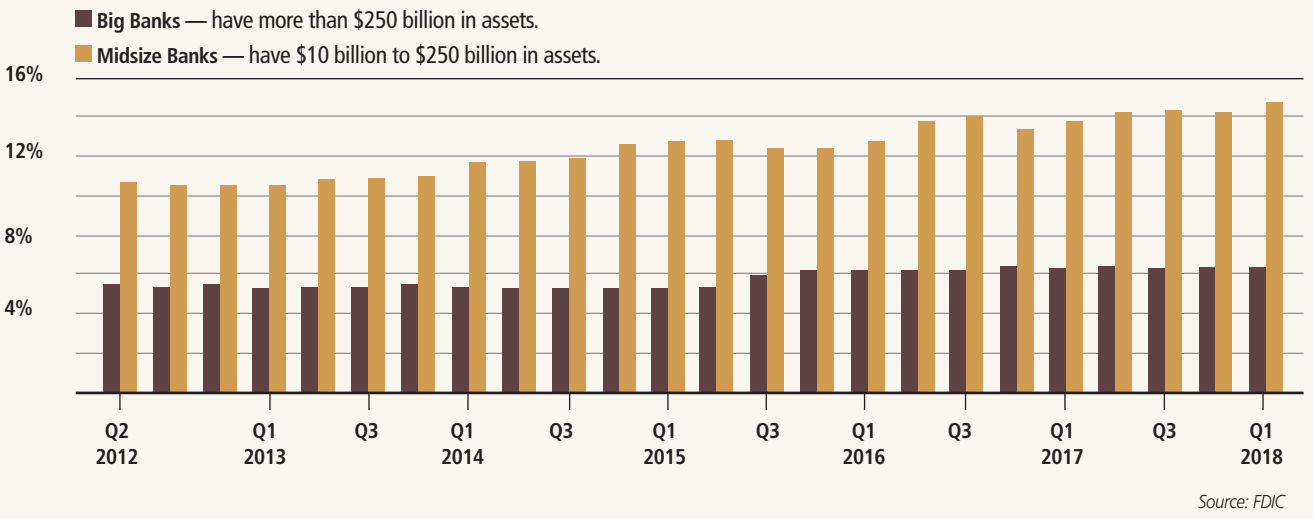
BW BANKING & FINANCE

Dodd-Frank rollback benefits community banks

By Paula Aven Gladych
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Midsize banks making bank

Midsize banks have a greater percentage of loans in commercial real estate that larger ones do. Figure is commercial real estate as a percent of total outstanding loans.



Source: FDIC

Banks in Colorado, especially smaller ones, won't have to jump through as many regulatory hoops thanks to Congress rolling back some portions of the Dodd-Frank Wall Street Reform and Consumer Protection Act, which was originally passed by the Obama administration in 2010 in response to the financial crisis.

One of the provisions of Dodd-Frank required banks with $10 billion in assets to conduct company-run stress tests every year to make sure they could handle major downturns in the market and still remain solvent. The banking industry had railed against the provisions for years, claiming they stifled smaller banks' ability to make certain types of loans and cost them money conducting stress tests that don't really apply to banks their size.

Senate Bill 2155 amended the Financial Stability Act of 2010 to increase the asset threshold at which company-run stress tests are required from $10 billion to $250 billion. It also increased the asset threshold for mandatory risk committees from $10 billion to $50 billion. The bulk of Colorado's 142 banks no longer have to comply with the stress test provision, said Don Childears, president and CEO of the Colorado Bankers Association. "It does allow the feds to reach down into smaller banks and say we think there is some risk you have so we will require you, individual bank, to run stress tests. That's the safety factor in this."

What that means in Colorado is that only a handful of banks that operate in the state are over that $250 billion mark, including Wells Fargo, Chase Bank and U.S. Bancorp. And all of those are large national banks.

Banks that fall below that $250 billion threshold no longer have to run stress tests that "didn't produce meaningful results for banks and didn't protect the financial system because these are not significant financial institutions," Childears said. "The design of the stress test was to focus on SIFI, significantly important financial institutions. In the process they got carried away and applied it to everyone. The risk to the whole system is in the larger banks."

Regulators would come up with extreme scenarios about interest rates going through the ceiling, a runoff off customers and a decline in asset values all happening simultaneously and it was the bank's job to run computer modeling to see if their institution could survive the stresses described in the test.



"These are smaller banks. They didn't really benefit from these stress tests and the system didn't benefit."

Don Childears, president & CEO, Colorado Bankers Association

"These are smaller banks. They already know what their strengths are and what their risks are. They didn't really benefit from these stress tests and the system didn't benefit. That is why it made sense to remove the requirement that they run them. It was make work: work that was mandated but didn't produce value," he said.

The Colorado Bankers Association followed 16 Dodd-Frank provisions closely, although the Senate Bill that ultimately passed included more than just those provisions.

The most important is the portfolio exception. Under the current qualified mortgage and ability to repay rules, even if a bank gave a home loan and never passed it on to a secondary mortgage company, it would not be able to make loans to low-income individuals "who were basically cut off from lending because the government said they had to have a certain income before we could lend to them," Childears said. Under the new rules, if a bank is giving a loan and keeping it in its portfolio, it can make loans to whoever it wants because it, and it alone, is shouldering the risk that the loan won't be repaid. This provision hit rural populations, the recently retired and small businesses fairly hard.

"This really is focused on regulatory relief for community banks and, in fact, not really relief for the banks themselves but for their customers," he added. "The rules have now been rolled back, or softened, for most banks. Regretfully, from the excessive regulation that came out of Dodd-Frank, banks could not effectively lend to certain kinds of customers they lended to for years, good credit-worthy customers, but the government decided in its wisdom they weren't as deserving of credit. We think that was wrong."

Another provision provides relief for mortgages under $400,000, which Childears points out is the bulk of home mortgages. If you can't find an appraiser to do the home appraisal in a certain time frame you don't need to have an appraisal done on smaller mortgage loans. The bank is qualified to value the property.

Banks still prefer appraisals, Childears said, but there were situations in the past where a mortgage loan approval was delayed for weeks and weeks because an appraiser wasn't available so the borrower couldn't close on a property and subsequently lost out on the property.

Gerard Nalezny, chairman of Verus Bank of Commerce in Fort Collins, said the tendency in the industry is to look at Dodd-Frank as the primary banking regulation, but "really there's a variety of different laws and regulations and regimes related to regulating banks."



"Some of what you found is a lot of Dodd-Frank didn't apply to smaller community banks but the tendency was to trickle down."

Gerard Nalezny, chairman of Verus Bank of Commerce

There have been executive and legislative actions recently that deal with banking regulations, but the trend seems to be moving toward less regulation and fewer restrictions on the industry as a whole.

"Some of what you found is a lot of Dodd-Frank didn't apply to smaller community banks but the tendency was to trickle down. We see less of that going forward, which we'd view as a positive," Nalezny said.

He said that at the end of the day, the "regulatory regime is put in place to encourage safe and sound banking practices and from that standpoint, that doesn't change."

Guaranty Bank sale symptom of hot Colorado market



CHAD COLLINS | BIZWEST

Guaranty Bank has multiple locations throughout the Northern Colorado and Boulder regions in addition to Denver.

By Paula Aven Gladych
news@bizwest.com

The number of Colorado-based banks has been slowly dwindling the past couple of years as outside banks jockey for position in one of the hottest banking markets in the country. The latest example is Guaranty Bancorp, which is being acquired by Texas-based Independent Bank Group Inc.

"The whole industry is consolidating. It's not only business efficiency but it is regulatory pressure on those smaller banks that they can't live with that leads them to the conclusion we need to sell or get bigger to spread out the cost of this burden over a bigger base of assets," said Don Childears, president and CEO of the Colorado Bankers Association. "That regulatory burden is the major driving force in the consolidation that is going on. We lose a bank a day in the U.S. today. Those aren't through bank failures. They are mergers and acquisitions where banks basically sell to another bank because they can't survive in their current world."

The number of Colorado-based banks dropped from 90 banks in 2015 to 81 in 2017. Another reason outside banks are clamoring to get into the Colorado market is because of its rapid growth along the Front Range.

"For decades, bigger banks have really been focused on Colorado and expanding all they can," he said. Chase Bank only had a few branches in the state a few years ago and now it has 99 branches and 112 ATM locations.

"They believe so strongly they've led a multiyear campaign to open branches everywhere they could. They invested that money. That tells you about the desirability of the Colorado market. When you combine those forces, we end up with quite a bit of activity here," Childears said.

Wells Fargo, which is Colorado's largest banking institution, has 144 branch banks in the state and 346 ATMs, while FirstBank, which is the largest Colorado-based bank, has 99 branches here.

It isn't just large national banks that are interested in the Colorado market. The state is seeing interest from banks headquartered in Wyoming, Nebraska, Kansas, Oklahoma, Texas and New Mexico. There are 52 out of state banks in Colorado, which is the fourth-highest amount in the country.

Childears said that Independent's acquisition of Guaranty Bancorp makes sense for both parties.

A buyer looks at the quality of the assets in the bank it is going to acquire. It also looks at the geographic area it covers and how well it is represented by either branches or ATM locations. It also considers the type of customer the bank is focused on and the quality of the bank's management team.

"Independent and Guaranty found a good match here that made sense for both of them to proceed with this," he said.

Peggy Smolen, a spokesperson for Independent Bank Group, said that Guaranty was a good fit for her company because "the Denver Metro area and the Colorado Front Range are dynamic high-growth metropolitan markets. Guaranty Bank's team is heavily customer- and community-focused, which complements our mission to make an impact on the communities we serve through high-performance, purpose-driven banking."

Gerard Nalezny, chairman and CEO of Verus Bank of Commerce in Fort Collins, keeps a close eye on what's going on in the Colorado banking market.

"Colorado is a great place. Colorado is an attractive place to live and is also a good economy and an attractive market," he said. "It certainly has been and will continue to be. We will continue to see out-of-state institutions looking at the Colorado market via acquisition."

Nalezny added that the "high premium that was paid for Guaranty is a reflection of the fact they built up a great franchise and it is a great market."

Independent said it would pay $1 billion in stock for Guaranty on May 23. If the deal goes through, Guaranty Bancorp shareholders will receive 0.45 shares of IBTX common stock for each share of GBNK common stock they own, or about $35.37 per GBNK share, based on the closing price of IBTX common stock of $78.60 on May 21.

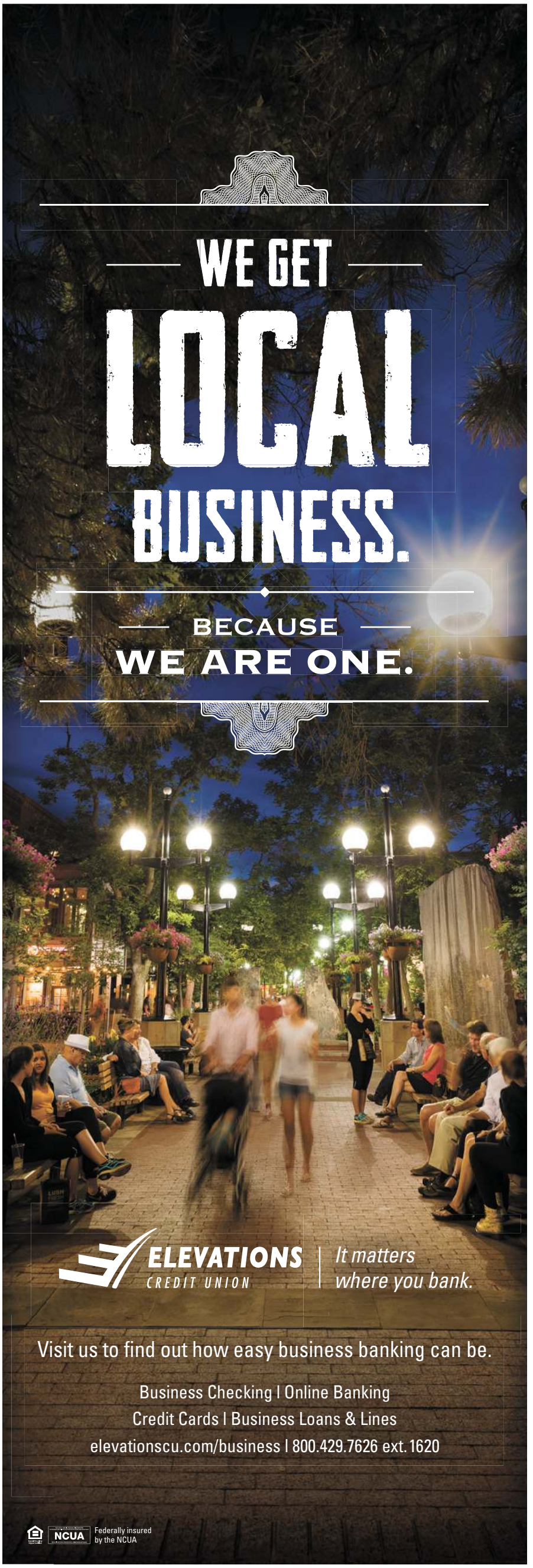
Nalezny said that finding an acquisition target in Colorado made sense for Independent because it purchased Carlile Bancshares Inc. in April 2017. That company operates banks in Texas and Colorado under its wholly owned Northstar Bank subsidiary. Northstar had 24 full-service banking locations in Texas and 18 full-service locations in Colorado at the time of the acquisition.

> "'(Guaranty was a good fit because) 'the Denver Metro area and the Colorado Front Range are dynamic high-growth metropolitan markets.'"
>
> Peggy Smolen, spokesperson for Independent Bank Group

The branches in Colorado weren't at critical mass so the decision had to be made whether to sell those assets or expand them.

"Because of the attractiveness of the Colorado market and the attractiveness of the Guaranty franchise, they decided to expand, to double down," he said.

Before buying Carlile Bancshares, Independent Bank Group was strictly a Texas-based banking company, with 41 branches in Dallas/Fort Worth, Austin and Houston.



For women only

Talk it up, team up and take control of your wealth




WEALTH MANAGEMENT
BY CINDY ALVAREZ AND LINDSEY MILLER

Our youngest client is a 13-year old teenage boy who is saving and investing money earned from a lawn mowing business. His mother and a friend brought in their homeschooled children to us to complete an economic unit on investing.

While the students came to our office to learn, it's the mothers that drove them — and sat in on the lesson — that may have gotten the most out of the unit. These two moms had been focused for years on raising families and home schooling children. They came in not knowing what they didn't know, and they left wanting answers.

> "The demographics of being a woman today demand that all women become conversant in managing their own and their family's wealth."

They went home to their household budgets and started asking critical questions in three key financial areas:

- **Health:** Where are we today
- **Wealth:** Where are we headed
- **Planning:** How will we get there

More importantly, these women left ready to talk about money. Women are generally talkers, except when it comes to personal finances. Personal finances are one of the most intimate and emotional conversations we can have with others, which is why so many women find it difficult to talk about personal finances.

The women that do take action early are more likely to plan and follow through than men in their financial choices. This is equally true of successful women in business and business owners, who already know how to go it alone in business but may look to other experts for advice and execution in their personal finances.

The demographics of being a woman today demand that all women become conversant in managing their own and their family's wealth. Women don't need to be experts in the field. Rather they should have the knowledge and understanding to know what to ask and a go-to resource, whether family, friends, or professionals, they want in their corner to help make sure they are on track to achieving the financial life they want.

Making up lost ground

Due to demographic shifts, we are in a race to increase the number of women freely talking about their financial lives. Women live on average five years longer than men and make 18 percent less than men, according to the report, *Women and Financial Wellness: Beyond the Bottom Line*. Combined with time spent outside of work parenting and caregiving, the report found that at retirement, women face more than a $1 million gap in wealth compared to men.

This means women generally have less savings than men at retirement and may need to make what they own last longer. Yet here too women face an obstacle: Women are underserved by the financial services industry. Eighty-six percent of the industry's financial advisors are male, making it difficult for a woman to find an advisor who relates to their money goals and values in quite the same way as, well, another woman.

As daunting as the wealth gap appears, women are making strides toward bridging the gap. Various studies have found that the vast majority of women have become significant household earners. They've also become key decision makers in managing money matters and making spending decisions, either primarily or at the least sharing equally in decision making with the men.

