

Tasty lure to hotels

Sage Hospitality grows its secret weapon, a restaurant group.

ED SEALOVER, 27



SPECIAL REPORT

Business of Aging

In Colorado, people over age 65 are the fastest-growing group in the state, up 29 percent in the last five years. For business, older Coloradans represent an unprecedented opportunity.

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Growing interest in investments

Managers of the Broncos stadium are looking at higher-scoring funds. **MONICA MENDOZA, 26**

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Teaching lessons through dance

Cleo Parker Robinson has given a lifetime of creativity to Denver. **JUSTIN GUERRIERO, 30**

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Fair and accurate coverage is at the heart of our mission. We will promptly print corrections of substantive errors. If you believe incorrect or unfair information has appeared in the Denver Business Journal, please contact Editor Neil Westergaard.

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- ▶ **Dec. 30** Wealthiest zip codes
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- ▶ **Jan. 13** Law Firms ranked by number of attorneys

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In our latest Take3 video: Ed Sealover visits restaurant incubator Avanti F&B. Go to bizj.us/1oyy69

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The Westin Denver
Downtown Hotel

To submit a nomination for awards, go to DenverBusinessJournal.com/nomination.

- ▶ **40 Under 40**
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- ▶ **2017 Top Women in Energy**
Deadline: Jan. 13, 2017

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▶ CONTACT US

- PRESIDENT & PUBLISHER:** Pete Casillas
303-803-9210, pcasillas@bizjournals.com
- EDITOR:** Neil Westergaard, 303-803-9220
nwestergaard@bizjournals.com
- NEWS DIRECTOR:** Mark Harden
303-803-9227, mharden@bizjournals.com
- PRINT EDITOR:** Boots Gifford
303-803-9224, bgifford@bizjournals.com
- RESEARCH DIRECTOR:** Connie Elsbury
303-803-9223, celsbury@bizjournals.com
- SOCIAL ENGAGEMENT:** Caitlin Hendee
303-803-9226, chendee@bizjournals.com
- ADVERTISING DIRECTOR:** Denise Jendrusch, 303-803-9250
djendrusch@bizjournals.com
- AUDIENCE DEVELOPMENT DIRECTOR:** Janet Wambolt, 303-803-9280
jwambolt@bizjournals.com

GENERAL CONTACT INFORMATION
Denver Business Journal L.L.C
1660 Lincoln St. Suite 2300
Denver, Colorado 80264
303-803-9200 (phone)
303-803-9203 (fax)



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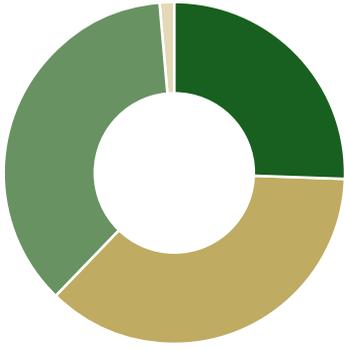
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DBJ ESSENTIALS

► THE PULSE



Should Donald Trump sell off his businesses?

- **25.8%** Trump should sell off all his businesses.
- **36.5%** Trump should put his businesses in a blind trust managed by non-family members.
- **36.5%** Trump should turn over his businesses to his family.
- **0%** Trump should continue to run his businesses himself.
- **1.2%** Other

We received 85 responses.

NEW QUESTIONS

1. Is your company paying a holiday bonus to employees this year?
2. Which parts of Obamacare should Trump and Congress keep in place?

► Give us your opinion at DenverBusinessJournal.com/pulse.

EDITOR'S PICK

Aging business is booming

In this issue, the Denver Business Journal explores the business of aging – from companies that help people find homes for their aging parents to technological advances that make life easier for seniors to transportation challenges faced by an aging population.

The aging of the baby boomer generation holds profound changes in the economy and workforce. The youngest boomers are only in their early 50s, still at their peak in terms of earning power. And together, boomers represent an estimated \$3 trillion in spending power, one of the reasons they are considered “still vital after all these years” to retailers.



Baby boomers: “Still vital after all these years”

NEIL WESTERGAARD,
Editor in chief

We’ve assembled stories dealing with all these issues and more. This information is going to be increasingly key to understanding where the economy in Colorado and the nation is going in the years ahead.

“Business of Aging” is the result of a effort by DBJ staff under the direction of Print Editor Boots Gifford and designer Jim Carr.

I hope you enjoy this special presentation of the DBJ in print and watch for our companion video online by photographer Kathleen Lavine, who interviewed many of the sources we talked to for our stories.

► TWEETS OF THE WEEK

[Re: Parker hotel divides residents, businesses]

Building so much in the area, why not push out what “small town” feel all these towns have left, right??

JESS, Colorado @faithfamilytrio

[Re: SendGrid closes on \$33 million funding round]

Congratulations @SendGrid Excited for you. Equally for Denver, a job magnet for millennials – Our tech (blush blush) Shangri-La.

CHRISTIE, @kvconstant

[Re: New Colorado Senate committee will focus on energy, environment]

We’re going to have to keep a close eye on all our federal land.

LISA, Colorado @2lisa4

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Business of Aging

STILL VITAL AFTER ALL THESE YEARS

The generation of people born after World War II, from 1946 to 1964, remains an economic powerhouse even as they age and approach retirement. And business, colleges and universities and government are taking notice.



PHOTO ILLUSTRATION: KATHLEEN LAVINE, BUSINESS JOURNAL

MONICA MENDOZA
mmendoza@bizjournals.com
303-803-9230, @mmendozaDenBiz

BABY BOOMERS – TALK ABOUT a generation.

They've been an economic powerhouse almost since the day they were born in those years between 1946 and 1964.

Almost 75 million of them are alive in the United States today, influencing everything from fast food to fancy coffee. Gerber baby food was created just for them. They made Toyota the must-have economy car. And Nike became the shoe to wear when they were yuppies.

And now they are estimated to have \$3 trillion in spending power and the youngest boomers are just 52 years old – at the height of earning power. In Colorado, people over age 65 are the fastest growing group in the state, up 29.4 percent from 2010 to 2015.

And while the oncoming retirement of the Boomers was once viewed as an economic threat, because it was thought they'd be a drain on government programs, now it seems they are changing the narrative about the future of aging.

Cumulatively, each adult turning age 65 and older in metro Denver from 2014 to 2040 contributes about \$380,000 of the metro Denver's gross domestic product (GDP), the value of the good and services produced locally. They

will also account for \$1.25 million in personal consumption and they create 4.8 jobs through direct and indirect spending, according to Denver Regional Council of Governments.

"There is one thing I would tell the economists who are gloom and doom – don't underestimate the baby boomers," said Brent Green, whose Denver-based marketing firm specializes in boomers and generational marketing.

Xavier Gitiaux, economist at Denver Regional Council of Governments, said it used to be the conventional wisdom that the large 65 and older crowd was going to be a drain on the economy – that somehow they would only be living off the system.

But, his research of metro Denver found that the 65 and older residents spend more than any financial stress they added to the state's budget.

"We found, yes, they do have some costs," Gitiaux said. "Some of medical expenses are paid by the state. But the impact remains positive."

Even in a scenario where 70 percent of Medicare, Medicaid and Social Security are paid by the state and local governments, an older adult still has a positive impact on the Denver economy, he said.

"They have a fixed income – Social Security or assets not affected by the labor market or economic cycles," he said. "And, they consume a lot of services – nursing, housing, retail, entertainment – and what they consume has to be local."

The result, he said, is that each dollar spent by

an older adult has a strong multiplier effect that directly impacts local markets and then trickles down to other Coloradans.

"Aging of the Denver population, although challenging, could be an economic opportunity as long as the city is prepared to adjust to its older adults' consumption behaviors regarding health-related needs, age-friendly housing, communities and goods," Gitiaux said.

Keeping boomers in metro Denver has become an economic focus for the Denver Human Rights and Community Partnerships, which is working with other city and state organizations on a five-year strategy to make Denver age friendly, said Amanda Gregg, director of the Denver Office of Aging.

The focus for the 65 and older group is in five areas: social health, housing, transportation, coordinated services and employment opportunities.

"Right now, they are very valuable and essential," Gregg said. "When you look at the numbers and spending power and staying in the workforce – the traditional view of retirement is no longer it."

AARP estimates, nationwide, that boomers have an annual economic impact of \$7.5 trillion, spending an estimated \$3 trillion on goods and services. And boomers nationwide hold an estimated \$15 trillion in assets.