This growing group of women wants control over their finances. When it comes to investing, they want to know what their portfolio is doing for them and whether it is in line with their long-term financial and retirement goals. And they generally want answers to two primary questions:

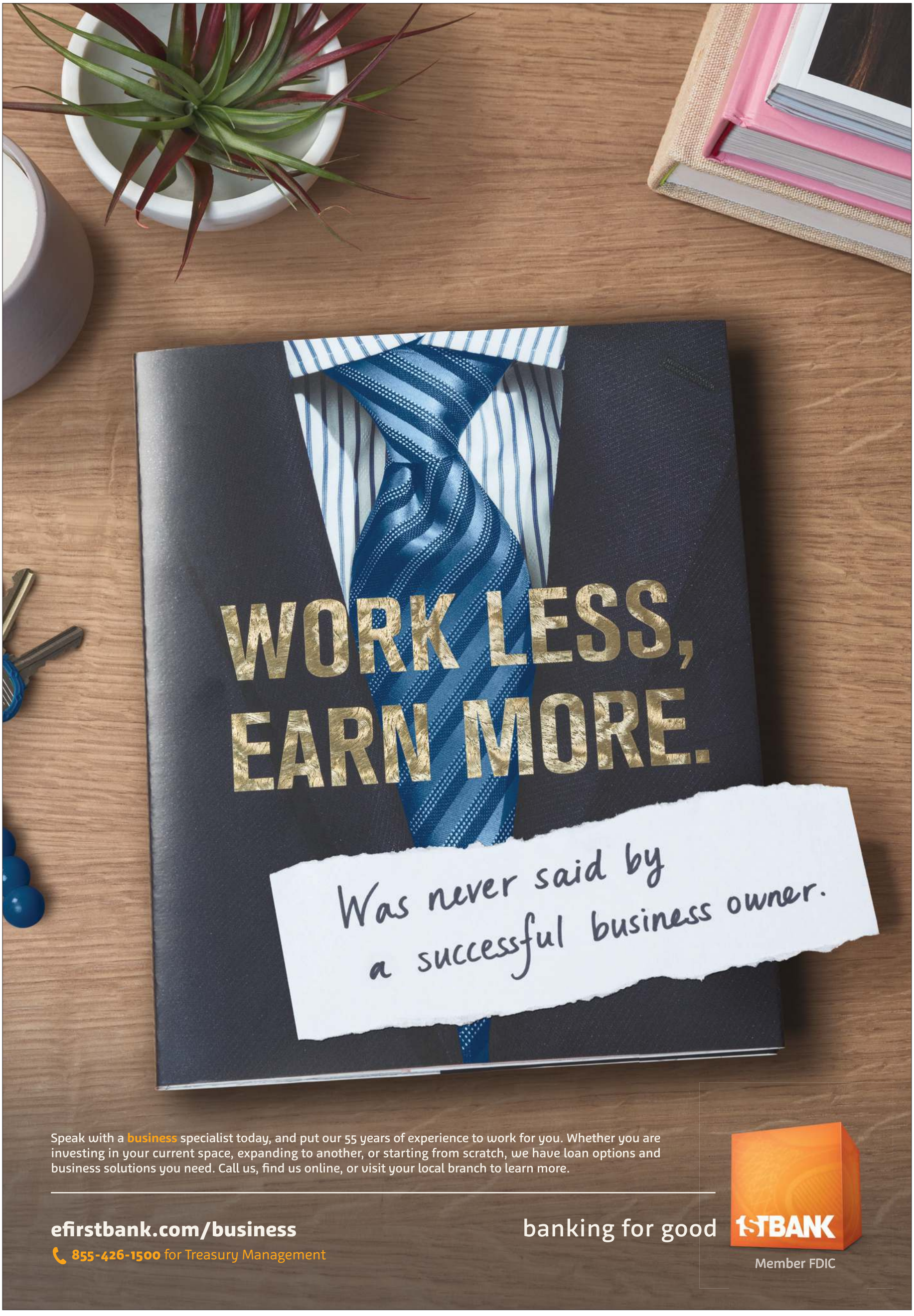
- **How much do I/we need to live?**
- **If something happens, what safeguards my portfolio?**

Personal discipline

The answers to these questions lie in the work you do both during the accumulation years and after. The former years are a time when you earn and save, amassing a sum of money set aside for the future.

This is a great time to build out your financial plan and make sure you are doing all you can to achieve financial success. Do a good job of saving early and you won't need to "retire." You'll become financially independent to the point where earn-

Please see **Wealth Management**, page **56**



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Wealth Managment, from **54**

ing a living becomes optional.

Investment discipline

Once you've mastered your personal discipline, it's time to take on an investment discipline that preserves and grows the wealth you've earned. The goal here isn't to hit it out of the park every year — most people can't stomach that level of risk and market volatility. The goal instead is to invest in different asset classes that bring stability to the portfolio and more longer-term growth.

This may require a shift in how you think about time. Instead of thinking about timing the market, think about time in the market. The longer you have, the better you will do. It's not about entry and exit points along the way; it's about remaining disciplined and invested during the financial journey.

Educate and empower

Fully nine out of 10 women will be solely responsible for their own or their family's finances at some point in their lifetime. This means almost all women will either share in or be primarily in charge of financial decisions.

The more you know, the less you fear. Whether you are a beginner or advanced in how you think about your financial future and investing, act now to fill the knowledge gaps in your financial health, wealth, and plan. The sooner you act, the better the chance you have to succeed later in retirement.

Finding an advisor you trust is half the battle because of the abundant options. Do you go to your local bank, with a private client service sector? Do you go to your local investment advisory office because they are located down the street? Do you go to a large broker/dealer with minimums? Do you sit down and ask your successful friends for a referral?

Know what you want

Advisors are an assorted cast of characters: you need to decide which one you'll relate to best before you engage them. Each of these advisors specialize in one or multiple areas of wealth management:

- Investment advisors
- Wealth management advisors
- Financial planners
- Retirement, insurance, generational transfer and other specialties
- Registered investment advisors

"Whether you are a beginner or advanced in how you think about your financial future and investing, act now to fill the knowledge gaps in your financial health, wealth, and plan. "

- Commercial bankers
- Broker dealers

The wide range of choices makes it difficult to know how to select the right fiduciary relationship, with someone who wants to get to know you — your mission, vision, value and goals — and who will be proactive in guiding you along the journey.

Fiduciaries should have a single agenda: to make and keep you and your family financially whole. They work on your behalf, not in their own interest. Avoid advisors who guide you to products, stocks or investment strategies where they benefit twice — from a commission on what they put in your portfolio and a management fee for managing your portfolio.

In addition, look for a relationship that:

Is fully transparent so you know where you are at and what it is costing you

- Provides a financial plan which guides your personal and investment disciplines
- Delivers improvement strategies from a financial, tax and legal perspective
- Takes the time answer your questions

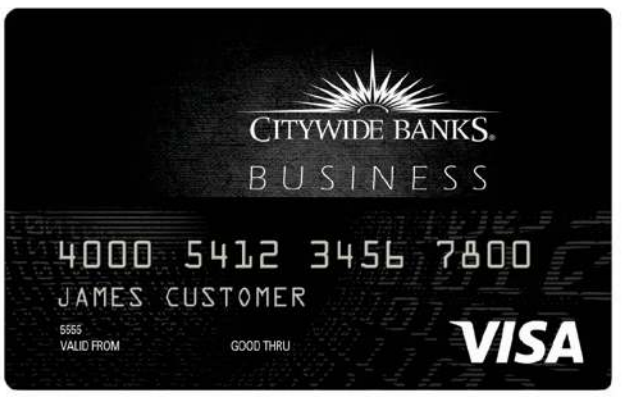
Take comfort in money talk

Educate and empower yourself in the world of personal finance. Take action and choose wisely when you tap a potential advisor. And be ready to define what success means to you when having that conversation with your financial support system, whether that's with a professional advisor or family and friends.

The authors are representatives of Wambolt & Associates. Lindsey Miller operates in Northern Colorado for the company. Both Cindy Alvarez and Lindsey Miller can be reached at 720-962-6700.

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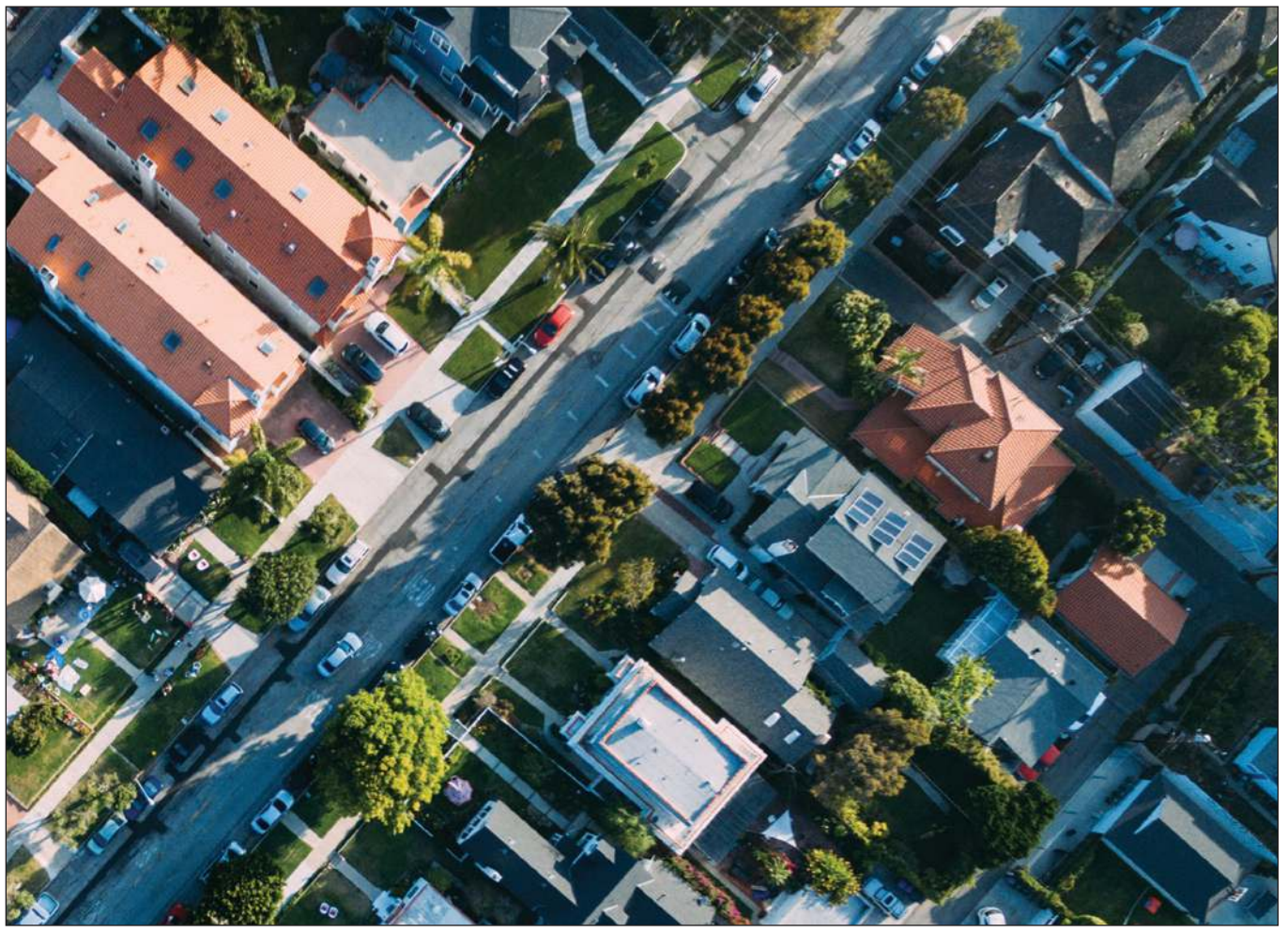
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FILE PHOTO
Housing, transportation and workforce development are part of the Boulder Economic Council's initiative for the community.

Chamber steps up to relieve the pain

By Jensen Werley
jwerley@bizwest.com

BOULDER — For all its scenic views, exciting hikes and plentiful craft beer, Boulder is not without its problems.

The city is struggling with rising housing prices, extreme traffic congestion and the need for continued workforce development.

The Boulder Chamber is now pledging to take the quarterback position on these issues, with a new multi-year plan called "Boulder Together."

"This is an initiative for the community by the chamber," John Tayer, president of Boulder Chamber, told BizWest.

Over two years, Tayer said the Chamber hosted think tanks and one-on-one discussions among business leaders and community partners to discuss the barriers to success the community is facing. The result was picking three categories — workforce housing, mobility and development — and steps the Chamber could take on remedying problems within those three issues. The project will be led by the Chamber Board, which will have the input of an advisory group. The University of Colorado Boulder will also be a strategic partner.

Housing

The challenge: The Chamber indicates that the challenge Boulder faces is its lack of affordable housing for low, moderate and middle-income households combined with a stagnant median hourly wage and a community that is being forced to commute long distances, contributing to employee dissatisfaction and traffic congestion.

The goal: The Chamber said it plans to increase the availability of affordable housing. In addition to hosting a housing summit and develop case studies on the negative impacts of affordable housing scarcity — both planned to be completed by the end of the year — the Boulder Together plan indicates it will launching a pilot housing project, to be started this year and completed by 2022.



JOHN TAYER

"We plan to identify property owners willing to take a single-zone property, such as one that would be strictly used for commercial purposes, and have that site used for mixed-use development instead," Tayer said.

Although it's easier to get a commercial property approved and developed, transitioning to a mixed-use — which can at times be a hurdle for developers — increases the much-needed housing supply. The key to the project is finding a developer willing to partner and who believes in the Boulder Together mission. In addition to having the project be part of the Boulder Together effort, incentives such as housing credits may also be part of the pilot.

Even with the plan, however, Tayer said the housing problem is a complex one.

"Boulder is always going to be a place where housing prices are expensive," he said. "It's a place people want to live in. There are always going to be trade-offs in ways to address the housing challenge and maximize housing opportunities in Boulder. At the same time, the solution is regional. We know our workforce is coming from areas outside the city of Boulder and we need housing options for them as close to the community as possible."

Tayer also added that in his role as president of Boulder Chamber, he's been advocating for regulations that accommodate a diverse housing stock, such as tiny homes and rental units.

"As an advocate for business and the community's interest, I will be continually outspoken on our economic diversity," he said. "It's part of the character of Boulder."

Transportation and mobility

The challenge: Area roadways are seeing congestion from more than 250,000 vehicles traveling through Boulder every day, including 50,000 commuters traveling to and from jobs in the city.

The goal: The chamber said it plans to drive conversations on infrastructure planning and investment to improve mobility options, including final mile options and even a van-pool.

Tayer said part of the four-year mobility component of Boulder Together is advocating for long-term solutions, such as automated vehicle capabilities or expanding roadways. But he added that with being a voice from the business community, there is the opportunity to bring innovative solutions in the shorter-term, such as a more compact mass transit option than bus rapid transit or rail.

"There are problems and challenges right now that we need to support," he said. "That may include us coordinating final mile solutions, coordinating pick-up and drop-off at transportation nodes or installing van-pools across the region. All of that will be done more efficiently with the collaboration and coordination of business."

Tayer added that the Boulder Together project will carefully vet any statewide ballot initiative when it comes to funding infrastructure projects, to ensure that community projects will actually happen.

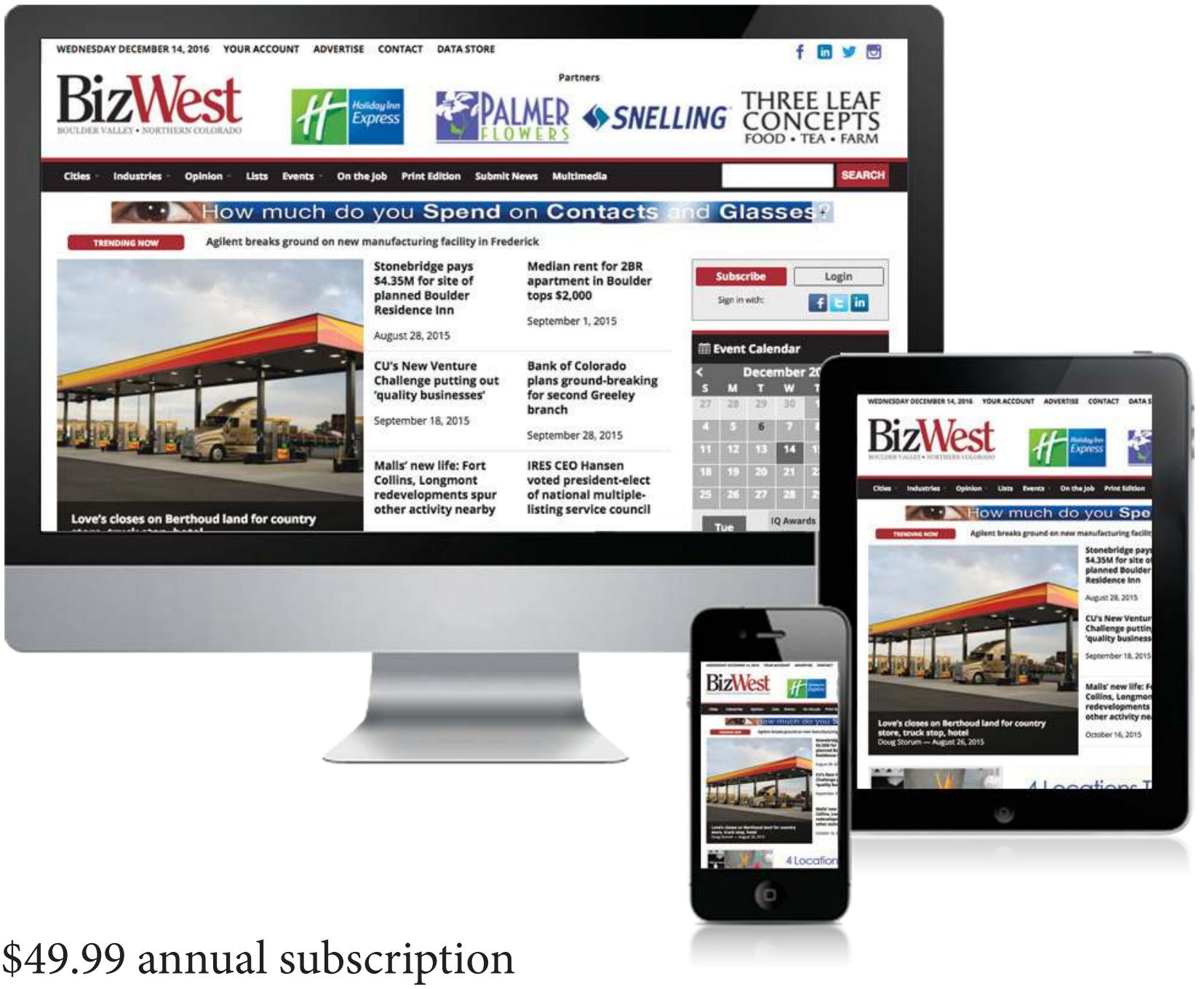
Workforce development

The challenge: There is a gap between the number of jobs available in Boulder and the skilled talent needed to fill those jobs, especially because of a lack of training specific to the needs of local businesses. The talent gap is expected to grow.