In 2009, in the wake of the Great Recession, boomers were spending about \$55 a day. In



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Seniors who don't drive can be cut off from vital services without help. **6**

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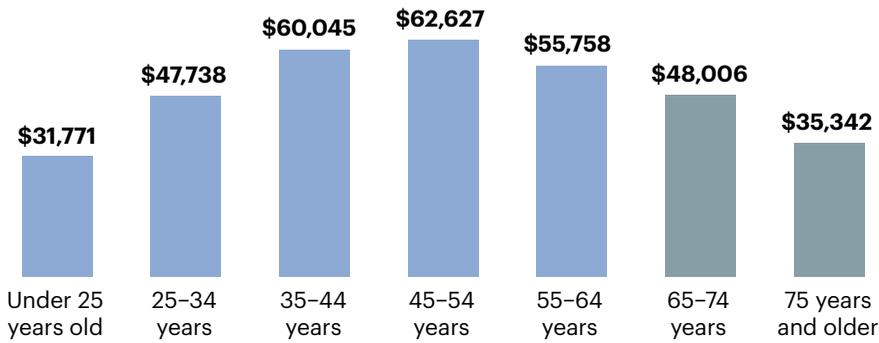
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Business of Aging

TOTAL SPENDING BY AGE GROUP

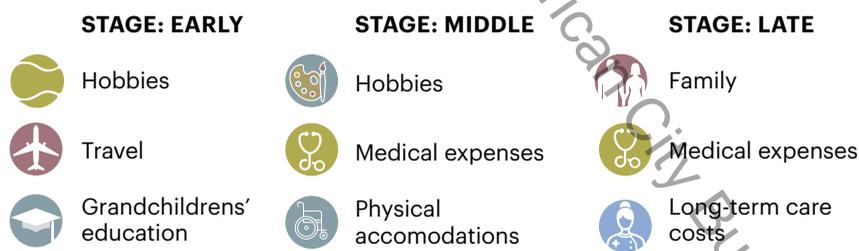
Household spending on everything from groceries to housing in Denver metro area. 2014.



Source: Consumer Expenditures Survey, Denver Regional Council of Governments

SPENDING BY STAGE OF RETIREMENT

Major categories of spending change as people move through retirement.

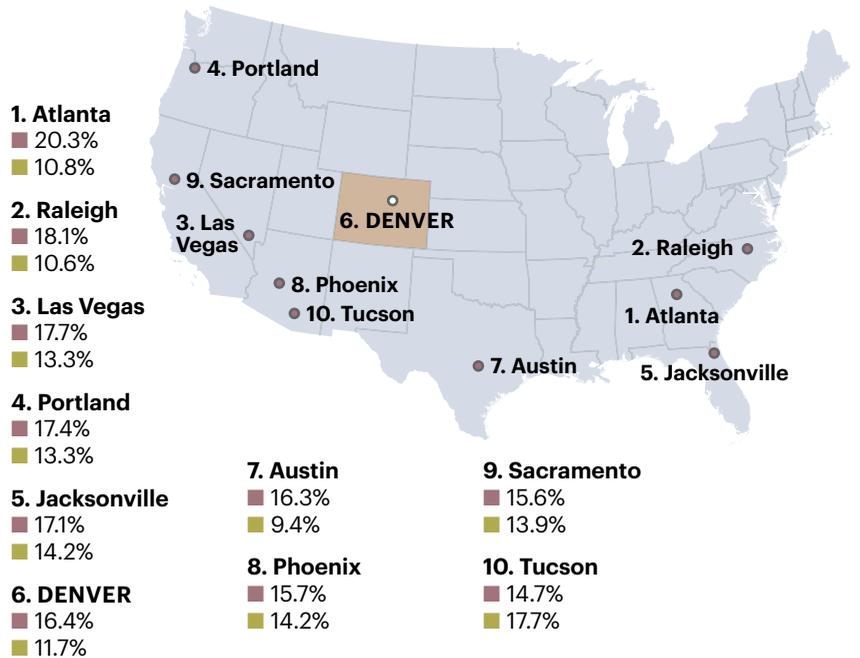


Source: Great-West Financial

MOST MATURE CITIES

Most of America will become more senior-dominated in the coming years, but some cities more than others. Here are the most rapidly aging cities in the U.S. in 2014. Denver ranks sixth, with a 16.4 percent gain in over age 65 population from 2010-2014.

- Growth in over age 65 share of population, 2010-2014
- Over age 65 share of population, 2014



Source: Forbes, 2014 American Community Survey data

2015, their daily spending had gone up to \$105, according to a Gallup 2015 survey.

What boomers spend their money on depends on how much they have saved and whether they are leading edge – in their 70s, or at the tail end – in their 50s of the boomer spectrum.

Either way, they are pouring money into the economy.

Consider just the state's 90,000 retirees in the Public Employees' Retirement Association who receive \$3.51 billion a year from their pensions. That translates to about \$5.2 billion in economic output or "an infusion of income into the local economy that creates a chain of economic activities whose total impact is greater than the initial retirement distribution payment," the 2015 annual Colorado PERA economic and fiscal impact report said.

Third in the nation

In Colorado, the 65 and older population is the No. 3 fastest growing in the country, up 29.4 percent from 2010 to 2015. That is compared to overall state population growth at 8.5 percent growth.

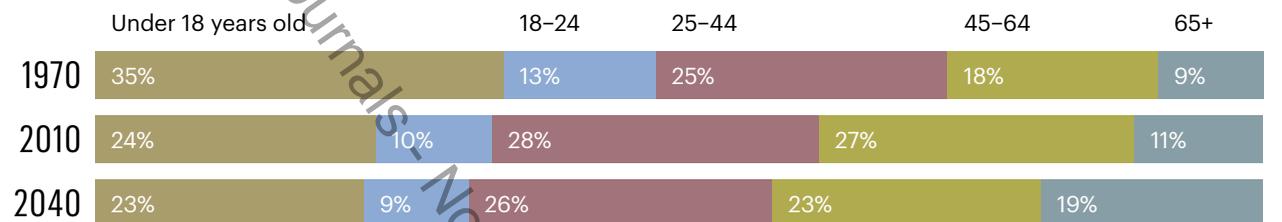
Since 2000, Colorado's 65 and older population has grown faster than the total state population – the first time this has happened in Colorado's history, according to the Colorado state demographer in a 2016 report on aging.

"As they age, thinking of their wealth, it is at a higher level than millennials who are just coming up through their careers," Gregg said. "Older adults spend more money in the economy."

The good news for the Colorado economy is they have an economic gift they will keep giving for at least 20 more years.

GRAYING COLORADO

Population estimates call for doubling the percentage of Colorado residents over age 65 by 2040.



Source: Colorado Department of Local Affairs, State Demography Office

ing for at least 20 more years.

By 2020, metro Denver residents age 65 or older will represent about 13 percent of the region's population. And by 2040 they will represent an estimated 21.5 percent.

It's time to rethink retirement spending, said Nag Odekar, vice president and head of marketing, individual markets at Great-West Financial in Denver.

"Hey if you're are going to retire, it's highly likely, especially if you are a woman, you'll have 30 years in retirement," he said. "We need an updated view of retirement."

A report by Great-West Financial describes three phases of retirement. In the early years of retirement, people are spending money on hobbies, travel and grandchildren.

In mid-retirement, medical expenses and physical accommodations become part of the spending focus, Odekar said.

"The final stage of retirement is the hardest thing to talk about – health deteriorates, mobility

deteriorates," he said. One has to think about hiring someone to do simple things, like change the light bulbs, he said.

Currently, 35 percent of the 65 and older group will enter a nursing home, according to the state's Department of Local Affairs.

There are different spending patterns you see post retirement, said Laura Argys, professor of economics, associate dean at the University of Colorado Denver. It depends on income distribution, she said.

"There are plenty of retirees who's primary income is Social Security," she said.

And that means a reduction in total spending over time, she said. Social Security is at some risk as it is currently funded and will face financial challenges, she said.

"But the boomers are big enough they will get political attention," she said. "Politically and as a market force, boomers will get a lot of attention. It will change, what and who caters to boomers."



EDUCATION

Colleges adapt to the aging population's demand for training. **22**

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MORE ONLINE

This report continues at DenverBusinessJournal.com.