The goal: The Boulder Together plan has a variety of solutions to shrinking the talent gap, including creating an internship and training portal to connect the business and university sides of the equation. The hope is that portal could be launched next spring, although Tayer added that the timeline may need to be adjusted as the Boulder Together plan develops. Another goal is to instill an apprenticeship program for high school students. There are also goals of creating marketing resources and provide them to businesses to attract talent.

"These issues are not just business concerns, they are community concerns," Tayer said. "As the business community, it's time we assume leadership."

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THE BUSINESS JOURNAL OF THE BOULDER VALLEY AND NORTHERN COLORADO

Boulder looks to redefine how innovation is measured



CHRIS WOOD | BIZWEST

By Jensen Werley
jwerley@bizwest.com

BOULDER — Brookings, Forbes, Fortune, Kauffman and other indexes are all measuring innovation, but Boulder Chamber and Boulder Economic Council believe they have found a better way to compare the city to the likes of Silicon Valley, Seattle and San Francisco.

After years of research, analysis and focus groups, the Boulder Innovation Venture Report was developed to compare Boulder to known national innovation hubs on issues like the people, investment capital, research and development as well as place and quality of life.

"These other reports all compare peer-to-peer top cities for startups, education, etc.," said Clif Harald, executive director of the Boulder Economic Council. "These lists are made all the time and the media makes a big deal of them. But they tend to just do the largest metro areas. They almost always pick the top 50 cities, and it's rare they get to small metro areas. So we are often not on these lists. Denver often is, Colorado Springs occasionally."

But Harald said there was a belief in the city that Boulder could stack up to the giants.

"We kept saying we know if it were normalized and compared these areas per capita and per business we would rank really high," Harald said. "We decided to take it on ourselves to do our own comparison against the big stars in the innovation and entrepreneurship. We wanted to demonstrate our leadership in innovation and entrepreneurship through this analysis."

The Business Research Division of the Leeds School of Business at the University of Colorado Boulder was contracted by the Boulder Economic Council to research and analyze the data that formed the Boulder Innovation Venture Report. Ultimately, the Boulder County Metropolitan Statistical Area (MSA) was compared to MSAs at least three times its size: the Austin-Round Rock, Texas MSA; Boston-Cambridge-Newton, Mass.-N.H. MSA; Denver-Aurora-Lakewood; Portland-Vancouver-Hillsboro Ore.-Wash. MSA; Raleigh-Durham-Chapel Hill, N.C. MSA; San Francisco-Oakland-Hayward, Calif. MSA; San Jose-Sunnyvale-Santa Clara, Calif. MSA and the Seattle-Tacoma, Bellevue, Wash. MSA.



> "(Quality of life is) what differentiates Boulder from other communities in the world and is what draws people here."
>
> Clif Harald, executive director, Boulder Economic Council

"We wanted to compare ourselves against well-known innovation centers," Harald said. "These are the ones best known and that you see a lot of reporting on. Usually it's apples to oranges when you compare Silicon Valley with Boulder or Seattle with Boulder. If we wanted to compare our-



Notable Boulder Statistics

PEOPLE

More than 60 percent of residents in the Boulder metro area have a Bachelor's degree, giving it the highest educational attainment among the peer communities in the report.

In 2016, 15 percent of all occupations in Boulder were STEM-related, ranking second behind the San Jose, Calif. MSA (22 percent) and more than double the national average (6 percent).

Millennials (ages 20-34) are 23.8 percent of the Boulder MSA population, exceeded only by the Austin-Round Rock, Texas MSA which is at 24.5 percent. The city of Boulder's millennial population is 37.2 percent of the total population.

ECONOMY

In 2016, the Boulder MSA had 176,652 jobs and 14,683 businesses. It had 0.55 jobs per capita (ranking it at the top just ahead of the Seattle and Boston MSAs) and 0.046 businesses per capita (ranking it at the top just ahead of the San Francisco MSA).

Boulder has 42.6 Certified B Corps per 1,000 residents, followed by Portland with 11.1. In 2017, Boulder had a total of 46 certified B Corps, behind Portland (71) and San Francisco (65).

RESEARCH AND DEVELOPMENT

In 2015, federal labs had a $1.1 billion impact on Boulder County.

Boulder ranks third in average R&D expenditures per university, behind Palo Alto, Calif. and the Research Triangle area of North Carolina.

From 2010 to 2017, the Boulder MSA got $1,119 per capita in SBIR and STTR funding. Boston ranked second in SBIR and STTR funding with $442. In total funding, the Boulder MSA ranked above the Austin, Denver, Seattle and Portland MSAs.

Boulder MSA has 260 utility patents per 100,000 residents, ranked above the Seattle MSA (240 per 100,000 residents) and only topped by the San Jose MSA (739 per 100,000 residents).

INVESTMENT CAPITAL

Since 2012, 41 percent of all Colorado venture capital funding was invested in Boulder startups.

The city of Boulder has per capita VC financing of $4,141, ranking second behind San Francisco ($14,445). Boulder County ranked fifth with per capita financing of $1,505.

Boulder County had 78 financing deals in 2017 and the city of Boulder had 65 financing deals. For comparison, San Francisco had 797, Denver had 69 and Portland had 30.

The city of Boulder had total venture capital financing of $448 million in 2017. Boulder County had $485 million.

PLACE

Boulder has 37 hiking trailheads and 151 miles of trails with an additional 110 miles of hiking and biking trails in Boulder County.

There are 2.45 restaurants in Boulder per 1,000 residents, ranking it at the top above San Francisco, which has 2.4 restaurants per 1,000 residents.

Boulder is tied with the Seattle MSA with 0.37 coffee shops per 1,000 residents and ranking them both at the top.

Boulder's median home sales price in the first quarter of 2018 was $504,000, ranking it third behind San Jose ($1,252,400) and San Francisco ($933,300). The median home sales price in the U.S. is $210,200.

Boulder has the third-lowest traffic percentage (10 percent) of total driving time spent in traffic congestion. Denver and Raleigh drivers spent 8 percent of total drive time in traffic.

Source: Boulder Innovation Venture Report

selves to the nation's leaders, the only way to do it is to normalize it and make it apples to apples. So most of these statistics are on a per capita basis."

When normalizing the data, Boulder often stacks up well. Some of it was expected: Boulder ranks No. 1 on percent of population 25 and up with a bachelor's degree or higher and on percent of population 25 and up with a graduate degree. Others were surprising: Boulder tied with the Seattle MSA on coffee shops per 1,000 residents and outranked all the peer cities on restaurants per 1,000 residents.

"Our target audience was us, to an extent," Harald said. "We wanted to educate ourselves on our strengths. Many of them we didn't know about."

In addition to getting a pulse on what Boulder excels at and how it compares, Harald said a goal of the report is to communicate to the nation Boulder's talents and benefits. He clarified that the goal isn't necessarily to recruit new businesses to the Boulder area, but to retain the entrepreneurs already in the region and spread their stories.

The report indicates many places where Boulder excels. The city ranked No. 1 of the peer cities the report is comparing on the 2017 Bloomberg Brain Concentration Index, which measures the concentration of full-time STEM workforce, advanced degree holders and net business formation. Boulder has the second highest percentage of STEM jobs out of total employment, ranking just behind the San Jose, Calif. MSA. Boulder ranks second for utility patents granted per 100,000 residents, also behind San Jose. It ranks second for 2017 venture capital investment per capita, behind San Francisco. And it ranks above Portland and Denver for total 2017 venture capital investment.

There are also areas where Boulder is ranked higher than it might want to be. The city has a median single family and multi-family home sales price of $504,000, only ranking behind San Francisco and San Jose.

"Housing is an important question," Harald said. "I can't say definitively whether it's good or bad for innovation. Hopefully over time we will see trends emerge that will inform us better on the correlation between housing and innovation activity. But it is a challenge. The desirability and quality of place has been an attractor for creative thinkers and entrepreneurs. But the cost of living not just in Boulder but throughout the Denver metro is becoming an impediment especially amongst younger people bringing their energy and new ideas. That is a threat and challenge to us."

But looking bigger picture, Harald said it was unique to an innovation report that Boulder included factors like housing and quality of place.

"It's not so common, but in Boulder quality of place is as fundamental as it gets," he said. "It's what differentiates Boulder from other communities in the world and is what draws people here. We represented that in that section of the report by looking at the physical environment and cultural amenities. They can be hard to quantify but CU looked at interesting things, like the number of coffee shops."

Harald said this report will be updated every other year, to continue measuring and comparing Boulder innovation. In the meantime, the goal is to communicate to Boulder businesses, the region and even the nation that it exists. That includes sharing the report and the factors looked at to other innovation rankers, like the Kauffman Index. That also means that other cities might start using Boulder's methodology to compare more apples to apples and see how they stack up in innovation.

"More data, more understanding," Harald said, "is better."

BW BREWING



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The Budweiser Clydesdales were out in force at the 30th anniversary party at Budweiser last month.



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Dilly Dilly!

Budweiser puts head on 30 years in Fort Collins

By Dallas Heltzell
news@bizwest.com

FORT COLLINS — A lot has changed in Northern Colorado in the 30 years since beer giant Anheuser-Busch started brewing and bottling Budweiser in Fort Collins.

Tiny craft breweries began springing up in profusion, challenging the market share of the big players such as A-B and Miller Coors and creating a new and vibrant tourism draw. A-B responded by scooping up some of them, upgrading its own brewery to 1 million square feet on 1,130 acres, and buying distributors such as American Eagle in Loveland.

On top of all that, Colorado passed a law in 2016 that will allow grocery stores to transition to selling full-strength beer, a move that some saw as threatening the independent liquor stores that can devote more shelf space to some of the smaller players' ales, IPAs and stouts.

It's all left a lot of Northern Colorado's craft brewers wondering how long they can run with the Clydesdales.

But Bart Watson, chief economist for the Boulder-based Brewers Association, isn't too worried.

A report his group published last year showed that Colorado craft beer grew to a $3 billion industry in 2016, up from $1.7 billion the year before and nearly triple the 2014 figure. The study found that Colorado craft beer has the highest economic impact per capita of any state — and that even excludes any data from such major players as Busch and Coors.

A-B "is a major player in building the overall industry," Watson said. "A lot of talent that comes out of Coors and A-B goes into the talent pipeline. It's also meant a better regulatory environment than you've had in a while."

For craft brewers, "It's certainly a much more mature market than it was," he said, "but we're still seeing more openings than closings."

Watson acknowledged that A-B's acquisition of some major area distributors, coupled with the pressure that supermarket sales will put on small independent retailers "has created some competitive challenges for brewers. But small brewers are always concerned about access to markets, and those are felt broadly in

many states.

"We're lucky in Colorado because of the density of craft brewers we have," Watson said. "That means we can have more smaller niche craft distributors than there would be in many states.

"Still, we're going to see a bigger share for chain retailers in the state, which certainly is going to be a challenge for smaller breweries. King Soopers isn't going to be picking up a lot of brewers that produce 1,000 barrels a year. So some crafters are just going to choose to not package as much and see how consumers' shopping patterns change."

Overall, Watson said, "I think it's going to be better — but in smaller steps than we've seen in the past. We're still seeing the number of breweries increase, but it's not going to be as big as it has been."

Under Brewers Association rules, a craft brewery must produce less than 6 million barrels of beer a year and have less than 25 percent outside ownership.

Fort Collins' New Belgium Brewing is considered the country's fourth-largest craft brewery, and Longmont-based Oskar Blues Brewing and Left Hand Brewing, Odell Brewing of Fort Collins and Avery Brewing of Boulder also place in the top 50 in the nation.

Whether it's small breweries boosting beer tourism in Northern Colorado and the Boulder Valley or the major players adding to the employment rolls and tax base, beer has been refreshing for the Colorado economy.

Anheuser-Busch marked 30 years in Fort Collins on June 2 by welcoming the public to a "backyard anniversary celebration" and bringing in one of its trademark teams of huge Clydesdale horses as a special attraction.

A-B "has been a great business neighbor for 30 years," said David May, president of the Fort Collins Area Chamber of Commerce. "They showed the way for what became a vibrant brewing industry in Northern Colorado.

"Economically, they are a major contributor," he said. "A-B employs 570 people from the area with a payroll that we estimate to be around $40 million. Those 570 primary jobs create another 855 support jobs with pay around $47.4 million. So, 1,425 residents owe their livelihoods to A-B directly or indirectly. The economic activity generated by A-B puts at least $1.9 million in city government hoppers and an estimated $1.5 million in the school districts.

"That doesn't factor in the many good causes supported by A-B and its employees, like Habitat for Humanity," May said. The brewery also is gearing up to quickly switch from beer production to canning emergency drinking water for shipment to disaster areas.

In short, May said, "the region has benefited significantly from having Anheuser-Busch here for three decades. To all of A-B's employees, this Bud's for you!"

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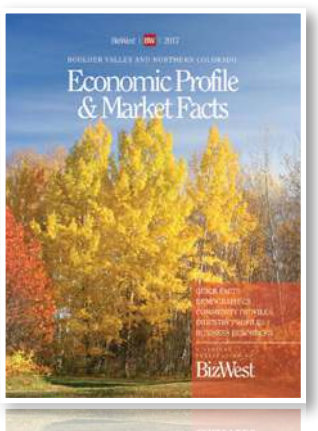
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BW OUTDOORBIZ

Outdoor execs share industry challenges

By Jensen Werley
jwerley@bizwest.com



JENSEN WERLEY | BIZWEST

Participants in the Boulder Valley Outdoor Industry roundtable are, left to right: Jim Fipp, Pat Perrin, Matthew Kaplan, Alex Hanifin, Rudy Verner, Jim Lamancusa, Gery Gomulinski, Cliff Bosley, Andy Hawk, Matt Bennett, Seth Haber, Jerry Lee and Bob Bond. Not Pictured: Jeff Curran.

BOULDER — Boulder Valley's outdoor industry is feeling the pressure of changing demographics, employee churn and the desire to coalesce as a community.

CEOs of Boulder Valley's outdoor industry discussed the challenges and opportunities the industry faces at BizWest's CEO roundtable in June.

A changing demographic

Some outdoor industry brands are feeling the pain of changing tastes from consumers. Runners, for example, are looking less for speciality shoes and more for "athleisure" products they can use to go running and wear to the grocery store, said Jerry Lee, CEO of Newton Running Co. Because of that, specialty retail stores for high-end running shoes are being passed up for more affordable retail options, online shopping and mobile commerce.

"Our challenge is the Costcos of the world," Lee said. "People are looking for deals. It's a difficult challenge for us to meet the needs of younger runners in the world more with athleisure than performance-oriented products."

Cliff Bosley, race director for BolderBoulder, said he has also felt the decline of specialty-interest in running and is looking at ways running can be integrated into other communities, such as physical therapy, massage and other groups that can be keys to generating interest in the sport.

An issue is that specialty outdoor and recreation retailers will never be able to compete with Walmart or Amazon when it comes to price, said Matthew Kaplan, vice president of membership and sales for the Outdoor Industry Association. What they need to do instead is create value through experiences and a high-touch aspect, such as a fly-fishing store that teaches you how to fly-fish when you buy a rod.

Gary Gomulinksi, executive vice president of Alpine Bank, said you're seeing that in other industries, such as craft breweries that have events where customers can hike out miles into the woods to experience a pop-up taproom.

Alpine Start, an instant coffee company that started its sales by being in REI for campers and backpackers, is taking a different approach to creating experiences and growing its brand. The company has brand ambassadors who can apply for the role online and get access to a private Facebook group, discounts to the product and online video chats with professional athletes in exchange for telling friends and family about the brand.

"It's amazing what they'll do with a discount code," said CEO Alex Hanifin. "They're so grateful to be with the brand, they share it everywhere. They just feel so proud to be with Alpine Start. It's not about the product; it's about being part of a community."

With changes in demographics and how people shop, brands are looking to be more personal, but even with going the extra-mile can still struggle because of super-cheap dupes online.

"What has been most frustrating to see is for my own company doing everything right — we write little notes or throw something extra in with their order — and it feels like they'll all tell their friends and spread the word," said Seth Haber, owner of Trek Light Gear. "So we're creating that incredible, awesome community doing everything right and in a lot of ways we're still getting battered by the Amazon effect and people who don't care about brand loyalty, how something is made or whether it plants trees with your purchase."

Haber said that, instead, people are able to duplicate his product without any of the social responsibility he's putting into it and sell it cheaper.

Workforce and cost of living

Two major hurdles for the outdoor industry are the same issues that are haunting every Boulder Valley company: how to maintain a talented workforce and how to operate in a city where employees can't afford to live where they work.

Andy Hawk, managing director of Active Interest Media Mountain Group, said that his company has built into its mindset that churn will happen, as long as there is a gap between the experience needed for a marketing manager and marketing director and how long each person is willing to stay in the role.