ONLINE NOW

Video: Experts and seniors weigh in on aging issues.

Business of Aging

Seeking transportation solutions

Seniors who don't drive can be cut off from vital services without help



Hank Braaksma is director of transportation for the Seniors Resource Center, which gives rides to seniors in Denver, Jefferson, Adams and Arapahoe counties.

KATHLEEN LAVINE, BUSINESS JOURNAL

BY CATHY PROCTOR
cproctor@bizjournals.com
303-803-9233, @CProctorDenBiz

With Colorado's growing population of seniors, getting around – to see the doctor, friends and family – is becoming a crucial question for thousands of people.

There's not enough money to meet the existing need, according to those who work in the sector.

But there are tests underway in the Denver area that could show how ride-sharing companies, such as Uber and Lyft, can augment existing transit options in the future.

"There's a problem, and it's broad in scope," said Hank Braaksma, the director of transportation for the Seniors Resource Center, which gives rides to seniors in Denver, Jefferson, Adams and Arapahoe counties.

It's a big area, with a lot of people, and not enough money to meet all the needs, said Braaksma, who has spent more than 30 years as the Denver-based nonprofit center's transportation director.

"It's about 1,000 square miles and inside of that we're looking at about 3,000 unique users. Some may take us once or twice a year; others take us three or four times a week. We're looking at more than 100,000 trips per year," Braaksma said.

The center has a transportation budget of nearly \$3 million a year to cover the operation of 45 vehicles, ranging from shuttle vans to the Prius hybrid, he said.

"The Prius saved us \$65,000 in fuel costs a

year, and the passengers love it. They don't get jostled around like in a shuttle van," Braaksma said.

The cost per trip can run up to \$25. Training a new driver – who can help passengers get from the door of their home, to the door of their destination and home again – can run up to \$2,500. Passengers also pay what they can via donation, sometimes per trip or per month and sometimes per year, he said.

But if Braaksma could wave a magic wand – "I'd shake a whole bunch of money down and have a variety of vehicles, and I'd create a system of drivers with caring hearts, and appropriate vehicles, who are available just as much as taxis."

Transportation is crucial to a growing population.

In 2010, Colorado had 549,525 residents over the age of 65. Five years later, in 2015, the number had jumped 30 percent to 711,625 people,

their transportation needs. More than 16 percent are completely dependent upon others for all of their trips. Nearly half, 47 percent, have trouble finding transportation when they need it, the report said.

And finding safe, affordable transportation is a problem for about 26 percent of Coloradans over age 55, a percentage that increases to 42 percent among those who are 85 and older, the report said.

Finding a ride to the doctor, or the store, or to meet friends is like putting together a complicated puzzle, due to the lack of resources among providers – which can include friends, family members, nonprofit organizations, and public transit such as the Regional Transportation District and its Access-A-Ride program – and lack of coordination among those providers.

"Some [companies] only provide transportation for medical appointments, or only for vet-

► BY THE NUMBERS

TRANSPORTATION AND COLORADO'S SENIORS

52 percent

of seniors and adults with disabilities depend on family, friends, aides or volunteers for some of their transportation needs.

16 percent

are completely dependent upon others for all of their trips.

47 percent

have trouble finding transportation when they need it.

26 percent

of residents 55+ have problems finding safe, affordable transportation.

42 percent

of residents 85+ have problems finding safe, affordable transportation.

Source: Colorado Health Institute

Business of Aging

erans, so piecing it together is key," Braaksma said.

And there are new entries in the transportation sector – ride-sharing companies such as Uber and Lyft.

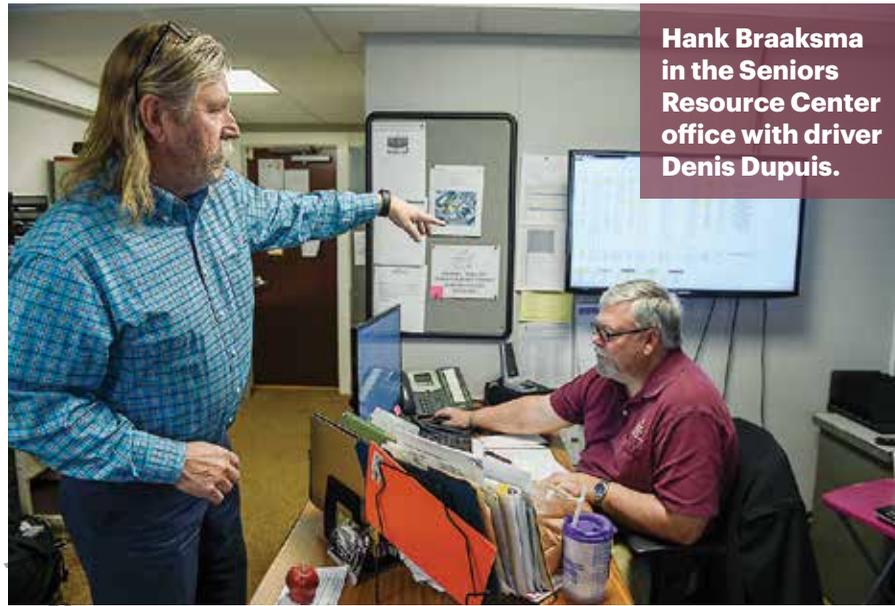
Centennial in August launched "Go Centennial," a six-month test of whether free rides to and from the Dry Creek Road and I-25 transit station will encourage more people to take the train versus driving to their destinations.

"First- and last-mile" gap

The program aims to fill in the so-called "first- and last-mile" gap between the mass transit station and residents, who can get a free ride to the station via RTD's existing Access-A-Ride, the ride-sharing company Lyft, and Via Mobility, which specializes transportation for people with limited mobility, such as those in wheel chairs.

Filling the gap between home and mass transit is crucial for seniors – especially in the suburbs – because they may not be capable of walking for blocks to get to the bus stop, especially in bad weather, according to experts.

Centennial's test is a public-private partnership, with the city putting up \$200,000 to pay for the Lyft rides, money that's being matched by an additional \$200,000 from the Denver South Transportation Management Association, an arm of the



Hank Braaksma in the Seniors Resource Center office with driver Denis Dupuis.

Denver South Economic Development Partnership.

The GoCentennial program is available to residents of all ages who live in an area about two square miles – southwest of the Arapahoe Road and I-25 junction – in an area that mirrors RTD's Access-A-Ride program. Through the end of October, the program was averaging 10 rides per day, according to the city.

Andrea Suhaka, 68, a former Centennial City Council member who's active in metro-area senior transportation organizations, uses the program to get a Lyft ride to RTD's train station

when she has meetings downtown.

"It works beautifully," Suhaka said of the program.

Before the program, Suhaka used RTD's Call-n-Ride to make the trip to RTD's Dry Creek light rail station.

"It was easy to transfer to the Lyft," she said, "But I don't know that I'd use it otherwise, because it is a \$6 charge [through Lyft] from my house to the station. With the RTD, the trip is paid for in the price of the train ticket."

And when there's a trip that doesn't fit transit options, Suhaka drives herself.

"There are plenty of seniors who

drive, because if you don't then you think that you can't get anywhere. People don't know that the systems are out there," she said.

To communicate the various transportation options and how to access them, Centennial's Senior Commission has put together a "Mobility Ambassador Program," a 60-page guide that offers step by step instructions to reach a variety of transportation providers.

The guide includes step-by-step instructions for everything from how to download and use the Lyft and Uber apps, to planning a trip via RTD.

The guide aims to combat isolationism among seniors who no longer drive, said Greg Glischinski, 66, a board member on the commission.

"That's the biggest problem. If they can't drive or have some kind of disability that keeps them from driving too much, they're isolated and it's a health-care issue," he said.

"And it means that we have people who don't have the connections that are necessary to have a good quality of life," Glischinski said.

Because transportation is more than just a trip to the doctor, Braaksma said.

"What's the most important trip?" he asked.

"It's the one that you want to take. It doesn't matter what it is."

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Business of Aging

Most boomers haven't saved enough

BY JUSTIN GUERRIERO

jguerrero@bizjournals.com
303-803-9235, @TheHungry_Hippo

TIME Money back in March of this year revealed some worrisome realities about the lack of retirement preparation on the part of the baby boomer generation.

TIME reported, based on a series of studies and polls it undertook, that roughly 3 in 10 of respondents over 55 have no retirement funds saved at all.

Over 54 percent of respondents 55 and over have retirement funds considered to be "far behind" typical retirement benchmarks for their age group. And 26 percent of respondents over 55 reported savings accounts with less than \$50,000, an amount considered insufficient for those approaching retirement age.

The long story short is that an eyebrow-raising percentage of baby boomers are unprepared to retire comfortably.

Erik Krom, a founding partner of Paradigm Group, a Denver-based financial services firm, shed some insight on the retirement reality. He was particularly adamant on one subject: if you are nearing retirement age and are unprepared to enter the post-workforce life comfortably, do not jump ship, all is not lost.

"A lot of wealth gets created in the last ten years preceding retirement in my experience," Krom said. "These are the times in life where people don't have kids to pay for so they have less expenses...I've certainly seen lots of people who later in life had significant increases and made the bulk of the main impact on their retirement on the back end of their career. Don't lose hope, it can be done."

In that same TIME study, researchers concluded that 78 percent of people aged 50 polled for the survey were insufficiently prepared to retire. The same could be said of 74 percent of

60-year-olds.

There are a number of reasons for this, a major one being health-related.

"People are living much longer today than they did in the past," said Royce Zimmerman, a Denver-based wealth management advisor with Northwestern Mutual. "Our grandparents' experience of leaving the factory and having a fully funded pension, then passing away in your 70s [is a shrinking reality]."

The fact that people are living longer creates a need to retire with more money to offset potential additional years of life. Health complications could be another curveball that retirees and those close to retiring might have to face.

"If you look at two 65-year-olds today, there's a greater than 70 percent chance that one of those people will need long term care," Zimmerman said.

Krom said that most of the people

he deals with are in fact "good savers." However, more is required to be able to retire comfortably. Being a good saver is just one piece of the preparation puzzle.

"I would say the majority of people we see are not necessarily prepared in terms of having thought about the various needs and the change that happens in the accumulation phase of your life to the distribution phase of your life," Krom said.

For Zimmerman, seeking out professionals to help manage your money and prepare for life after the workforce is critical.

"Talk to someone about creating what your vision of retirement looks like," he said. "Look at the resources you have, and then [you're] down to the math...The captain who is slave to the compass has freedom of the seas, the rest must sail close to the shore. The family that understands their plan and how they're doing helps them spend money today more comfortably."

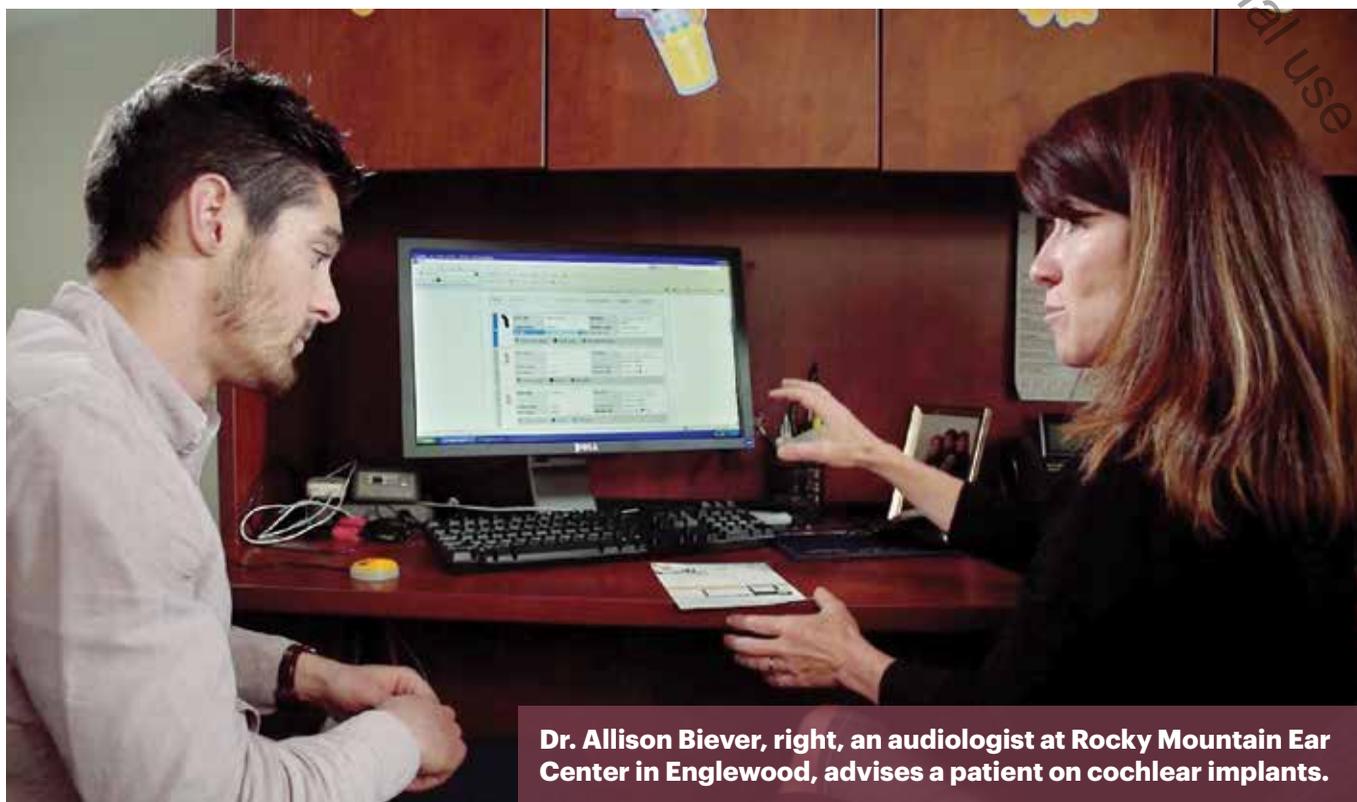
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Implants a sound approach for many



Dr. Allison Bieber, right, an audiologist at Rocky Mountain Ear Center in Englewood, advises a patient on cochlear implants.

Cochlear, other companies help seniors stay engaged with the world

BY ED SEALOVER

esealover@bizjournals.com
303-803-9229, @ESealoverDenBiz

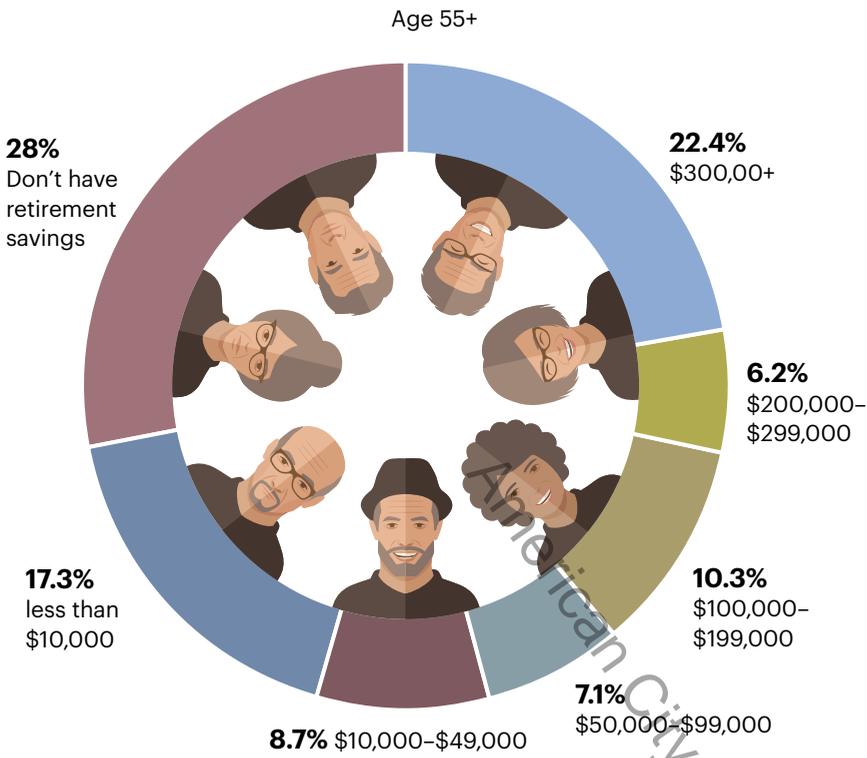
Hearing loss once was viewed as an unfortunate but inevitable effect of aging, even as more research showed that it leads to growing isolation, increasing depression and, in some cases, shorter lifespans.