"We have churn built into our management culture," Hawk said. "It's not as big a deal when people move on. It's a bummer for the company, but if we get down on ourselves every time someone leaves it will be a bad atmosphere. We cultivate good people who hopefully will be back one day."

An issue that plays into workforce churn is cost-of-living: Employees often can't afford to live in Boulder or even Boulder County, which means they're dealing with commutes that will likely drive them to finding different jobs closer to home.

"I've had no issues with hiring," said Jim Lamancusa, CEO of Cusa Tea. "I hired a marketing manager and was flooded with applications. People want an opportunity in the outdoor space where they can move up in their career. The challenge is housing. Everyone I interviewed can't afford to live here. So you get the perfect Boulder lifestyle but with a 45-minute commute. My employee went to Longmont."

One way that Matt Bennett, vice president of ECHOS Communications, has been able to combat this is by looking to hire recent university graduates looking to stay in the area.

"They've usually already worked out rent in one form or another," Bennett said.

But as the industry grows and Boulder prices stay high, companies will likely leave the area in order to build outdoor industry hubs in other Colorado cities. That can be a good thing, as the state continues to prove it's a leader in the industry and competes against states like Utah and Oregon.

"Boulder will always be a mecca that attracts people," Gomulinski said. "Boulder just needs to keep doing what it's doing, and we can look at other places in the state. Instead of companies starting here then going to Salt Lake or Oregon, they're going to Grand Junction. That's success. Other places in the state are replicating what Boulder started. Boulder is what it is; it's not going to change its rates. But it's creating something."

Raising money

As in all startups, outdoor companies are looking to financial options like investing and bootstrapping. Both have their challenges. Hannifin, CEO of Alpine Start Foods, said seeking venture capital was the worst experience she had in running her business until she found the right people, and then it became the best experience. Haber, owner of Trek Light Gear, said bootstrapping the business has led to it growing slower than if it was using outside investment. Other companies, like biking apparel company ElevenPine, are doing a combination of the two.

"We started with bootstrapping and we still do some of that," said company president Jeff Curran. "Now we're using a convertible note, which is comfortable. I understand it and investors understand it. It's a challenge when you have IP but also have to move quickly. You have to be the first mover to make noise in the market. If you need a Series A, it's not easy. If you have between $1 million and $3 million, there's a narrow list of VCs who will look at you."

Looking ahead, solutions for getting investment, growing the business and getting through the hurdles outdoor companies face might lie in the community. Gomulinski said he's working on growing Active Boulder, a trade group that will be to the outdoor industry what Naturally Boulder has been for natural products in the area.

"We want to replicate the success Naturally Boulder has," he said. "There are deltas between the two industries. Financing is one component. So is the ability to create a new product — on the natural food side, you can sit in your own kitchen, play mad scientist, come up with something and start taking it to the people in the market. In the outdoor industry we don't currently have that in-between. I think the Outdoor Retailer show being here could help with that — you walk in, talk with enough people and a week later a prototype shows up at your door. With Active Boulder, we're trying to build that environment."



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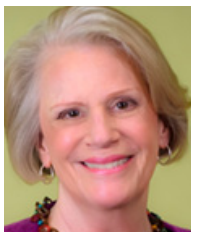
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Leadership presence can be felt in workplace

What is presence and why is it important for leaders? Presence is difficult to measure but we know it when we see it. Or, more accurately, when we feel it. A leader who is present is focused, attentive and engaged. When we experience this kind of leader the quality of their presence inspires us to be more present as well. It may sound a bit like charisma, but presence is not based on personality or style so much as self-awareness and empathy for others.



MINDFUL BUSINESS
SUSAN SKJEI

I remember when I worked at a large technology company and we had to lay off 20 percent of our workforce. The general manager of our division had to break the bad news. What impressed me about her was that she didn't flinch. But she also didn't harden up. She demonstrated presence in her ability to remain steady, communicate the situation clearly, and respond openly to the many emotions people were expressing — from relief that they might get a buy-out to anger that they might lose their jobs. She created opportunities for everyone to voice their concerns as well as offer their suggestions for the transition. At one point, she even shared her own experience about how difficult this decision had been. Yes, she was being vulnerable, but not mushy — just direct and inclusive of all of the ways people were experiencing the news.

Mindfulness practice can help us cultivate our own leadership presence — especially in difficult situations. This can be very beneficial in the workplace. Typically when faced with a problem we try to think our way out of it. Perhaps we mull it over and try to explore it from many different points of view. We might recall times when something like this happened in the past or fantasize about future scenarios. Occasionally this can be a helpful approach, but research has shown that we often come up with better solutions if we disengage from obsessive thinking and, instead become mindful of the fullness of our experience in that moment.

When we do this we get in touch with feelings of fear or anxiety that have been keeping our head spinning and face them directly. Through mindfulness we can welcome them with a non-judgmental attitude. When we bring mindful awareness to our actual experience we begin transmuting these feelings and developing empathy for what others may be experiencing as well. Instead of reacting blindly to our feelings we can bring relaxation and curiosity to the moment and new possibilities and solutions can begin to arise. In addition, we experience a sense of well-being that comes from having been courageous.

Perhaps you need to give corrective feedback to an employee or tell your customers their delivery will be late. Instead of thinking about the issue and rehearsing possible strategies try shifting your awareness to your experience of the present moment, which includes all of your thoughts, feelings and bodily sensations. A good place to start is to bring awareness to the experience of breathing — noticing the sensation of your lungs expanding and contracting with each breath.

"Research has shown that we often come up with better solutions if we disengage from obsessive thinking and, instead become mindful of the fullness of our experience in that moment."

As thoughts arise, gently label them "thinking" and return to the breath. Do the same with feeling and sensation, always returning to the experience of breathing. In this way you can cultivate leadership presence through mindfulness and bring more of who you are to your leadership role.

Susan Skjei, Ph.D., is the director of the Authentic Leadership Center at Naropa University and author of the online course Mindful at Work. Contact her at sskjei@naropa.edu

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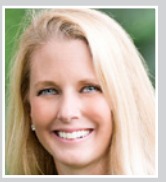
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Melissa Clary, CPA
Payroll Vault

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Inability to produce and submit these reports could result in hefty fines and penalties and incorrect reporting could be grounds for contract termination and debarment from future contracts for up to three years.

Completing a certified payroll report manually isn't impossible, but it can be time-consuming.

The Department of Labor says it takes the average company one hour to complete a certified payroll report: it can take much longer if you are employing a large staff. You'll need to provide very specific detailed information about the payroll on WH-347 forms.

This is where Payroll Vault can step in and provide a solution as your payroll processor. Our experienced staff will complete the certified payroll reports for you.

Many payroll processors will not provide certified payroll reports, but this is how we stand out from our competition.

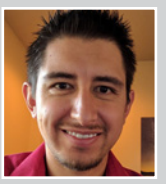
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TECHNOLOGY

2018 Cyber Threat Report



Jesse Rosales
Director of Managed Services
Connecting Point

As a managed IT services and solutions provider, it is critical that we align ourselves with the best vendors in the industry to deliver the level of service our clients trust us to deliver every single day. SonicWall is one of the most trusted names in IT security. They have been fighting the cyber-criminal industry for over 26 years defending small and medium-size businesses and enterprises worldwide. Recently, Sonicwall published their 2018 Cyber Threat Report. The annual threat report frames, compares, and contrasts advances made by both cybersecurity professionals and global cybercriminals. They recorded an alarming and eye opening 9.32 billion malware attacks in 2017 and 12,500 new common vulnerabilities and exposures and make several very interesting observations through their research.

Cyber-attacks are becoming the No. 1 risk to business, brands, operations, and financials.

"The risks to business, privacy and related data grows by the day — so much so that cybersecurity is outranking some of the more traditional business risks and concerns," said Sonicwall CEO Bill Conner. Here are some interesting takeaways from the report:

- 9.32 billion total malware attacks in 2017, an 18.4 percent year-over-year increase from 2016
- Ransomware attacks dropped from 638 million to 184 million between 2016 and 2017
- Ransomware variants; however, increased 101.2 percent
- Traffic encrypted by SSL/TLS standards increased 24 percent, representing 68 percent of total traffic
- Without SSL decryption capabilities in place, the average organization will see almost 900 attacks per year hidden by SSL/TLS encryption
- SonicWall identifies almost 500 new previously unknown malicious files each day

The 71.2% drop from 2016 to 2017 in overall ransomware attacks indicates that security focused providers and vendors were effective at rolling out solutions to mitigate overall exposure to those types of attacks such as WannaCry, Petya, and Bad Rabbit. While the total volume of ransomware attacks was down significantly year over year, the number of ransomware variants created continues an upward trend since 2015. The variant increase, coupled with the associated volume of 184 million attacks, leaves ransomware a prevalent threat. The increase in attacks and threats is also expanding to other areas of technology including encrypted traffic, Microsoft Edge browser, and hardware chip processors. This shows that attackers are becoming more sophisticated and the threat to all businesses is increasing at an alarming rate.

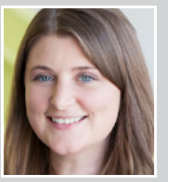
At Connecting Point, we've come to believe that an IT strategy must align with a layered security approach; meaning you must have security around the network, your users, your devices, your data, and your processes as an organization. If you'd like to discuss how Connecting Point can protect your organization against Cyber Security threats, contact us.

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ENERGY SAVINGS

Why Brinkman chose the Building Energy Scoring program



Huston Hoffman
Brinkman Senior Property Manager
Certified Apartment Manager (CAM)

BRINKMAN

We became involved in the **Building Energy Scoring (BES)** some time ago. I attended a Fort Collins Utilities workshop where Kirk Longstein did a presentation. Kirk walked us through all the ways property owners and property managers can learn about a building and understand how to improve overall water, gas and electric usages. We brought the information back to our executive team and they agreed to have us do more research into the program.



Kirk Longstein
Fort Collins Utilities
Environmental Planner

City of Fort Collins Utilities

We signed up for the ENERGY STAR® Portfolio Manager® and it's really been fun and informative using the system. I joined the BES working group to gain information on the initiative, and I always leave the meetings thinking we are going to change the world. While that seems like an overstatement, we **can** make an impact by helping our buildings perform more efficiently.

The BES initiative has allowed us to give feedback on the front end to our development and construction teams. For existing buildings, we can benchmark how they are performing. One example is a 10-year-old building we've owned for five years. Through scoring and benchmarking, we could see how the building performed before we owned it and register how it is performing now with our changes and adjustments. Even a small adjustment to HVAC settings within a building can mean thousands of dollars in savings annually for the property.

This is not just savings for property owners but also for the tenants within the buildings. Understanding these kinds of changes can also help us recommend upgrades to the building systems. Fort Collins Utilities also helps with various incentive programs that show us and our owners what their return on investment can be with different upgrades.

Benchmarking helped in Brinkman's certification as a B Corp company. To become a B Corp, companies must receive a minimum score for social and environmental performance and show how they have impacted the environment, the community and their employees. Periodically, B Corp companies need to apply for recertification, showing that not only have they continued their initiatives and programs but show how those initiatives and programs have advanced. One of the reasons Brinkman was certified as a B Corp came because of the use of the ENERGY STAR Portfolio Manager.

Additionally, benchmarking enables us to focus on best practices when it comes to managing our properties. This provides us with knowledge about what is happening in the sustainability and energy industries. It also gives us a competitive edge in our industry because we are able to provide services to our clients and tenants that other firms may not be able to provide. I would highly encourage anyone to use the ENERGY STAR Portfolio Manager.

Fort Collins Utilities would like your feedback on our BES initiative. Please take our survey at *fcgov.com/BES-feedback* or contact Kirk Longstein by phone at 970-416-4325 or email *klongstein@fcgov.com*.

BRIEFCASE

BRIEFS

New York-based **Persistent Systems LLC** will triple its space in Fort Collins in order to meet needs resulting from increased demand for its product, the Wave Relay mobile ad hoc networking technology and ancillary services. Wave Relay transmits and receives data, video, voice and other applications under the most difficult conditions. Persistent has increased its space through a lease extension, with build-out of the space to be completed in time for an opening ceremony on Oct. 1 at 5042 Technology Parkway.

CLOSING

Old Chicago Pizza & Taproom plans to close its Old Town Fort Collins location in November. The location at 147 S. College Ave. opened in 1982. Old Chicago's other Fort Collins location, 4709 S. Timberline Road, has been in operation since 2000 and is expected to keep its doors open. The chief executive of Old Chicago's parent company, **CraftWorks Restaurants & Breweries Group Inc.**, recently stepped down. Over the past few years, multiple Old Chicago locations have also shuttered, including its original location on the Pearl Street Mall in Boulder, one on Denver's Market Street and its downtown Colorado Springs branch.

Miramont closed its Wellington medical clinic, leaving that town with just one health-care provider. Miramont was Wellington's only health-care service provider until February, when **Banner Health Clinic** opened. Miramont opened nearly 10 years ago, after the departure of **Cheyenne Regional Medical Center** left the town without a health-care provider.

CONTRACTS

Black Swift Technologies LLC, a Boulder-based specialized aerospace engineering firm, was awarded a contract by NASA to develop an unmanned aircraft system designed to perform upper atmospheric observations of Venus. BST is proposing a planetary aerial vehicle that will use dynamic soaring, a method that will extract energy from the atmosphere, allowing the device to operate in Venus' unique conditions.

UQM Technologies Inc. (NYSE: UQM), which manufactures motors for electric vehicles, entered the Taiwan bus market. The Longmont-based company received an order for its PowerPhase DT system from the **Chung Shing Group**, which will evaluate the system. UQM says the system, used for full-size buses, allows for greater speed and torque range than other systems, allowing smaller motors to power large vehicles.

Boulder-based **Advanced Space LLC**, which designs software and provides specialized services for the aerospace industry, signed a two-year contract with **NASA** to continue developing a peer-to-peer navigation system for the moon. The goal is for the system to scale with increased demand and to be used for government and commercial space missions.

Boulder-based **Clovis Oncology Inc.** (Nasdaq: CLVS) partnered with **Immunomedics Inc.** (Nasdaq: IMMU) to collaborate on a clinical trial investigating the combination of their two drugs. The study will combine Clovis' Rubraca with Immunomedics' lead antibody drug conjugate, sacituzumab govitecan, for treatment in patients with metastatic triple-negative breast cancer and metastatic urothelial cancer.

DEADLINES

The **Fort Collins Area Chamber of Commerce** is accepting applications for the 2018-2019 Leadership Fort Collins class through 5 p.m. Aug. 13. The chamber established Leadership Fort Collins in 1981 to inform participants about the history, government, economy, social issues, needs and opportunity in the community. Thirty current and emerging leaders from throughout the area will be selected to participate in the program, which will begin in September and conclude in May 2019. Applications can be emailed to ahutchison@fcchamber.org or mailed or taken to the Chamber office at 225 S. Meldrum St., Fort Collins 80521.

EARNINGS

Broomfield-based **Vail Resorts, Inc.** (NYSE: MTN) showed fiscal third-quarter net income up 41.5 percent over the same period in 2017. Vail Resorts' third quarter ended April 30. Net income for the third quarter was $256.3 million, compared with $181.1 million for the third quarter one year before. Vail also reported that season pass sales for the 2018-19 ski season increased about 12 percent in units and 19 percent in sales dollars through May, compared with the same period in 2017. Vail's board has declared a quarterly dividend on common stock of $1.47 per share, payable on July 12 to shareholders of record on June 27. Additionally, the company repurchased $25.8 million of stock during the quarter at an average price of $223.51.

KUDOS

Madwire, a digital marketing firm based in Fort Collins, won the Glassdoor Employees' Choice Award that recognizes the top chief executive officers in 2018. It's the fourth year that Madwire has won the award. Chief executives JB and Joe Kellogg, founders of the company, received a 98 percent approval rating in the small and medium-sized business category. Glassdoor is a job and recruiting website that works with employers from around the country.

Leadership Northern Colorado, a collaborative leadership training program conducted by the chambers of commerce in Fort Collins, Loveland and Greeley and the community foundations based in Larimer and Weld counties, graduated its ninth class on June 26 at a breakfast event at Windsong Event Center. Members of this year's class are: **Laura Armstrong**, Heart J Center at Sylvan Dale; **Seth Baucke**, Bank of Colorado; **Avery Buser**, The Group Inc. Real Estate; **Erika Benti**, Colorado State University; **Erik Berlin**, Bryan Construction; **Marisa Donegon**, city of Fort Collins; **Ryan Dusil**, North Front Range MPO; **Bianca Fisher**, Greeley Downtown Development Authority; **Erin Frisch**, Academy Mortgage Corp.; **James Herman**, Radiology Imaging Associates; **Beth Higgins**, Poudre School District; **Rebecca Holder-Otte**, Banner Health; **Bryce Jacobson**, Greeley Tribune; **John Kloster-Prew**, Audubon Rockies; **Jennifer McLain**, Alpha Center; **Tyler Nichols**, Eide Bailly CPAs; **Clay Olson**, Transamerica Financial Advisors; **Emily Peddicord**, Saunders Heath Construction; **Lee Reiff**, Larimer County; **Sarah Rice**, Kaiser Permanente; **Sylvia Robinson**, TOLMAR, Inc.; **Daniel Roth**, Yogasacrificium; **Brian Rowe**, town of Windsor; **Joyce Saffel**, Columbine Health Systems; **Jared Shamburger**, US Bank; **Shelby Sommer**, The Brendle Group; **Nicholas Spezza**, Front Range Community College; **Derek Strader**, Banner Health; **Tara Streeb**, Teaching Tree; **Stacey Swanson**, Larimer County; **Grace Taylor**, UCHealth; and **Clint Torczon**, State Farm Insurance.