About 35 years ago, Sydney, Australia-based Cochlear Ltd. developed the first multi-channel implant, in which an electrode is placed in the cochlea of the ear in order to stimulate the hearing nerve.

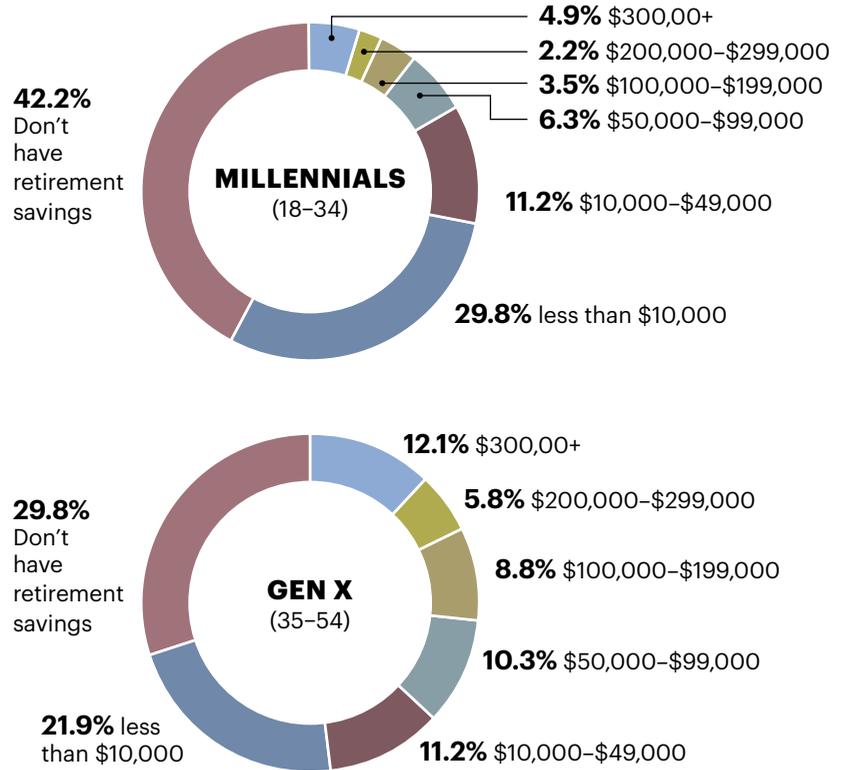
By the time the company located its North American headquarters in Cen-

Business of Aging

AMOUNT BOOMERS AND SENIORS HAVE SAVED FOR RETIREMENT



OTHER GENERATIONS ARE OFF TO A SOMEWHAT BETTER START



Source: GOBankingRates.com, Money magazine

CoBiz Insurance
CoBIZ Financial

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ennial in 1991, it also began implanting the devices in children born without hearing, and those became its primary customers.

Over the past five to eight years, however, the average customer has skewed far older, and 70- to 90-year-olds are the fastest-growing segment of Cochlear's base, said Bobbi Scheinin, group product manager of software and clinical care for Cochlear Americas.

As a result, seniors who otherwise may have largely given up on living a full life are now able to extend their happiness for years or decades.

Dr. Allison Biever, an audiologist at Rocky Mountain Ear Center in Englewood, advises patients on whether to get cochlear implants, helps them to turn on the systems two weeks after surgery, and monitors their hearing going forward.

"I think many are reluctant at first to go through with the procedure because surgery's involved," Biever said. "But when they meet someone who says, 'Oh my gosh, this thing has changed my life more than any other

"There is nothing I don't do. I hear the television. I go to hockey games ... I forget that I am deaf."

GAY MILLER, Belleville, Illinois, on her cochlear-implants

procedure I've done, more than a knee replacement or a hip replacement' – they are less reluctant."

Cochlear is the largest implant company in the world, though far from the only one.

Medicare coverage

Cochlear implant surgery runs around \$50,000 for the procedure and the device – a price tag that not long ago put it out of the range of many. But over the past eight years, Medicare and a number of private insurers have begun covering the procedure, and Medicare brings it into nearly everyone's range by footing 80 percent of the bill, Biever noted.

This price accessibility is one reason for the sudden rise in seniors seeking cochlear implants, along with

the increase in average lifespan and improved technology, Scheinin said.

Hearing aids remain the device of choice for a number of people, especially those who have only partial hearing loss, but their ability to amplify sound does not always make that sound clear enough for people to understand, Scheinin said. And without ability to hear, consequences can be severe.

There is a correlation between dementia and hearing loss, for example, when the brain isn't processing sound and becomes sluggish, Biever said. Seniors can also go through isolation and severe depression when they can't understand others.

"They're withdrawing from society. If they live in assisted living, they are not going to the dining hall," she said.

"They are taking meals in their room. They are shutting down from society."

Gay Miller of Belleville, Illinois, was 58 when she came down with an infection that caused sudden hearing loss 12 years ago. But she also was working still and was about to become a grandmother for the first time, so she went through with the cochlear-implant surgery and now couldn't imagine life without it.

"There is nothing I don't do," Miller said. "I hear the television. I go to hockey games ... I forget that I am deaf."

Cochlear Americas partnered in 2015 with Amazon Web Services to develop a cloud-based system that allows the company to send specifics on the individual programming of each patient's system to audiologists so they can quickly fix problems. That has reduced the time that implant recipients are without hearing in the event of problems.

"We realized patients are sitting there, and they're not able to hear," Scheinin said. "So, this is a win for patients because they can hear again that day. And it's a win for us."

Business of Aging

Senior housing: Details matter

Arvada complex will offer putting green, cafe, spa and salon



Gary Prager, an architect with Hord Coplan Macht Architects, shows a model room at Villagio in Broomfield, a memory care facility he designed.

PHOTOS: KATHLEEN LAVINE, BUSINESS JOURNAL

BY MOLLY ARMBRISTER
marmbrister@bizjournals.com
303-803-9232, @MollyArmDenBiz

Denver's housing shortage has impacted people of all age groups, but development of housing that is age-restricted or for people who need some kind of health care assistance almost falls into its own category of supply and demand.

Developers are working to construct new senior living facilities across the metro area, with several new projects popping up in the last year alone.

One of these projects is a joint effort between Denver-based Confluent Development and MorningStar Senior Living, which broke ground this summer on a 141-unit project at 64th Avenue and Easley Road in Arvada.

The complex will include 71 independent living suites, 41 assisted-living suites and 29 units for those people who require assistance with memory impairments.

MorningStar of Arvada, as the complex is called, is the sixth project the two companies have built together, with others located in Fort Collins, Colorado Springs, New Mexico and Oregon. A seventh project is planned in Iowa.

There are two big reasons why such projects are needed in metro Denver now, said Marshall Burton, president and CEO of Confluent Development.

"If you look at the Front Range, there's a meaningful amount of antiquated stock – buildings that are 20 years old or more," he said. "And there's an exponential increase in people turning 70. The oldest baby boomers are aging into that demographic."

But the general idea that the baby boomer generation is getting older needs some refining when the site-selection process is underway, said John Reinsma, vice president of development at Confluent.

"The demographics from a macro standpoint

are compelling – the nation is aging," he said. "But we can't use a broad brush. We need to get into micromarkets, which is how we focused on the neighborhood where we're working. We're very scientific about site selection."

MorningStar analyzes competition in the market and conducts a market need survey to determine how many beds a community needs, said Matt Turner, managing partner at MorningStar.

At MorningStar of Arvada, which is scheduled for completion in late 2017, amenities such as a putting green, cafe, spa and salon will be available to both independent and assisted-living residents, but those who require assisted-living services also will have separate spaces geared toward health care, Turner said.

And while many younger baby boomers and retirees are moving into some of Denver's new apartment complexes as they downsize following the departure of their children, facilities geared specifically toward older populations are necessary for older residents of metro Denver.

A 2014 report conducted by the Harvard Joint Center for Housing Studies and funded by the

AARP Foundation shows that a large portion of the nation's housing stock does not include safety and usability features that people might need as they age, including no-step entries, extra-wide doors and hallways, and lever-style door and faucet handles.

The Americans with Disabilities Act has a number of requirements for buildings, with extra compliance required for senior housing, but one local architect decided to get up close and personal with the needs of people living in senior housing.