Best for Colorado, a statewide program inviting Colorado companies to strive to be the best for Colorado's workers, communities and the environment, announced its 2018 honorees, along with the Best for the World B Corporations. Best for Colorado and Best for the World are organized by **B Lab**, a nonprofit organization that serves a global movement of people using business as a force for good. Organizations in Northern Colorado and the Boulder Valley that were honored as Best for Colorado were Fort Collins-based **AYZH Inc.**, **Horse & Dragon Brewing Co.** and **Solas Energy LLC**; and Boulder-based **Fortuna Single Estate Chocolate LLC**, **Relish Studio**, **Upslope Brewing Co.**, **Avid4 Adventure Inc.**, **Organic Sandwich Co.**, **My Trail Co.** and **Modus Law Ltd.** Boulder-based **Only Natural Pet LLC** was one of three honorable-mention honorees in the category. Among the Best For the World winners were Boulder-based **Bloomin**, **Blue Dot Advocates PBC**, **Boulder Industries**, **C and L LLC dba Conscious Coffees**, **Conscience Bay Co. LLC**, **Conscious Company Magazine**, **CSMlearn PBC**, **dojo4 LLC**, **The Foundry Group LLC**, **Impact Hub Boulder**, **Jason Wiener PC**, **Namaste Solar**, **Organic India USA LLC** and **Unreasonable Group LLC**; and Broomfield-based **Altivia Solutions LLC** and **aWhere Inc.**

The Fort Collins Area Chamber of Commerce announced winners of its **2018 Small Business of the Year Awards**. **RJ's Amazing Entertainment LLC** won in the "small" category, while **Colorado Iron & Metal Inc.** took the "medium" category and **Neuworks Mechanical** took the "large" category. Honored as "new kid on the block" was **Elevate Chiropractic**. Other finalists were **BG Automotive**, **Craig Vollmer Photography**, **Jennifer Richardson Insurance Agency Inc.**, **Coan Payton & Payne LLC**, **Independent Plumbing Solutions Inc.**, **Keller Williams Realty Northern Colorado**, **Crafted Leadership LLC** and **Music City Hot Chicken**.

Boulder-based **Frasier**, the only Accredited Continuing Care Retirement Community in Colorado, received its third straight five-year accreditation from the **Commission on the Accreditation of Rehabilitation Systems**.

MERGERS AND ACQUISITIONS

Denver-based **CoBiz Financial Inc.** (Nasdaq: COBZ), with bank locations throughout the metro Denver area, Boulder, Louisville and Fort Collins, will merge with Tulsa, Okla.-based **BOK Financial Corp.** (Nasdaq: BOKF). **Colorado State Bank and Trust** is a division of BOK Financial. The institutions signed a definitive merger agreement. The transaction is valued at about $1 billion. About 75 percent of the consideration will be in stock, with the rest in cash.

EKS&H, a Denver-based accounting firm with major offices in Boulder and Fort Collins, is merging with Detroit-based **Plante Moran**. Together, the two companies will form the 11th largest audit, tax, wealth-advisory and consulting firm in the United States. The merger will be effective Oct. 1. Client service teams will remain the same, and customer fees will also not be increased because of the transaction. EKS&H has 38 employees at 1155 Canyon Blvd. in Boulder and 39 employees at 1321 Oakridge Drive in Fort Collins.

Canarchy Craft Brewery Collective, the Longmont-based owner of Oskar Blues Brewery, acquired Dallas-based **Deep Ellum Brewing Co.** for an undisclosed sum. The sale is expected to provide Deep Ellum with resources for increased production and distribution.

Splunk Inc. (Nasdaq: SPLK), a San Francisco-based big-data platform company, agreed to acquire **VictorOps Inc.**, a Boulder-based tech company that specializes in full-stack operations for DevOps teams. The deal, valued at approximately $120 million in cash and Splunk securities, is expected to close during Splunk's fiscal second quarter. Almost all of the VictorOps purchase price will be paid in cash, funded from Splunk's balance sheet.

Grey Mountain Partners, a Boulder-based private-equity firm, sold **Sunbelt Transformer**, which provides electrical power solutions for commercial, industrial and utility customers. Sunbelt, based in Sharon, Pa., and Temple, Texas, was acquired by New York-based **Trilantic North America**. Grey Mountain partnered with Sunbelt in December 2014 with the goals of expanding the product and service offering, and leveraging Sunbelt's value proposition to serve new customers. Terms of the deal were not disclosed.

Minute Key Holdings Inc., the Boulder-based maker of self-service key-duplicating kiosks, soon will have a new owner. The **Hillman Group Inc.**, a Cincinnati-based company that provides hardware solutions to retailers, has entered into a definitive agreement to acquire Minute Key. Terms of the transaction were not disclosed.

Fort Collins-based **Woodward Inc.** (Nasdaq: WWD) closed on its acquisition of **L'Orange GmbH** and its related operations for about $811 million from **Rolls Royce**. L'Orange makes fuel injection systems and has assets in Germany, China and the United States.

Pioneer Landscape Centers, based in Highlands Ranch, purchased **Midwest Materials**, a Longmont company. The acquisition is the second this year for Pioneer, which bought **Grand Materials & Supply** in Arizona earlier this year. Midwest Materials will become a Pioneer division upon finalizing the acquisition and will maintain current leadership and employees.

LogRhythm Inc., a Boulder security-information and event-management solutions company, has a new majority owner. **Thoma Bravo**, a private-equity firm with offices in San Francisco and Chicago, made a majority investment in the company. Financial terms of the deal were not disclosed. The transaction is expected to close in the third quarter of this year.

MOVES

Teltoo, a telecommunications startup that recently went through the Upramp accelerator, relocated to Boulder and is hiring a chief operations officer and employees. Teltoo is a decentralized, software-only video delivery technology that helps network operators and content owners handle traffic spikes and optimize delivery costs for live video streaming. At the end of last year, Teltoo officially relocated to Boulder from Madrid, Spain, after its experience going through CableLabs' Upramp Fiterator.

The **Food Bank for Larimer County** moved into a new headquarters building that will serve as the agency's warehouse, kitchen and administrative offices. The new facility is at 5760 Wright Drive in Loveland, near Northern Colorado Regional Airport. The building previously housed High Country Beverage.

Tact L3C, a maker of software applications for the Salesforce platform, rebranded as **Mogli**, a name derived from the Mobile GLobal Impact the company makes. The company also moved from 3055 47th St., Unit A, in Boulder to 104 Second Ave. in the Niwot historic district.

Symmetry Builders Inc. moved its headquarters from Boulder to Dacono, setting up shop in a development it helped build. Symmetry, a privately held commercial general contractor, leased 7,000 square feet of a 38,000-square-foot, flex-industrial building developed by Centennial-based Resolute Investments Inc. Symmetry built the core and shell, and handled the tenant finishes for the space it occupies that includes a 2,000-square-foot shop. The building, at 5069 Silver Peak Ave., is the second phase of Longs Peak Business Center. The center consists of two buildings, the first completed about 10 years ago by Denver-based dcb Construction Co. for Resolute Investments. The two buildings combined total about 80,300 square feet.

RockyMounts, a maker of bike racks, mounts and locks for vehicles, plans to move its headquarters from Boulder about 250 miles west to Grand Junction. RockyMounts, founded by Bobby Noyes in Boulder in the mid-1990s, will move to a business park being developed specifically for outdoor industry companies.

NAME CHANGES

Public Service Credit Union changed its name to **Canvas Credit Union**. With the rebranding, Colorado State University's one-year-old stadium has a new name. The Englewood-based credit union in April had bought the naming rights to CSU's new on-campus football stadium in Fort Collins for $37.7 million, which now is called **Canvas Stadium**. The credit union operates 28 branches across the state, including four in Fort Collins and others in Loveland, Greeley, Windsor, Broomfield and Brighton. It has about 232,000 members and 529 employees.

OPENING

First National Bank, a subsidiary of First National of Nebraska, opened a customer-service center in Greeley, initially employing 44 people. The center is located on the second floor of the bank's retail branch location at 1701 23rd Ave. in the Cottonwood retail center. First National Bank has operated in Greeley since 1994, when it acquired Union Colony Bank. The bank operates 24 retail branch locations along the Front Range, including multiple locations in Boulder, Fort Collins, Greeley, Longmont and Loveland.

Falls Church, Va.-based **Apollo Enterprise Imaging Corp.** set up a satellite office in The Oakridge Business Park in Fort Collins. Apollo, a company that provides image-management and workflow software to the health-care industry, subleased 5,000 square feet of office space at 4700 Innovation Drive from ProEnergy Services LLC.

Hale & Bradford Distillery in Berthoud opened a tasting room combined with a retail fly-fishing store, and soon, the distillery's co-owner Jim Dawe will open a restaurant in the historic Oddfellows building in downtown Berthoud. **Hale & Bradford Tasting Room & Backcut Fly Shop** is at 441 Mountain Ave. It will serve as the tasting room for the distillery.

Front Range Orthopedics & Spine, a provider of orthopedic services and sports medicine, opened the **Orthopedic Walk-in Clinic**, located at its main building at 1610 Dry Creek Drive in south Longmont.

An affiliate of **Learning Care Group Inc.** based in Novi, Mich., will open an **Everbrook Academy** child-

BRIEFCASE

care facility in Harmony Commons in southeast Fort Collins.

Waypoint Bank, the latest entrant into the Fort Collins banking market, opened a branch in 3,050 square feet of space at 2900 S. College Ave. The Cozad, Neb.-based bank in October changed its name from First Bank & Trust Co., which was using the name Mountain View Bank in Colorado. The bank in 2016 opened a loan-production office in Loveland but closed it in December, with those services shifted to the branch in Fort Collins.

Mighty Rivers Brewing Co. will open Windsor's third brewery around Aug. 1 at the corner of North Fairgrounds Avenue and Colonial Park Drive.

Ziggi's Coffee, a Longmont-based chain of coffee houses, is expanding to Greeley, its 10th location in the state. Ziggi's will open in July at 5815 20th St., near Aims Community College. **Ziggi's** has been in an expansion mode. The company opened a location in Erie in May and in October signed a franchise agreement to enter the Arizona market.

PRODUCT UPDATE

Boulder-based **Ball Aerospace & Technology** demonstrated the **Methane Monitor**, technology that can detect methane emissions remotely using piloted aircraft. The technology has applications in the oil and gas industry. Working with Stanford University and the Environmental Defense Fund Mobile Monitoring Challenge, Ball produced a high-resolution, geo-referenced image of simulated methane leaks in near real-time.

SERVICES

BizWest Media LLC updated the online version of **Boulder Valley MD**, a directory of medical facilities and providers practicing in the Boulder Valley. The 2018 directory, initially published in February, includes more than 1,200 facilities in Boulder and Broomfield counties, along with more than 1,400 providers. A digital edition of Boulder Valley MD and an Excel spreadsheet of the directory are available online.

Zayo Group Holdings Inc. (Nasdaq: ZAYO) completed a new fiber route in Western Europe. The coherent wavelength route spans from Marseille to Strasbourg, in France, via Milan. The route also provides connectivity to Paris, Frankfurt, London and Amsterdam. It leverages the fiber network it acquired from Viatel. The route is part of Zayo's efforts to expand its dark fiber and longhaul wavelength network throughout Europe.

NONPROFIT NETWORK

FUNDRAISERS

Harvest of Hope Pantry, a nonprofit organization that provides free and healthy supplemental food to Boulder residents, hosted its second annual open house fundraiser, Hops for Hope, on June 23. Money raised from the event supports the organization's food-service programs providing supplemental food to those with kitchens, as well as those without kitchens who are experiencing homelessness. Participating entities included **Avery Brewing**, the **Boulder Valley School District** food truck, **KVCU-AM 1190 radio** and **Le Pops**.

GOOD DEEDS

Rob Katz, chairman and chief executive of Broomfield-based **Vail Resorts Inc.** (NYSE: MTN), will contribute 100 percent of recently exercised stock-appreciation rights to his family's charitable foundation and donor-advised fund. The donation totals $31 million. Katz's stock-appreciation rights were set to expire. After withholding taxes, he received approximately 113,000 shares of Vail Resorts stock. Katz donated 67,800 shares and sold 45,200 shares, and will donate 100 percent of the proceeds from the sale. Katz and his wife, **Elana Amsterdam**, announced grants of $150,000 to **The Other Side Academy** in Denver, $150,000 to the **Environmental Defense Fund** and $150,000 to the **Fund for a Safer Future**.

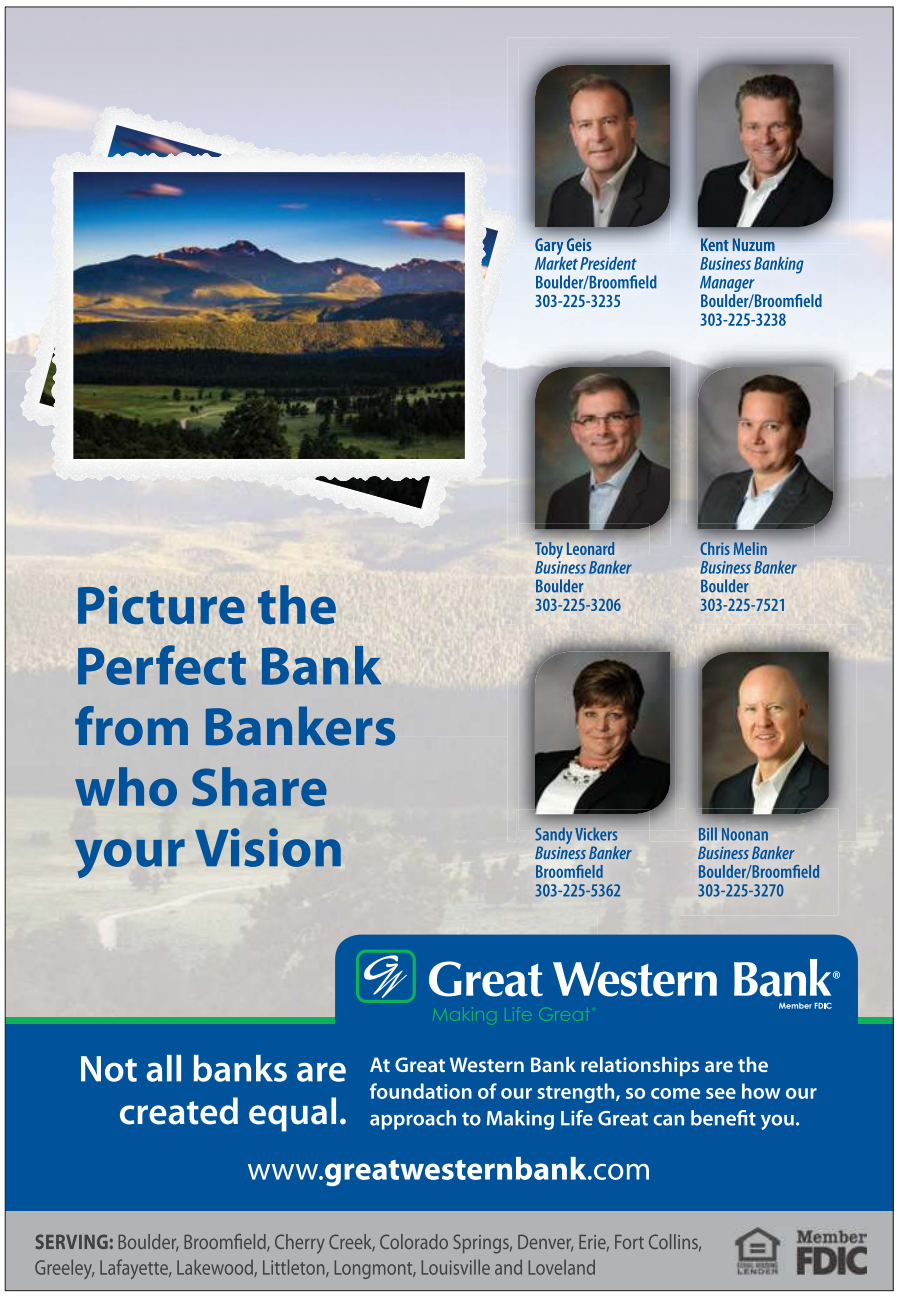
Colorado Society of Association Executives held a donation drive and collected more than $1,200 worth of baby items for **United Way of Weld County Promises for Children** during the closing luncheon of its annual conference at the DoubleTree by Hilton Greeley at Lincoln Park.

GRANTS

The **Longmont Museum** received a $20,000 grant that will enable its staff to accommodate 1,170 more area schoolchildren for tours of the museum and 70 more kids for summer camps. The grant comes from the **Equitable Access Project**, an initiative of the **Dodge Family Fund**. This summer, the money will fund full tuition for summer camps for children in Boulder and Weld counties based on need.

Out Boulder County received a $25,000 grant from the **NextFifty Initiative** to fund programming for lesbian, gay, bisexual, transgender and queer people aged 50 and older. OBC executive director Mardi Moore said the grant will help the organization serve people who have different needs than the 20- and 30-somethings she often sees at LGBTQ events.

The **University of Northern Colorado** in Greeley received a $500,000 grant from the **Colorado Department of Public Health & Environment** for a renewable-energy project that will cut the university's electricity costs and carbon emissions. The funding will allow UNC to purchase and install solar arrays on the roof of Parsons Hall on the east campus. The system will produce about 4.7 million kilowatts an hour of electricity (the average consumption for a U.S. home is about 11,000 kWh annually) with estimated savings of $176,500 over the expected 20-year life of the system. In addition, the project over the two decades is expected to reduce carbon emissions by 3,500 metric tons, the equivalent of removing from roads 749 cars driven in a year.





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BUSINESS ANSWERS FROM THE EXPERTS

INSURANCE

Small Business Insurance – why investing in commercial insurance is essential.



Jamie May
Risk Advisor
Flood and Peterson

Whether you are a startup or an established business, your business faces potential risks every day.

These risks differ greatly from one industry to another and can often change due to revised regulations.

It is important to ensure your business is properly protected when and if disaster strikes.

Insurance can be complicated. To make the insurance buying process easier, partner with an insurance broker or agent who specializes in commercial insurance. This should be a longer-term relationship with an insurance professional who you trust as your partner and advisor.

When partnering with an insurance broker or agent, the following insurance coverages are recommended to be included in your discussion:

- General Liability
- Property Insurance
- Workers' Compensation
- Errors and Omissions
- Automobile
- Directors and Officers
- Employment Practices Liability Insurance (EPLI)
- Disability and Health Insurance

Flood and Peterson

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HEALTH CARE

Front Range Geriatric Medicine



Dr. Faraz Naqvi
Columbine Health Systems

The Greatest Generation has been into their senior years for some time. Baby Boomers are now eyeing their entrance into this new chapter of life. Our senior years represent a major life change. But just as these two generations chose to actively transform their lives, we fully expect they will not settle for living their older years lying down. We are seeing and expect to see these industrious seniors transform what it means to get older.

At Front Range Geriatric Medicine, we believe life does not close down during our senior years. Far from it. We believe the late years of life will continue to provide activity, entertainment, fulfillment, fun, and happiness. But underpinning all of those is health.

Drs. Rebecca Jackson and Faraz Naqvi, along with our team of; nurse practitioners, nurses, therapists, and mental health professionals have a singular mission: to provide the best healthcare available to the senior population so they can worry less about their health and focus more on their lives. Senior medical care is all we do. And we love it!

Currently, Front Range Geriatric Medicine focuses primarily on those who either find themselves temporarily away from their homes for rehabilitation, or those who have moved to a new home providing more accessible care and assistance. These transition points in medical care can be challenging. We have found close management and oversight helps to safely spirit our patients through these times allowing them to get back to living life as they want. Our attention to the cutting edge medical protocols and use of the latest technologies helps to offer care to our patients considered the best available.

At Front Range Geriatric Medicine we realize that seniors want to live fulfilling lives on their own terms. It is our job to make sure this happens.

COLUMBINE HEALTH SYSTEMS

Dr. Faraz Naqvi
Physician and Co-Founder
Front Range Geriatric Medicine
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LAW

Transfer on Death Provisions



Brandy Natalzia
Senior Associate

What happens to a member's membership interest in a limited liability company (LLC) upon his death? Generally, a death should be treated as nothing more than a transfer of interests between the deceased member and the person who is that member's rightful heir. But what about any restrictions on transfer spelled out in the Operating Agreement? There is case law that holds that the express language in contracts (here, the Operating Agreement) addressing the disposition of the membership interest trumps contrary language in a testamentary instrument, such as a will or trust.

And what if the LLC is a single-member LLC and that sole member dies? When the decedent operates a viable business in a single-member LLC, significant value can be lost to the estate if the LLC is dissolved upon the death of the member. If there is no provision within the single-member LLC's Operating Agreement for the transfer of ownership to someone else, the LLC can become an asset of the decedent's estate. As such, it may encounter tax and probate problems. The LLC may be divided among family members, dissolved, or even sold off to people the decedent did not choose.

Consider the use of and effect of a Transfer on Death (TOD) registration of the LLC interest under the Uniform TOD Security Registration Act. Arguably, this can be used to name a TOD beneficiary of the LLC interest within the Operating Agreement. Although the TOD designation may be a powerful estate planning tool for the members, it may be difficult procedurally for the remaining members when a member passes away. It is important for the members to discuss whether they want to allow TOD designations when the Operating Agreement is being drafted and then to work with an experienced business lawyer who can help ensure that any TOD designations for the membership interests are recognized.

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ON THE JOB

PAID ADVERTISING CONTENT

ARCHITECTURE

Frank Romero | Promotion
Sopher Sparn Architects LLC


ROMERO

Sopher Sparn Architects LLC is pleased to announce the promotion of Frank Romero, LEED AP to Associate in recognition of his ongoing contributions to the firm.

"We are pleased to announce this advancement in Frank's career. He has been at Sopher Sparn since February, but in that time he's already showed initiative to furthering our firm," says Adrian Sopher, Principal. "Frank's promotion will allow him to explore a leadership role at Sopher Sparn."

Frank recently joined Sopher Sparn Architects as Senior Designer and Project Manager. Frank worked with the firm from 2003 to 2007, and since then he has continued to grow as a designer. He has designed award-winning buildings from large commercial projects to micro housing within the region. Frank focuses on the process and the craft of architecture, sustainability techniques, and the integration of technology with architecture. At Sopher Sparn, he is currently working on Boulder Zen Center, Modern West Net Zero Creative Industrial Park, Broomfield Triangle PUD, The Jewell, Lebo, and Culver Residences.

CIVIL ENGINEERING AND LAND SURVEYING

Shane Ritchey | Accreditation Received
Northern Engineering Services

Northern Engineering Services (Northern Engineering), provider of civil engineering and land surveying services in Northern Colorado, announces Shane Ritchie is now a licensed Professional Engineer in the State of Colorado.


RITCHEY


RUCH

Shane has been with Northern Engineering since 2014. His projects include the DoubleTree by Hilton Greeley Lincoln Park Hotel, Eaton Recreation Center, Aims Public Safety Institute in Windsor, CO and Fort Collins City Park Tomorrow. Shane is a graduate of the Civil Engineering program at Colorado State University. In 2017, Shane was recognized as a Who's Next Honoree for Excellence in Engineering.

Whe Shane is away from the office he enjoys playing with his dog and his pen writing robot (Mr. Right), hosting gatherings with friends and family, and travel. He and his wife, Christy Oliver, and their furry kid, Ichabod, reside in Fort Collins, CO.

Ben Ruch | ACCREDITATION RECEIVED

Northern Engineering Services (Northern Engineering), provider of civil engineering and land surveying services in Northern Colorado, announces Ben Ruch is now a licensed Professional Engineer in the State of Colorado.

Ben has been with Northern Engineering since 2013. Ben is also a graduate of the Civil Engineering program at Colorado State University. His projects include Heron Lakes Golf Course in Berthoud, The Exchange, Uncommon, and The Union on Elizabeth in Fort Collins.

When Ben isn't working, he enjoys camping, gardening, and spending time with his family. He and his wife, Catie, reside in Fort Collins with their children Emerson and Esmae.


BizWest photo/Ken Amundson

CEO Roundtable

Supply chain, tariffs, labor all issues for manufacturers

Attending the BizWest CEO Roundtable on manufacturing were, front row from left, **Nick Roe**, Hub International; **George Newman**, Front Range Community College; **Sabrina Nowling**, Elevations Credit Union; **Bryan Watkins**, Elevations Credit Union; **Matt Morgan**, Paradigm Research Optics; **Jim Sampson**, Hub International. Back row from left, **Garth Rummery**, Tharp Cabinets; **Dean Herl**, Noffsinger Manufacturing; **Jim Clay**, Advance Tank; **Paul Harter**, Aqua-Hot; **Bart Prins**, Water Pik; **Mike Grell**, EKS&H; **Bob Walker**, Walker Manufacturing; **Terry Precht**, Vergent Products. Not pictured **Tim Reeser**, Lightning Systems.

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

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


BizWest photo / Jensen Werley

CEO Roundtable

Boulder outdoor industry looks to community to solve challenges

Participants in the Boulder Valley Outdoor Industry roundtable are, left to right: **Jim Fipp**, Berg Hill Greenleaf & Ruscitti LLP; **Pat Perrin**, Berg Hill Greenleaf & Ruscitti LLP; **Matthew Kaplan**, Outdoor Industry Association; **Alex Hanifin**, Alpine Start Foods; **Rudy Verner**, Berg Hill Greenleaf & Ruscitti LLP; **Jim Lamancusa**, Cusa Tea. **Gary Gomulinski**, Alpine Bank; **Cliff Bosley**, BolderBoulder; **Andy Hawk**, Active Interest Media Mountain Group; **Matt Bennett**, ECHOS Communications; **Seth Haber**, Trek Light Gear; **Jerry Lee**, Newton Running Co.; **and Bob Bond**,EKS&H LLLP,. Not Pictured: **Jeff Curran**, ElevenPine.

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

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

BW REAL DEALS

Commercial properties in Longmont, FoCo sold at foreclosure auctions



DOUG STORUM | BIZWEST

The Longmont Medical Campus at 1551 Professional Lane has been acquired by Miami Beach-based LNR Partners Inc. in a foreclosure auction.



CHAD COLLINS | BIZWEST

The Preston Center at 2809 E. Harmony Road in Fort Collins has been acquired by Miami Beach-based LNR Partners Inc. in a foreclosure auction.

By Doug Storum
dstorum@bizwest.com

FORT COLLINS & LONGMONT — Miami Beach-based LNR Partners LLC has acquired two commercial properties, one in Longmont and one in Fort Collins, for $20.9 million in foreclosure auctions that were finalized last month.

A group of investors using the name PPG MOB Fund, registered with the Secretary of State's office using an address in Denver, defaulted on a 10-year loan of $104 million it took out to help cover the purchase of a portfolio of properties in 2003 that included the 57,287-square-foot Preston Center at 2809 E. Harmony Road in Fort Collins, and the 102,795-square-foot Longmont Medical Campus at 1551 Professional Lane in Longmont, as well as medical center properties in Golden, Centennial, Phoenix and Indianapolis.

LNR Partners LLC, a commercial mortgage special servicer, paid $18.3 million for the Longmont Medical Campus, and it paid $12.6 million for the Preston Center, according to public documents. LNR Partners did not respond to requests for information about how it will handle the properties going forward.

The lender, Morgan Stanley Mortgage Capital Inc., began foreclosure proceedings in 2016. Prior to the foreclosure, the property in Longmont was owned by the entity PPG MOB Fund IA LLC, and the property in Fort Collins was owned by PPG MOB Fund IB LLC, according to Boulder and Larimer county public records. The entities defaulted on the $104 million loan taken out in 2006, still owing $97.2 million 10 years later, according to public trustees documents.

The properties in Fort Collins and Longmont were part of a seven-property portfolio developed and managed by the Neenan Co. of Denver and Fort Collins that were sold to PPG MOB Fund I LLC for approximately $110 million in 2003, according to a report in the Denver Business Journal.

The Longmont Medical Campus was built in 2001-02 for $24 million — $21 million in construction costs and $3 million for the 12.5 acres of land — by Neenan partnering with Longmont United Hospital and Front Range Orthopedics and Spine.

The medical campus has approximately 15 tenants, including Select Physical Therapy, Health Images Longmont, Gastroenterology of The Rockies and the Colorado Sleep Institute.

The Preston Center was built in 2001. Tenants of the building include Cornerstone Home Lending Inc., Comcast Advertising Sales and Multimin USA Inc.

PROPERTYLINE

Bret's Electric opens new Frederick HQ

FREDERICK — Bret's Electric LLC has moved into its new headquarters in Frederick.

Bret's Electric's new building at 8312 Raspberry Way includes 18,000 square feet and six garage bays. The company, owned by Janet and Bret Martin, has been serving the Front Range and Northern Colorado communities for 25 years specializing in residential, commercial and industrial construction. The building combines metal, contemporary design, and architecture for a polished office and workspace.

Bret's Electric also is offering new tenant space for area businesses, totaling 9,000 square feet and including four storefronts, four garage bays, warehouse space and customizable tenant improvements.

Software firm expands to Fort Collins

FORT COLLINS — Virginia-based Apollo Enterprise Imaging Corp. has leased space in The Oakridge Business Park in Fort Collins where it has set up a satellite office.

Apollo, a company that provides image-management and workflow software to the health-care industry, has subleased 5,000 square feet of office space at 4700 Innovation Drive from ProEnergy Services LLC.

The Falls Church, Va.-based company for the past 20 years has designed software that enable clinicians and health-care institutions to capture, access, manage and share clinical imaging and multimedia content, enabling them to turn multimedia into a resource.
Apollo has hired seven employees from the local area, and may be looking to grow to 15 to 20 employees in the next year.

Jake Hallauer, executive vice president of Fort Collins-based Chrisland Real Estate Cos., was the landlord's broker on the sublease deal.

Brighton apartment buildings sell to investment company

BRIGHTON — Transwestern commercial real estate has brokered the sale of two multifamily properties totaling 76 units for a combined $9.5 million. At $125,000 per unit, the sale is a record in Brighton for vintage units, according to Senior Vice President Tom Wanberg and Vice President John Blackshire, who represented the seller, Brighton Terrace Apartments LLC.

Crestone Apartments and Phoenix Apartments were purchased by 29th Street Capital LLC with offices in San Francisco and Chicago. Crestone, a 40-unit apartment complex at 55-65 N. Kuner Road, was built in 1972 and has a mix of one-, two- and three-bedroom units ranging in size from 515 square feet to 895 square feet. Phoenix, a 36-unit apartment complex at 101-151 W. Egbert St., was built in 1962 and offers two-bedroom units. Both communities are located near the Denver International Airport Workforce Center.

"Based on the buyer's thoughtful improvements to previously acquired properties, we are excited to see how 29th Street Management transforms these assets," said Wanberg. "This record-setting price for 1970s product in Brighton affirms the strength of the multifamily market in 2018. No longer are we just seeing top prices in the core areas of Denver; rather, investors are moving into outlying areas seeking value-add opportunities."

Transactions and average sales prices

This chart compares May statistics for real estate sales in Northern Colorado 2017 - 2018:

Sub-Market	Total sales May 2017	Total sales May 2018	1-year % change ('17-'18)	Average Price May 2017	Average Price May 2018	1-year % Change ('17-'18)
Fort Collins	344	331	-3.8%	$408,179	$428,248	4.9%
Timnath	12	29	141.7%	$497,435	$597,442	19.7%
Wellington	36	24	-33.3%	$312,113	$356,269	14.1%
Greeley/Evans	194	214	10.3%	$282,989	$296,477	4.8%
Loveland/Berthoud	269	230	-14.5%	$366,516	$397,017	8.3%
Windsor/Severance	95	175	84.2%	$447,037	$417,409	-6.6%
Ault/Eaton/Johnstown/ Kersey/LaSalle/ Mead/Milliken	122	122	0.0%	$341,820	$375,732	9.9%
Estes Park	35	31	-11.4%	$438,495	$491,723	12.1%
Totals	**1,107**	**1,156**	**4.4%**	**$370,939**	**$394,859**	**6.5%**

Source: IRES

10 options if you have real estate wealth

We are all familiar with our state's meteoric increase in home appreciation. If you've got questions about what to do with your equity, we've got answers.



RESIDENTIAL REAL ESTATE
BRANDON WELLS

For any of you who've built up a portfolio of income properties, congratulations. Have you thought about what you want to do with your real estate wealth? Let's look at 10 different choices you might want to consider:

1. **Stay put.** For most investors, long-term investment in real estate historically generates the majority of wealth in a portfolio.

2. **Refinance and buy more real estate.** By using historically low interest rates to create leverage for additional investments, you can build the portfolio allocation to your desired size.

3. **Sell and move up.** Ask yourself, "Are you are living in the home of your dreams?" If you still envision upgrading in the future, then transferring equity now and using today's low interest rates could make that a reality.

4. **Sell and buy a second home.** Living in Colorado, you may have dreams of owning a mountain getaway. If that ski cabin, or condo, or place for a family gathering is appealing, it's an option you can explore with some of your investment equity.

5. **Sell and help your child/grandchild with a home down payment.** If you are an investor and considering providing down payment assistance to a loved one, you understand the fundamental benefit and wealth-creation opportunity that investing in real estate provides. In a day when affordability challenges are amplified by lean supply and demand of housing, a down payment gift can be transformed into financial independence for your children or grandchildren.

6. **Sell investment property and pay for your child's/grandchild's education.** Student loans can be a challenge for your children when they're ready to enter the workforce. Reducing or removing this debt can provide a faster start toward wealth creation and financial independence.

7. **Sell and trade.** Thinking about a different type of property investment? You can make the leap from a single-family rental to multi-family or commercial.

8. **Sell, and start collecting "mail box money."** Carry the financing for your buyers and you become a lender earning interest.

9. **Sell and try different investments.** Maybe you have aspirations of running your own business. Your real estate equity may be the means to make this a reality. You can choose to utilize your investment real estate returns on exploring these new frontiers and opportunities. You only live once!

10. **Sell and increase your cash flow.** You can reduce your portfolio and increase your cash flow. Check out the accompanying example to see what we mean.