Gary Prager, an architect with Hord Coplan Macht Architects who has been designing senior housing for 35 years, in September spent 24 hours living in one of the complexes he designed.

He slept there, ate meals with the residents and got around in a wheelchair in an effort to learn more about what residents really need when it comes to the design of their residences.

"Until you learn what it's like to really live it, it's just theory, not practice," Prager said. "I needed to know what our residents experience, so I looked at a building I did from a different perspective."

And while the building, which he declined to name, is ADA-compliant, he learned that for a person in a wheelchair, ADA compliance alone doesn't provide the best experience.

Corners, for example, can cause bumps and bruises if someone runs into them, and clearances, while code-compliant, are not large enough, Prager said.

Safe access to the outdoors, equipment storage and lighting design also need to be taken into consideration when designing these buildings, Prager said. And beyond what residents need, staff at senior housing facilities also need to be considered and consulted about their needs when it comes to design and construction.

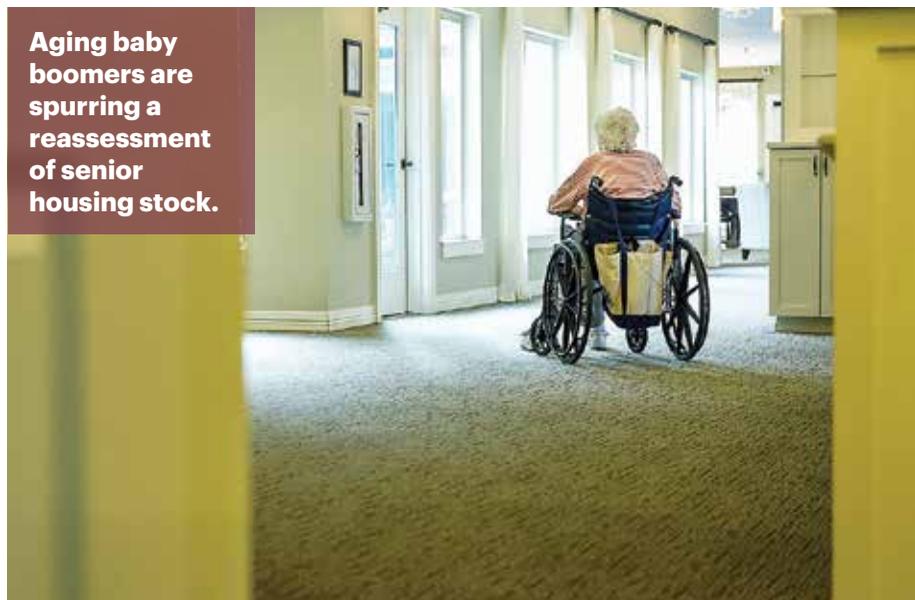
For future projects, he plans to lay out a mock-up of a room, then get a wheelchair and see how people maneuver.

"There needs to be a lot more attention to the view from a wheelchair," he said.

On a larger scale, groups such as the Society for the Advancement of Gerontological Environments are working to change codes, although progress is slow because legislation takes time.

Since the ADA is a federal regulation, it's more likely that guidelines from the American Institute of Architects can be changed.

Aging baby boomers are spurring a reassessment of senior housing stock.



T H E L I S T

Compiled by Connie Elsbury
303-803-9223
celsbury@bizjournals.com

DENVER-AREA RETIREMENT COMMUNITIES

RANKED BY NUMBER OF UNITS DESIGNATED FOR INDEPENDENT LIVING AS OF MAY 1, 2016

	Business name Website	Address Phone	Number of units designated for independent / retirement living	Amenities	Owner (Stock symbol) / Headquarters	Top local executive
1	Windsor Gardens Association ① windsorgardensdenver.org	595 S. Clinton St. Denver, CO 80247 303-364-7485	2,689	golf course, restaurant, exercise facility, community center, library, classes, pools, community gardens, guest units	Windsor Gardens Association / Denver, CO	Tami Bonner, general manager
2	Heather Gardens Association ② heathergardens.org	2888 S. Heather Gardens Way Aurora, CO 80014 303-755-0652	2,426	community center, 9-hole golf course, religious services, library, pets allowed	Heather Gardens Association / Aurora, CO	Calvin Eddy-White, general manager
3	Wind Crest ③ ericksonliving.com	3235 Mill Vista Rd. Highlands Ranch, CO 80129 303-798-3100	783	medical center, restaurants, indoor pool, fitness center, woodworking shop, creative arts studio, day spa/salon, bank	Erickson Living / Baltimore, MD	Craig Erickson, executive director; Kathy Dilger, associate executive director
4	Kavod Senior Life ④ kavodseniorlife.org	22 S. Adams St. Denver, CO 80209 303-399-1146	368	pets allowed, meals, assistance with personal grooming, laundry, housekeeping services, medication management, activities	Kavod Senior Life / Denver, CO	Michael Klein, executive director
5	Gleneagles Village ⑤ gevhoa.net	2 Canongate Ln. Highlands Ranch, CO 80130 303-470-9650	345	clubhouse, pool, banquet room, exercise classes, potlucks, library	NA / NA	Ron Harris, community association manager
6	Wolhurst Adult Community ⑥ wolhurst.org	8201 S. Santa Fe Dr. Littleton, CO 80120 303-795-0777	301	9 acre lake with fishing and boating, heated swimming pool, community garden, woodworking shop, exercise room, pool, ping pong, meeting room, card room, commercial kitchen	Wolhurst Adult Community Inc. / Highlands Ranch, CO	Lon Loomis, community manager
7	The Villas at Sunny Acres ⑦ chilivingcommunities.org	2501 E. 104th Ave. Thornton, CO 80233 303-255-4100	299	64-acre campus, maintenance free living, housekeeping, flat linen service, transportation, dining services, 24-hour security, chapel, fitness center, walking trails, activities, guest apartments, beauty/barber shop	Catholic Health Initiatives / Englewood, CO	Mary Beth Bouhall, Colorado regional administrator
8	Vi at Highlands Ranch ⑧ viliving.com	2850 Classic Dr. Highlands Ranch, CO 80126 720-348-7800	253	maintenance, housekeeping, valet parking, salon, dog park, library, culture and community activities, fitness center	CC Denver Inc. / Chicago, IL	Joachim Andersen, executive director
9	Christian Living Communities - Holly Creek ⑨ hollycreekretirementcommunity.com	5500 E. Peakview Ave. Centennial, CO 80121 303-713-9004	219	indoor/outdoor pool, putting green, three restaurants, movie theater, library, fitness center	Christian Living Communities / Denver, CO	Jayne Keller, executive director; Russ DenBraber, president/CEO
10	Concordia On The Lake ⑩ concordialiving.com	6155 S. Ammons Way #110 Littleton, CO 80123 303-933-3449	217	libraries and reading rooms, billiards room, exercise room, housekeeping, maintenance, event center	Concordia on the Lake LLC / Denver, CO	Butch Wilson, general manager
11	Springwood Retirement Campus ⑪ springwoodretirement.com	6550 Yank Way Arvada, CO 80004 303-424-6550	215	continuum of care campus, independent living, assisted living and Alzheimer's Care; lifestyle programs, transportation	Arvada Manor Associates LLP / Arvada, CO	Pat Gallinger, executive director
12	Frasier Meadows Retirement Community ⑫ frasiermeadows.org	350 Ponca Place Boulder, CO 80303 303-499-4888	203	emergency response systems, housekeeping, maintenance, salon, spa, scheduled transportation, fitness programs, media center, library, reading room, chapel, gardening	nonprofit / Boulder, CO	Tim Johnson, CEO/president
13	Covenant Village of Colorado - Aspen Place ⑬ covenantretirement.org	9221 Wadsworth Pkwy. Westminster, CO 80021 303-515-6370	200	great room with grand piano and fireplace, library and computer center, card/game/billiard room, private dining room, health club, heated indoor pool, three meals a day, nurse manager 5 days a week, 24/7 QMAP staff on site, in-house therapy	Covenant Retirement Communities / Skokie, IL	Peter Milbourn, associate executive director
14	Englewood Meridian ⑭ brookdale.com	3455 S. Corona St. Englewood, CO 80113 303-761-0300	193	spacious lounges, library, theater, game and billiards room, craft room, hair salon, garage parking, guest accommodations, laundry facilities, controlled access	Brookdale Senior Living/HCP / Nashville, TN	NA
15	Denver Metro Village ⑮ denvermetroville.org	1523 Quitman St. Denver, CO 80204 303-572-7716	192	computer center, off street parking, pet friendly, elevator, close to Sloans Lake	Metronomy Management, HUD subsidized / Denver, CO	NA
16	Brookdale Tamarac Square ⑯ brookdaleliving.com	8030 E. Girard Ave. Denver, CO 80231 303-872-5068	170	dining program, scheduled transportation, housekeeping, exercise/fitness programs, beauty/barber shop, courtyard, library, emergency response system	Brookdale Senior Living Inc. (BKD) / Brentwood, TN	Mark Steiner, executive director
17	Christian Living Communities - Clermont Park ⑰ clermontpark.org	2479 S. Clermont St. Denver, CO 80222 720-974-3901	167	residential living, monthly rentals, long-term care, rehabilitation, assisted and memory support, adult day programs for seniors with dementia	Christian Living Communities / Greenwood Village, CO	Russ Den Braber, CEO/president
18	Eaton Senior Communities ⑱ eatonseniorcommunities.org	333 S. Eaton St. Lakewood, CO 80226 303-937-6000	161	restaurant-style dining, health and wellness programs, pastoral services, homemaker services, gardens, library/computer room, pet-friendly, hair salon/spa	Eaton Senior Communities / Lakewood, CO	David Smart, president/CEO
19	Meridian Westland ⑲ brookdale.com/communities/meridian-westland	10695 W 17th Ave. Lakewood, CO 800215 303-232-7100	153	putting green, library, hair salon, bistro, arts and crafts room, fitness center, covered parking, laundry facilities, resident gardens	Brookdale Senior Living Inc. (BKD) / Nashville, TN	NA
20	St. Andrews Village ⑳ standrewsvillage.net	13801 E. Yale Ave. Aurora, CO 80014 303-695-8100	146	all utilities except telephone, meal plan options, pool/spa/fitness center, housekeeping, maintenance, security, activities	Evergreen Senior Living Partners / Aurora, CO	NA
21	MorningStar Senior Living at Dayton Place ㉑ morningstarseniorliving.com	1950 S. Dayton St. Denver, CO 80247 303-751-5150	145	patio homes, clubhouse, putting green, whirlpool, strolling paths, fitness center, bistro, fireside library, game room	MorningStar Senior Management LLC / Denver, CO	Steve McConaghie, executive director
22	Lincoln Meadows Senior Living ㉒ lincolnmeadowsseniorliving.com	10001 S. Oswego St. Parker, CO 80134 303-790-1910	135	coffee bistros, fitness center, physical therapy center, libraries, computers, beauty salon, spa, transportation, pets welcome, activities	Spectrum Retirement Communities LLC / Denver, CO	Kristi Oliver, VP of operations
23	Porter Place Senior Living Community ㉓ porterplace.org	1001 E. Yale Ave. Denver, CO 80210 303-765-6800	134	three meals daily, housekeeping, transportation, chapel, computer lab, garages, courtesy car, activities, exercise room	Centura Health / Englewood, CO	Beth Breen, senior executive director
24	Lakeview Senior Living ㉔ lakeviewseniorliving.com	7390 W. Eastman Pl. Lakewood, CO 80227 303-988-2848	129	fitness center, laundry, library with computers, theater, beauty salon, spa, transportation, pets welcome, activities, restaurant-style dining	Spectrum Retirement Communities LLC / Denver, CO	Renee Flaherty, executive director
25	Meridian Arvada ㉕ brookdaleliving.com/meridian-arvada.aspx	9555 W. 59th Ave. Arvada, CO 80004 303-425-1900	125	restaurant-style dining, patios, library, hair salon, laundry, covered parking, fitness center, emergency alert system, internet, putting green, game room	Brookdale Senior Living (BKD) / Brentwood, TN	Ericka Uribes, executive director