Less is more

How can reducing your real estate portfolio increase your cash flow? Here's how:

- You own 10 houses worth $350,000 each.
- You owe $150,000 on each, leaving $2 million in equity.
- Your current monthly cash flow is $600 on each, or $6,000 total per month
- If you sell five houses, you can pay off the other five.
- Now you own five houses free and clear, worth $1.75 million
- Without mortgage payments, your new monthly cash flow is $1,450 each, or $7,250 per month

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

3 trends that could ruin your home sale plans this summer

Sellers in the Front Range housing market enjoyed a blistering spring season. Everything seemed to be breaking in favor of sellers — brisk appreciation, multiple offers, favorable terms, and generally quick sales. However, several trends are emerging that could derail (or at least diminish) a seller's summer home sale plans. Here are three of the biggest trends likely to affect our summer market:



BOULDER VALLEY REAL ESTATE
JAY KALINSKI

1. **Rising Interest Rates.** For the past several years, economists have been predicting that interest rates will rise from their historic lows (in the 3.5 percent range for a 30-year conventional fixed mortgage). It turns out that the eggheads finally got it right. Compared to this time two years ago, interest rates are at least a percent higher — and with the Fed raising their Funds Rate again at their last meeting (and with more raises on the horizon), it seems that even higher rates are coming. It seems now is an appropriate time to refer back to my article discussing the 1 percent Equals 10 Percent Rule, which is a rule of thumb that for each 1 percent increase in mortgage rates, your buying power decreases about 10 percent. When you consider this with the fact that average home prices in Boulder County have risen about 21 percent in the past two years, it means that the same buyers from two years ago can now afford 31 percent less than they could have back then.

If you're thinking, "but I'm a seller, it doesn't affect me." Think of it in these terms: that pool of buyers who would have bought your 2,000 square-foot, three-bedroom house two years ago? They can now only afford a 1,380 square-foot, two-bedroom condo. That is, the pool of buyers for your home is significantly smaller today.

2. **The market hates uncertainty.** To say this has been the least conventional presidency of the modern era is an understatement. Setting aside the human side of the geopolitical uncertainty caused by the Trump administration (alienating the G7, backing out of the UN Human Rights Council, separating families at the border, etc.), the president has decided to wage trade wars on multiple fronts. And while these acts might be appeasing his base, they are starting to have a negative effect on the economy. As of mid-June, the stock market has given back all of the gains it made in 2018, due in large part to the trade wars started with China and other countries. Speaking of China, its investments in the United States have dropped 92 percent this year, and less foreign cash means less money to invest in the housing market.

The effect of this is straightforward — when people feel uncertain and less wealthy (i.e., watching their world turn topsy-turvy and stock portfolios drop), they are less willing to take risks and make changes. And while home ownership might be the best investment you'll make, it still represents a risk, especially if you're a first time home buyer. Thus, the uncertainties in the economy will produce fewer buyers than a steadily rising market.

3. **What the frac?** The fracking industry in Colorado has flourished since a Colorado Supreme Court ruling in 2016 held that state laws trumped local bans and regulations limiting fracking. In Weld County alone, there are approximately 23,000 fracking wells, and fights are currently raging over applications to drill near highly populated parts of Boulder and Broomfield counties. Wells are being placed within 1,000 feet of schools, and this encroaching boom has generated growing health and safety related concerns, from a Colorado School of Public Health study reporting that living near fracking wells may increase the risk of cancer, to a home in Firestone that literally exploded from a leaky underground pipeline.

As the concerns grow, so will buyers' reservations about buying homes near fracking, which could slow demand in these areas. Longmont took the extraordinary step of paying two oil and gas companies $3 million to leave town and prevent future drilling. To be sure, there are competing property rights at issue, but if compromises are not reached that make people feel safe, then homeowners could see their home values fall.

In sum, our market has been red hot this spring, but there are issues on the horizon that could dampen summer sales prospects. Some of these are likely beyond our direct control, but I encourage you to make your voice heard where you feel you can make a difference. Your home's equity (and your conscience) will thank you.

Jay Kalinski is broker/owner of Re/Max of Boulder.

BW STARTUPS

Longmont startup knows the nose can be key to health

By Jensen Werley
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LONGMONT — Dana Willett is looking for a world where people prepare for bed by brushing their teeth, washing their faces and rinsing their noses.

Willett is president of SinOptim, which launched its patented first product, the ResQRinse, in March. The ResQRinse is a nasal rinse bottle that has innovated on traditional methods like the Neti Pot. While most nasal rinses require a saline solution to come out of both the nose and mouth, which can cause an uncomfortable gag reflex, the ResQRinse has a place to blow into the rinse bottle through the mouth, causing the soft palate to close off the throat and the saline to just go through the nose. The result is a more pleasant experience and hopefully more compliance from people who need to rinse because of allergies, sinusitis or surgery.

But Willett, a Longmont entrepreneur and athlete, said that everyone could benefit from a daily nasal rinse.

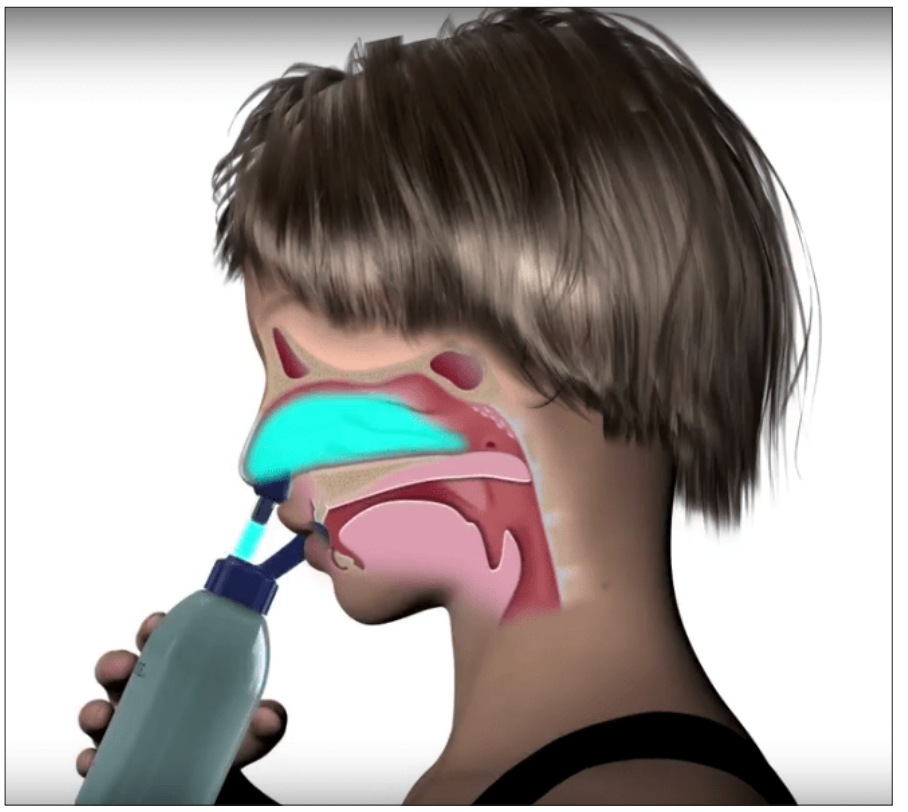
"Your sinus cavities are like your teeth," she told BizWest. "They're a signal of your health. Rinsing can reduce inflammation and clear debris that can cause infection."

Clinical studies have backed up the science of nasal irrigation, showing it can be helpful for allergies like hay fever.

"Sinus rinsing is to the 21st century what dental care was to the 20th century," Willett said. "Our environment and health habits are changing. There are applications in this for surgery, allergies and everyday health from pollutants in the air."

Before Willett came on board to run operations selling and marketing the ResQRinse, it was invented by an ear, nose and throat doctor, Stephen Chandler. Chandler was looking for a better way to get patients to actually comply with his recommendation of nasal irrigation, so he developed a prototype out of surgical tubing and 3D printing. Eventually, the founders tapped Willett as president of the company. Chandler stayed on board as the company's medical adviser and partner. Willett and two other women manage day-to-day operations and e-commerce for SinOptim.

Prior to coming on board, Willett had a background in project management and marketing in both corporate and startup environments. Willett managed the 303 Media Group, which produced 303 Triathlon and 303 Cycling, before selling the media group earlier this year to focus on SinOptim.



COURTESY SINOPTIM

Patients using the Rescue rinse place the nose piece against their nostril and blow through the mouthpiece and squeeze the bottle. Blowing closes the soft palate, which allows the saline solution to stay in their sinus cavity and come out their other nostril, rather than go into their throat and cause an uncomfortable gag reflex.

> "Sinus rinsing is to the 21st century what dental care was to the 20th century."
>
> Dana Willett
> President
> SinOptim

Willett's history as a triathlete has led SinOptim's marketing strategy for the ResQRinse, which is not only looking at its allergy and everyday uses, but for what it can mean to opening up airways and easing breathing in athletes. Willett said she uses it before swimming to open her airways and after to pick up any debris she may have picked up while swimming in Boulder Reservoir.

Since the company's soft launch in March, Willett says ResQRinse has sold about 5,000 units through Amazon, its website and wholesale to distributors, medical offices and partners. A bottle retails for $18.99, a month-long supply of packets — which contain powdered sodium and bicarbonate for a smoother, pain-free rinse — retails for $14.99. Consumers can also buy a complete kit for $49.99, which contains a bottle, three months of rinse packets and a bottle brush. Willett recommends replacing a bottle every three months, much like how you would replace your toothbrush.

Looking ahead, SinOptim is looking at partnering with doctor's offices and the military to get more people using the new form of nasal irrigation. The device can help from clearing dust from the nose to helping patients with COPD and sleep apnea.

A major goal for SinOptim, Willett said, would be to get the ResQRinse retailing in major pharmacy chains like Walgreens or CVS, or even to be on Shark Tank.

But success goes beyond landing in a major retailer. Willett said she is looking to change the culture of how society thinks of nasal health.

"I want to see people be aware of this and incorporate this," she said.

Willett shared a story of a 13-year-old boy with sinus inflammation so severe he couldn't taste his food, which led to him not eating and not being at a health weight. After daily use of the ResQRinse, he managed to enjoy eating again and gained eight pounds.

"More stories like that," Willett said, "would feel like success."

STARTINGLINE

Sadhana Beads wins Longmont startup grant

A startup that makes necklaces and bracelets, and wants to break into the yoga and meditation markets, received a $2,986 grant from the Longmont Economic Development Partnership through its Advance Longmont Startup Grant program. Sadhana Beads LLC, at 1840 Delaware Place in the TinkerMill building in Longmont, is a women-run business with a team of artists and jewelers. The team crafts necklaces and bracelets, and teaches courses on meditation geared to help women reduce stress and increase well-being, according to owner Rachel Zelaya.

FoCo watch startup closes on $500,000 investment

Vortic Watch Co. closed on $500,000 in investment from Rockies Venture Club and two Techstars co-founders. It's the second round of investment for Vortic, which makes wristwatches from refurbished antique pocket watches, and includes investment from David Brown and David Cohen, both co-founders of Techstars. Vortic gained the attention of Brown and Cohen at Fort Collins Startup Week earlier this year, when it won a pitch competition during the event.

7 startups participate in Catalyze CU cohort

Seven new companies have started in the 2018 class of Catalyze CU, a startup accelerator for ideas and technologies born out of the University of Colorado Boulder. The 10-week program started May 20 and will end in a Demo Day on July 26. The accelerator includes mentorship in finance, pitching, marketing and the legal aspects of a business, as well as resources in prototyping and media, office space and equity-free grants. The 2018 companies are Boulder Sun, EdBoard, Hearth, Quola Code, MindScribe, Noble Roots and Uzio.

Boomtown seeks applicants for health-tech accelerator

Boomtown and COPIC, a medical liability insurance provider, announced a multiyear partnership on the Patient Safety HealthTech Startup Accelerator. The program is seeking applicants for its upcoming accelerator, which will be run in conjunction with Boomtown's accelerator cohorts twice a year. In each cohort, two to four startups will be accepted to the health-tech accelerator. The program is looking for startups that empower consumers, increase efficiency, and improve outcomes for patients and medical providers. The program will guide startups through processes such as data security, HIPAA compliance, regulatory strategy, business development and other issues.

Boulder startup wins award in pitch contest

Boulder AI won the audience choice award for a Shark Tank-style pitch competition it participated in at the 2018 Embedded Vision Summit. Boulder AI, a startup that pitched an AI-embedded camera able to process data, was one of five finalists and one of two winners in the contest.

Downsides of mixing politics with electricity

There is an orchestrated campaign by climate activists to close down the Rawhide Energy Station 26 miles north of Fort Collins. In the press and at local government meetings they are pushing for the adoption of resolutions calling for 100 percent renewable electricity by 2030.

For background, Platte River Power Authority is the wholesale electricity provider for Fort Collins, Loveland, Longmont and Estes Park. This arrangement has been in place since 1973. The primary source of electricity from PRPA is the Rawhide Energy Station.

Rawhide is a mixed-use site with a coal-fired unit, natural gas and solar.

Other sources of electricity for PRPA are coal units in Craig, Colo., federal hydropower, Medicine Bow Wind Project, Silver Sage Windpower Project, and Spring Canyon Wind Energy Center.

Taken altogether, the current fuel sources used by PRPA are 62 percent coal, 19 percent hydro, 11 percent wind, 5 percent other purchases, 2 percent solar, and 1 percent natural gas.

According to the city of Fort Collins, Rawhide's "coal-fired unit is one of the most efficient in the western US. And, it also ranks among the top 10 units with the lowest criteria pollutant emissions. Due to Rawhide's state-of-the-art air quality control systems, the plant's emissions remain significantly less than state and federal air quality permits allow. In fact, Rawhide Unit One is nationally-recognized as one of the cleanest coal-fired power plants in the United States in terms of sulfur dioxide and nitrogen oxide emissions."

In 2017, PRPA commissioned a study to look at possible fuel mixes that could get it to zero net carbon. According to the study, such a path does exist.

But, when the report was published, the political agendas started. Activist groups seized upon the findings to say zero net carbon isn't good enough. They want zero carbon by 2030, forget the idea of net. In essence, shut down Rawhide.

As seductive as 100 percent renewables may sound to some, there are huge problems.

First, they are unreliable. By their very nature, they are intermittent. Sometimes the sun shines, sometimes it doesn't. Sometimes the wind blows, sometimes it doesn't. For high tech firms, manufacturers, and others power reliability is paramount.

Second, unsubsidized renewables are expensive. Renewable advocates say otherwise, but they cite taxpayer subsidized prices and usually don't include transmission costs. The actual non-subsidized all-in cost of generating and transmitting a megawatt hour (MWh) of electricity from wind is $68 compared to around $25 for electricity generated by Rawhide's coal unit.



FORT COLLINS VOICE
DAVID MAY

This will naturally result in higher electricity rates. In fact, places that have tried to go 100 percent renewables see a dramatic increase in electric rates and a significant drop in reliability.

Third, increasing electricity rates fall disproportionately heavy on the low income population tipping more families into energy poverty.

Fourth, there's the issue of economic impact and jobs. As soon as this issue was reported in the newspaper, we got calls from major employers. While supporting clean power generation, power reliability and cost matter a lot. One employer has suspended any future expansions until they see where this issue is going.

> "In the press and at local government meetings they are pushing for the adoption of resolutions calling for 100 percent renewable electricity by 2030."

Finally, PRPA has made huge investments at Rawhide since 1984. As noted previously, Rawhide Unit 1 is one of the most efficient and cleanest units in the west. Mothballing it for political reasons would be a massive waste of ratepayer resources.

The push for 100 percent renewables by 2030 is revolution when evolution is already working. Look back 150 years ago when wood was the primary source for energy in America. Then 100 years ago it was coal, followed by small amounts of petroleum, natural gas, and hydro. Compare that to PRPA's fuel mix cited above. Change is taking place.

Playing politics with a tremendous public asset like PRPA provides no measurable benefit to the earth's climate while promising harm to residents and businesses in Northern Colorado.

David May is president and CEO of the Fort Collins Area Chamber of Commerce.

BOULDER VALLEY REAL ESTATE CONFERENCE BW

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Brad Blackwell is Executive Vice President and head of Housing Policy & Homeownership Growth Strategies for Wells Fargo Home Lending. In this role, Brad is responsible for leading a number of teams that focus on advancing homeownership through the development of housing policy and strategies to implement and promote products and programs that fill gaps, at-scale, for customers and communities with specialized mortgage needs across the economic spectrum.



JOHN COVERT
SENIOR DIRECTOR WEST REGION
METROSTUDY

John Covert, Director of Metrostudy's Colorado-New Mexico Region, has been researching and analyzing housing markets since 1999. He regularly meets and consults with many of the top homebuilders in Colorado, as well as with lenders, developers, investors, suppliers, utilities, school districts, and local governments concerning trends in the local economy and their effect on the real estate market. John launched Metrostudy's office in the Denver/Colorado Springs market during the fall of 2001, and is responsible for all operations there including surveying, consulting and managing local client relationships. In the spring of 2004, he opened Metrostudy's market research and consulting practice in the Albuquerque and Santa Fe markets

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BW ECONOWATCH

Berthoud leads region in population growth

By Christopher Wood
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Berthoud ranks as the fastest-growing community in the Boulder Valley/Northern Colorado region since the 2010 Census, growing 74.12 percent in that time, with a July 1, 2017, population estimate of 8,889.

The town's one-year growth rate was also impressive, at 18.69 percent, the highest one-year growth rate of any municipality in the region.