CLOSER LOOK

MOST RESIDENTS AMONG THE 25

Wind Crest	1,100
Wolhurst Adult Community	400
Christian Living Communities - Holly Creek	268
Concordia On The Lake	250
Englewood Meridian	175
Christian Living Communities - Clermont Park	192
Meridian Westland	175
Eaton Senior Communities	161
The Villas at Sunny Acres	150
Lincoln Meadows Senior Living	148
St. Andrews Village	146

MOST ALZHEIMER'S / SKILLED-CARE UNITS AMONG THE 25

The Villas at Sunny Acres	49
Englewood Meridian	36
Wind Crest	36
Covenant Village of Colorado - Aspen Place	30
Porter place Senior Living Community	29
Springwood Retirement Campus	28
Christian Living Communities - Clermont Park	18
Lindoln Meadows Senior Living	18
MorningStar Senior Living at Dayton Place	17
Christian Living Communities - Holly Creek	12

ABOUT THE LIST
Information on The List was supplied by individual companies through questionnaires and DBJ research. Not all of the 25 companies provided the number of residents or the number of Alzheimer's/Skilled-Care information.

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WANT TO BE ON THE LIST?
If you wish to be surveyed when The List is next updated, email your contact information to celsbury@bizjournals.com.

NOTES: NA - not available * - not ranked last year

Business of Aging

High tech answers to age-old problem



Will Ahlering created Mimi.care at Metropolis Coffee when his mother was struggling to find care for his grandmother.

Help with finding the right place for elderly parents

BY ED SEALOVER
 e SEALOVER@bizjournals.com
 303-803-9229, @ESealoverDenBiz

Consumers can go online to get matched with just the right person selling a car, the right hotel needing to offload a room or even private jets that need to fill seats for a return flight to their home base.

But as William Ahlering found while helping his mother find an assisted-living home for her mother a few years back, all he seemed to find were archaic and time-consuming services for finding help for mom or dad.

His solution? A partnership with management-consulting veteran Asim Malik to build what did not seem to exist – the website Mimi.care.

Through it, the partners work with small assisted-living facilities – usually those in the range of 10 or 12 rooms – to find residents with both online services and the ability to set up virtual tours that are easily accessible to

KATHEEN LAVINE, BUSINESS JOURNAL

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Business of Aging

those sons and daughters who might be coordinating the move from across the country.

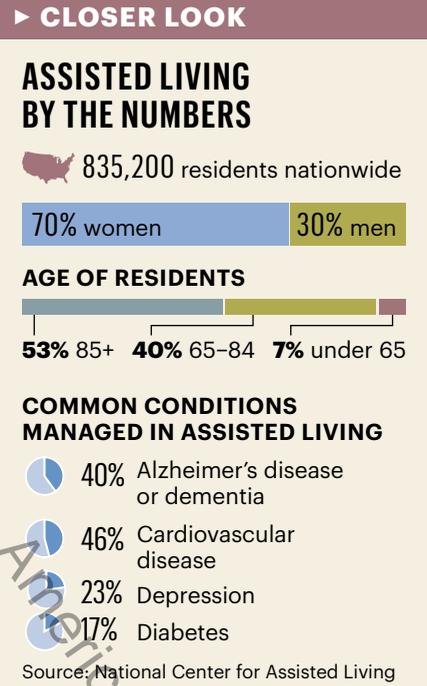
And while the web-based service continues to evolve, home-care operators who have worked with it say Mimi.care is unique from anything on the market today and could grow significantly. It's estimated that as many as 10,000 Americans per day reach retirement age and the demand for assisted-living facilities grows by 8 percent per year.

"If you look at what the needs are out there, almost everybody needs support," said Malik, the company's chief financial officer. "The inability to live independently at home is increasing markedly."

The "Mimi" of the company's moniker was Ahlering's grandmother, who passed away from Alzheimer's Disease in 2012. Working in the engineering and construction sector at the time, he felt that he could bring technology and innovation to senior care and began working on what broadly could be called the Priceline of the assisted-living-home sector.

Rather than just try to link people who are looking for a product at the right price, however, Mimi.care allows users to look for the types of services and amenities that they seek in a home for their parents.

Maybe they need a home that can accommodate pets or smokers, or



maybe they want something with a certain level of care that's near where they live. Those who fill out a questionnaire can get back a list of viable matches among the roughly 75 small assisted-living homes now working with the company.

Similarly, Mimi.care lets the homes themselves search for the types of residents they may need, such as a male or a female to balance the home's population, or someone who is not in a wheelchair and can move easily into a smaller-sized room, Malik noted.

This allows the homes to seek a good fit rather than look for someone who may be a difficult match for them.