That's according to data released Thursday by the U.S. Census Bureau, which estimates population as of July 1 each year. The 2016 numbers reflect revisions made by the Census Bureau from what was released a year ago.

"I think it's great in what it's doing for the town in terms of our future retail and commercial growth," said Walt Elish, business development manager for the town of Berthoud. "It's making us more attractive to the retail, commercial and industrial businesses now. We're getting inquiries especially from retail establishments."

Elish said growth has enabled town trustees to begin conversations about building a recreation center, something that was impossible to contemplate with a lower population.

He said a number of residential developments are bringing in new residents, projects that had languished during the Great Recession.

"The recession hit, and it pretty much stopped everything," he said, adding that development started to pick up again in after 2012.

Last year, Berthoud's planning department processed 435 residential building permits, up from 264 in 2016 and 111 in 2015. The town has upgraded its wastewater-treatment capabilities and implemented water policies that are more-favorable to developers.

Additionally, Berthoud boasts ample land for development, Elish said.

Berthoud also boasts a brand-new 18-hole, TPC Colorado championship golf course community at Heron Lakes, which has opened for play to members.

"It's going to be a considerable positive impact," Elish said, with some tournaments expected to bring in 20,000 visitors to the town.

"We're excited about what's going on with the golf course and the rest of the residential around it," Elish said.

Berthoud sits atop all Boulder Valley/Northern Colorado communities in terms of its growth rate, but all but three communities in Boulder, Broomfield, Larimer and Weld counties grew year over year, with one of the region's most-prominent cities actually losing population from 2016 to 2017. Boulder, which grew 10 percent since 2010, saw its population decline year over year by 0.67 percent, to 107,125 from 107,844 in 2016.

The slight decline in Boulder's population from 2016 to 2017 comes as the city's housing costs soar. The city twice last year saw the median housing price exceed $1 million, and the median price for April 2018 set a new peak, at more than $1.2 million. That could be causing some residents to look elsewhere for more-affordable options.

Jay Kalinski, broker/owner with Re/Max of Boulder, said, "I have no doubt that the higher housing prices and the combination of ever-increasing rents," as well as lack of inventory, contributed to the population decline.

He said that city policies such as growth limits, height restrictions, zoning restrictions and other policies could be additional factors.

"I would say it's mildly surprising, but I think it's to be expected, if you keep putting in place new policies that drive people out and make it unaffordable," Kalinski said. "You shouldn't be surprised when fewer people can afford to be here. The city policies may be coming home to roost a little bit. It's interesting to see the effect of these policies that have started to play out."

Like Boulder, Estes Park and Superior lost population from 2016 to 2017, with Estes Park declining slightly, by 0.16 percent, to 6,339. That number still represented an 8.21 percent gain since 2010. Superior's population declined 0.83 percent from 2016 to 2017, to 12,951, but was still up 3.75 percent since 2010.

But the overall trend remains rapid growth, especially compared with the 2010 Census. The region's largest community remains Fort Collins, at 165,080.

Berthoud's growth tops region

Berthoud's population surged more than 74 percent since the 2010 Census, with one-year growth of almost 19 percent. Population estimates are as of July 1, 2016, and July 1, 2017.

Municipality	2010 Census	2016 estimate	2017 estimate	1-year growth	Growth since 2010 Census
Berthoud	**5,105**	**7,489**	**8,889**	**18.69%**	**74.12%**
Johnstown	9,887	14,885	15,478	3.98%	56.55%
Wellington	6,289	8,422	9,527	13.12%	51.49%
Frederick	8,679	12,025	12,687	5.51%	46.18%
Firestone	10,147	12,884	13,825	7.30%	36.25%
Windsor	18,644	24,311	25,330	4.19%	35.86%
Lochbuie	4,726	5,814	6,353	9.27%	34.43%
Mead	3,405	4,511	4,575	1.42%	34.36%
Erie	18,135	23,031	24,234	5.22%	33.63%
Dacono	4,152	5,238	5,545	5.86%	33.55%
Milliken	5,610	6,583	7,014	6.55%	25.03%
Broomfield	55,889	66,509	68,341	2.75%	22.28%
Brighton	33,352	39,184	40,562	3.52%	21.62%
Eaton	4,365	5,048	5,224	3.49%	19.68%
Lafayette	24,453	28,015	28,328	1.12%	15.85%
Louisville	18,376	20,719	21,128	1.97%	14.98%
Loveland	66,859	76,080	76,701	0.82%	14.72%
Fort Collins	143,986	162,308	165,080	1.71%	14.65%
Greeley	92,889	103,369	105,448	2.01%	13.52%
Fort Lupton	7,377	7,865	8,163	3.79%	10.65%
Evans	18,537	20,129	20,470	1.69%	10.43%
Boulder	97,385	107,844	107,125	-0.67%	10.00%
Longmont	86,270	92,917	94,341	1.53%	9.36%
Estes Park	5,858	6,349	6,339	-0.16%	8.21%
Superior	12,483	13,059	12,951	-0.83%	3.75%

Source: U.S. Census Bureau

THE TICKER

State marijuana report shows growth in industry

State officials issued 376 new business licenses for adult- and medical-use marijuana in 2017, according to the year's annual report from the Marijuana Enforcement Division of the Colorado Department of Revenue. Adult-use is continuing to grow, accounting for 77 percent of the new business licenses issued in 2017. Adult-use cultivations alone accounted for 38 percent of new business licenses. An average of 1,440 new occupational licenses were issued per month in 2017. Occupational licenses allow employees or vendors to work within the medical or retail marijuana space. The number of active occupational licenses increased by 20 percent in 2017, but on average, only 32 percent of occupational licenses are renewed. Combined, medical and adult-use business licenses grew slightly month-to-month in 2017. In January, the total licenses were 2,922 in Colorado. By December, there were 3,051. However, much of that growth stems from adult-use, which grew from 1,353 licenses in January to 1,520 in December. By the end of the year, adult-use licenses were nearly equal to medical-use licenses, which decreased slightly from the beginning of the year to the end. Plant cultivation grew: On average, there were 121,197 more plants cultivated per month in 2017 than 2016, equaling a 14.6 percent annual growth rate. The total weight of usable marijuana produced in 2017 was 999,022 pounds. Sales have also increased. The total weight of flower/ bud sold in 2017 was 411,143 pounds. Of that total, 172,997 pounds were from medical sales, while 238,149 pounds came from adult-use sales. The margin between adult- and medical-use flower sales increased from 24 percent in January 2017 to 44 percent in December 2017. Adult-use edibles sales far eclipses medical-use sales for edibles: 9,295,329 units of adult use compared with 1,851,09 units of medical sold in 2017. There were also more adult-use non-edible infused products sold than medical use: 843,636 versus 210,823.

Report: Clean energy fuels 57,000 Colo. jobs

More than 57,000 Coloradans work in clean energy and are spread over every county in the state, according to a new analysis of energy-jobs data by the national nonpartisan business group E2 (Environmental Entrepreneurs). Boulder, Larimer and Weld counties account for 11,000 of those jobs — 4,940 in Boulder, 3,108 in Larimer and 2,958 in Weld. Overall clean-energy jobs grew slightly to 57,591, up from 55,344, with energy efficiency leading the way with more than 32,000 jobs. Wind and solar energy combined for an additional 15,000 jobs, powering renewable energy in Colorado to rank seventh among all 50 states and the District of Columbia.

Two Longmont firms win eco-devo grants

Two Longmont-based companies, Nature's Root and the Longmont Climbing Collective, received grants by the Longmont Economic Development Partnership. The collective, a climbing gym and fitness facility, will receive $3,000 from the Advance Longmont Startup Grant program. Nature's Root, a hemp product manufacturer, will receive $6,000 from the Advance Longmont Target Industries Grant program.

Opt-in or opt-out with "choice architecture"

Would you rather be in Germany or Austria if a family member needs an organ transplant during your vacation? Ever wonder why service "renewal" is easy and automatic while the "cancellation" is on another page, in small print and takes work? We make many of our selections based on how the choices are presented rather than the merits or benefits.



LEADERSHIP
RICK GRIGGS

You might not deal with organ donations or service subscriptions but you can still use choice architecture to offer prospects, customers and investors options that turn in your favor. Choice architecture acknowledges that humans usually prefer to agree than disagree. History and research show that we also prefer to take no action rather than to do something. This powerful human tendency can be used for you and your business efforts.

> "Choice architecture acknowledges that humans usually prefer to agree than disagree."

You have the power to design questions and present options in ways that double the positive responses for you and your business. Like me, you've probably heard a dispirited Girl Scout, sales clerk or entrepreneur say or imply, "You probably don't want to buy (cookies, magazines, clothing, vehicle, shares, etc.)" A simple nod gets you off the hook.

On the other hand when you hear, "I can tell you'd love to purchase (cookies, magazines, clothing, vehicle, shares, etc.)," you're more likely to enter into the transaction. How we build and structure our questions is a pivotal factor in getting what we want or need.

Opt-in: With no action on your part, you remain uninvolved with the product, service or option. In order to be an organ donor in the United States you must expressly choose to opt-in. The red heart on your driver's license signifies your choice to opt-in to be a donor.

Opt-out:With no action on your part, you remain involved with the product, service or option. With what's called "deemed" or "presumed" consent, citizens of countries such as Austria, Belgium, the Czech Republic, Norway, France and Spain, are automatic organ donors unless they register on a rejection list.

Choice architecture comes into play when we arrange opt-in vs. opt-out options in ways that channel the final result. When the waitress asks, "Ready for another beer?" a mumble, grunt or head nod results in a fresh one. The novice waiter who asks, "Looks like you might be done?" ends up with fewer sales and tips.

Eight ways to win with choice architecture:

- Assume the candidate wants to work for your firm — speak to them as a team member.
- Assign top talent to the critical project and allow them to opt-out if they choose.
- Be bold in deciding when someone is ripe for a promotion — assume it's done and let them make the final decision.
- Begin the paperwork during important transactions — make visible notes and changes.
- Start with yourself — use exercise, rest, meditation and music to ready your mind for positive outcomes.
- Speak in positive and optimistic terms whether or not you feel the matching emotions.
- Force yourself to smile — practice with a mirror or by taking multiple selfies (erase the bad ones). A smile is a good path to "yes."

Arrange options in ways that the customer can say yes with little or no effort.

Car salespeople are masters at choice architecture. They will ask which colors, options or features you prefer, not whether or not you plan to buy the car. The customer wants to be agreeable and liked. Saying "yes" has social and survival benefits.

If you ever need that organ, you want to be in Austria where more than 90 percent of the population have done nothing (default) and remain in the country's presumed donor program. In Germany, only 12 percent have opted-in after taking action to enroll in the program.

Rick Griggs is the former Intel Corp. training manager and inventor of the rolestorming creativity tool. He speaks on mastery, balance and innovation. Contact him at rick.griggs83@gmail.com



BEST for COLORADO

Honorees Recognized for Their Positive Impact on Colorado Workers, Communities & the Environment

At the Best for Colorado Awards Gala, sixteen companies received an award in recognition for their high scores on the B Impact Assessment, based on performance by impact area in three categories; environment, community, and workers.

Best for Colorado Honorees

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Fortuna Single Estate Chocolate LLC Boulder
Van Meter Williams Pollack LLP Denver
Relish Studio Boulder
Horse & Dragon Brewing Co. LLC Fort Collins
Saunders Construction Inc. Englewood
Upslope Brewing Co. Boulder
Avid4 Adventure Inc. Boulder
My Trail Co. Boulder
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BW COMMENTARY

Progress on transportation funding isn't enough — maintain pressure to fix Colorado roads

Colorado civic and government leaders should keep their feet on the gas when it comes to measures to boost transportation funding in the state.

Gov. John Hickenlooper deserves praise for supporting and signing a measure that will pump $645 million into Colorado transportation projects in 2018 and 2019. While it makes up for only a fraction of the estimated $9 billion shortfall for needed transportation projects in the state, the Denver Business Journal's Ed Sealover notes correctly that the new funding represents an important milestone as the biggest increase in transportation funding in a decade.

Hickenlooper signed the measure — Senate Bill 1 — May 31, in Big Thompson Canyon outside Loveland, where the 2013 floods wreaked havoc with U.S. Highway 34, and where major road work has been ongoing ever since.

But anyone who travels on the state's highways, including Interstate 25 through Northern Colorado, I-70 through Denver or — increasingly — U.S. Highway 34 between Greeley and Loveland, will recognize that far more needs to be done.

Gridlock already takes over on vast stretches of highway, and it will only get worse with expected increases in population, especially in Adams, Larimer and Weld counties, as well as the Denver metro area.

In the end, voters will decide how much value they place on transportation improvements. Two competing transportation-funding measures could wind up on the ballot this November, with one involving a tax increase and bonding authority. That measure, Initiative 153, is supported by the Metro Denver Chamber of Commerce and the Colorado Contractors Association. It would hike the state sales-and-use tax by 0.62 percent for 20 years, taking the rate to 3.52 percent beginning Jan. 1.

The Colorado Department of Transportation could issue up to $6 billion in bonds as part of the measure, putting a big dent in the funding shortfall.

The other measure, Initiative 167, would allow the state to issue $3.5 billion in bonds, but would requirement repayment of the debt service with current revenue streams. That measure likely would result in drastic cuts to other parts of the state budget, perhaps as much as $5.2 billion, according to the Colorado Association of Commerce & Industry.

For our part, we believe that congestion has gotten so severe that voters are likely to support something aggressive. They — like we — are tired of sitting in traffic.

Congress: Hands off small business

Living in Northern Colorado, I don't pay much attention to Washington, D.C. But recently I watched congressional hearings that unnerved me a bit, and I am concerned that Congress is preparing to inadvertently hurt millions of small businesses including those that employ 1.1 million Coloradans.



GUEST COLUMN
JEREMY HOWIE

Since 2010, my company has helped hundreds of of Colorado small businesses improve their digital marketing. Our clients and many small businesses use Facebook, Instagram, Google, Pinterest, YouTube, LinkedIn and other platforms to identify potential customers, deliver valuable content, and reap the rewards of new business. Digital marketing works very well for both businesses and consumers. So what is the problem?

My eyes opened wide a few weeks ago when I watched Facebook CEO Mark Zuckerberg testify in Congress. It was obvious that our elected officials who interrogated him mean well, but it was even more obvious that some in Washington have very little idea of how Facebook works, or how well it works for millions of American small businesses. I suspect they know equally little about how Google works and how much it benefits small business.

I understand why people (and Congress) are worried about companies like these having too much of our personal information and the risks of disclosure. Identity theft is a growing problem, and certainly the big banks and retailers have lots of financial information so they are frequent targets of hackers and data thieves.

But millions of small businesses operating on the Internet want nothing to do with your personal data — not even your name — unless you directly choose to share it. If Congress "fixes" the data privacy problem by regulating digital platforms and reducing their capabilities, I am sure that small businesses will be harmed far more than the giant digital companies as a result.

For small businesses — especially startups with very small budgets — today's digital platforms offer inexpensive ways to reach prospective customers and learn which products, features and prices they value most. Should we sell one razor for $1 or three razors for $5? Will consumers like silver or black better? The bottom line for business is to identify interested consumers, learn what they value, and then offer that value or better.

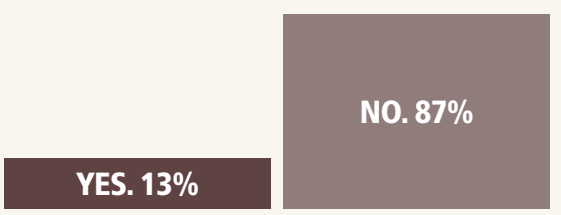
Most businesses make a point of knowing their customers, communicating with them frequently and trying to anticipate their needs. New businesses are different because they need to test more, experiment in the market and then adapt offerings to consumer feedback. Digital marketing allows startups to do this quickly and inexpensively, and in doing so digital marketing dramatically reduces the cost of starting a business.

Traditionally, marketers have been able to buy advertisements targeting certain audiences. For example, ads might be seen in certain zip codes (based on a magazine's circulation), heard by educated classical music fans (based on a radio station's audience), or seen by well-paid office workers commuting to downtown (based on traffic pattern data). Digital marketing works the same way, but the interaction between digital platforms and consumers are more frequent and more detailed,

Please see **Guest**, page **79**

BW POLL

Do you support businesses severing their ties to the National Rifle Association?



Next Question:
Would you support an increase in the state sales tax to address Colorado's transportation-funding shortfall?

Yes

No

Visit www.BizWest.com to express your opinion.

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VOLUME 37, ISSUE 8

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Guest, from **78**
though still anonymous.

Let's not forget that digital marketing also creates efficiencies for our best efforts. In 2013 after my brother's suicide, in just a few weeks I raised more than $5,000 for a suicide prevention organization from people whom I had never met. Their digital data trail allowed me to reach them, tell my brother's story through video, and solicit contributions for an organization that is close to my heart. Today, with improved technology, I could raise much more money in much less time — just as charities and politicians do using the same techniques as small business.

If Congress goes after Facebook and Google with aggressive new regulations, I know those companies will hire lawyers, hire programmers, and find a workaround that keeps them strong and profitable. America's small businesses will not have those resources, so many will struggle or shut down. That would be a sad and painful consequence for the American economy and those businesses, as well as their employees and all Americans who value our communities and our neighbors.

Jeremy Howie is CEO of Enlightened Marketing LLC, a digital marketing firm based in Northern Colorado. He is a founding member of the Connected Commerce Council board of directors and a member of the Facebook Small Business Council.

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