In addition to direct interaction with customers, Ahlering and Malik continue to work with a wide variety of influencers as well, from the Area Agency on Aging to discharge planners at hospitals to associations that specialize in helping seniors with certain afflictions. They bring in revenue through referral fees when they help to place residents.

Zeroing in on customers

But after participating in a Boomtown business accelerator program in Boulder this summer, Ahlering said the partners came away with a better idea of who exactly their target customer is – specifically, the seniors' adult daughters between the ages of 45 and 60 who may or may not live near the parent. And they began to understand even more the need to simplify and streamline the searching process, as some of these children may need to move quickly following an incident such as a fall or a visit to a parent's home that is found in disarray.

Up until now, those home searchers generally had two options, explained David Lewis, the owner of Rocky Mountain Assisted Living, a Greenwood Village company that operates eight homes in the Denver area that house between 10 and 16 people. Some

companies specifically will work to set up tours and find housing options for seniors, while other websites function almost as advertising sites, listing assisted-living facilities without aiming to provide any matchmaking services.

Mimi.care, however, meshes the hands-on and hands-off approaches, offering help on a variety of levels, said Lewis, who has been working with the company for about six months. And it can be very valuable not just for the children who are searching for help for their parents but for the smaller companies like his that don't have big advertising budgets to run commercials or put out direct-mail pieces to attract residents.

"I think it could go nationwide really easily," Lewis said of Mimi.care's formula. "And I think people could really appreciate it."

Ahlering and Malik have no plans to go nationwide anytime soon and, in fact, said they don't even plan to add inventory in the short term. Instead, they want to refine their search capacity and to improve the customer's experience, knowing that the formula has to be right if they will ask people to place such a valuable commodity as their parents' housing in their hands.

"With the demand that's coming and the need for these services, something had to change," Ahlering said. "We are dedicated to helping families find appropriate care."

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T H E L I S T

Compiled by Connie Elsbury
303-803-9223
celsbury@bizjournals.com

DENVER-AREA ASSISTED LIVING FACILITIES

RANKED BY NUMBER OF UNITS DESIGNATED FOR ASSISTED LIVING AS OF MAY 1, 2016

	Business name Website	Address Phone	Number of units designated for assisted living	Amenities	Owner (stock symbol) / Headquarters	Top local executive
1	Harvard Square Retirement Community ① harvardsquare.watermarkcommunities.com	10200 E. Harvard Ave. Denver, CO 80231 303-951-4398	144	24-hour staff, senior wellness programs, weekly housekeeping, pet friendly, restaurant, transportation, library	Watermark Retirement Communities / Tucson, AZ	Janet Beaver, executive director
2	The Argyle ② theargyle.org	4115 W. 38th Ave. Denver, CO 80212 303-455-9513	140	transportation, beauty shop, library, courtyard, outdoor patios, meals, wellness center, music & memory program	Ladies Relief Society of Denver / Denver, CO	Janis Mueller, executive director
3	Marycrest Assisted Living ③ marycrest.org	2850 Columbine Rd. Denver, CO 80221 303-433-0282	138	assistance with activities of daily living including medication administration, three meals daily	Legacy Senior Services / Minnetonka, MN	Julie Callender, executive director
4	Atria Inn At Lakewood ④ atriainnatlakewood.com	555 S. Pierce St. Lakewood, CO 80226 303-742-4800	137	fine dining, events/activities, transportation, housekeeping, memory care, computer center, pet friendly	Atria Senior Living / Louisville, KY	Megan McGinnis, executive director
5	Porter Place Senior Living Community ⑤ porterplace.org	1001 E. Yale Ave. Denver, CO 80210 303-765-6800	134	three meals daily, housekeeping, transportation, chapel, computer lab, garages, courtesy car, activities, exercise room	Centura Health / Englewood, CO	Beth Breen, senior executive director
6	Libby Bortz Assisted Living Center ⑥ libbybortzassistedliving.com	5844 S. Curtice St. Littleton, CO 80120 303-347-9755	115	beauty/barber shop, whirlpool, general store, gift shop, large-screen TV, formal dining room, library, arts and crafts room	South Metro Housing / Littleton, CO	Marcy Plamondon, executive director
7	Canterbury Gardens Assisted Living ⑦ canterburygardensliving.com	11265 E. Mississippi Ave. Aurora, CO 80012 303-341-1412	113	accepts Medicaid and private pay, private rooms, pet friendly, beauty/barber shop, court yards, gazebo and koi pond	Ensign Group / Mission Viejo, CA	Heidi Pedersen, executive director
8	Granville Assisted Living Center ⑧ thegravilleassisted.com	1325 Vance St. Lakewood, CO 80005 303-274-4400	113	income and age-restricted community; game room, library, garden, meals, housekeeping, emergency call system	Granville Assisted Living Center / Lakewood, CO	Sara Taylor, executive director
9	Arbors of San Marino Ltd. ⑨ sanmarinoretirement.com	7425 Xavier St. Westminster, CO 80030 303-426-9090	111	beauty/barber salon, courtyard, bird aviary, fish tank, medication management, three meals daily	San Marino Retirement Community / Denver, CO	Kim Hopkins, executive director
10	The Gardens at St. Elizabeth Senior Living Community ⑩ centuraseniors.org/thegardens	2825 W. 32nd Ave. Denver, CO 80211 303-964-2000	107	dining services, housekeeping, apartment maintenance, on-site clinic, scheduled transportation, emergency call system	Centura Health / Denver, CO	Michael Holbrook, administrator
11	Park Regency Thornton Assisted Living & Memory Care ⑪ bethesdaseniorliving.com	12610 Hudson St. Thornton, CO 80241 303-350-5820	102	dining, recreation areas, courtyards, housekeeping, salon, theater, store, scheduled transportation, pet friendly	Bethesda Senior Living Communities / Colorado Springs, CO	Ryan McHugh, executive director
12	Caley Ridge Assisted Living Apartments ⑫ caleyridgealf.com	9350 E. Caley Ave. Englewood, CO 80111 303-721-8900	100	emergency call system, library, beauty/barber shop, gardens, transportation, housekeeping and laundry services, pet friendly, smoking allowed in designated areas, individualized care plans	Milestone Retirement Communities LLC / Vancouver, WA	NA
13	Parker Senior Living by MorningStar ⑬ morningstarseniorliving.com	18900 Mainstreet Parker, CO 80134 303-841-1800	99	fitness center, theatre/chapel, libraries, wellness centers, nurse-supervised care, medical alert systems, salon/spa, pool, activities, restaurants, gardens, Skype/internet room, transportation, 24/7 concierge	Parker AL, LLC / Parker, CO	David Faestel, president
14	Brookdale Roslyn ⑭ brookdale.com	2500 S. Roslyn St. Denver, CO 80231 303-671-2500	90	transportation, housekeeping, therapy, events and outings, restaurant-style dining, nurses	Brookdale Senior Living Inc. (BKD) / Brentwood, TN	Edward Spitzberger, administrator
15	Brookdale Denver Tech Center ⑮ brookdaleliving.com	4901 S. Monaco St. Denver, CO 80237 303-796-8009	83	24/7 on-duty nurse, open dining, secure memory care, activities, transportation	Brookdale Senior Living Inc. (BKD) / Brentwood, TN	Meghann Ziegler, administrator
15	The Inn at Greenwood Village ⑮ mbkseniorliving.com	5565 S. Yosemite St. Greenwood Village, CO 80111 303-327-7340	83	24-hour staff, RN on staff, bistro, library, theater, chapel, activity room, fireplace	MBK Senior Living / Irvine, CA	Danelle Hubbard, administrator
17	Brookdale Boulder Creek ⑰ brookdale.com	3375 34th St. Boulder, CO 80301 303-473-0333	76	emergency response system, library, beauty/barber shop, courtyard, activity room, walking paths, sun room	Brookdale Senior Living Inc. (BKD) / Brentwood, TN	Brianna Westlake, administrator
18	MorningStar Senior Living at Dayton Place ⑱ morningstarseniorliving.com	1950 S. Dayton St. Denver, CO 80247 303-751-5150	76	patio homes, clubhouse, putting green, whirlpool, strolling paths, fitness center, bistro, fireside library, game room	MorningStar Senior Management LLC / Denver, CO	Steve McConaghie, executive director
19	Christian Living Communities - Someren Glen Retirement Community ⑲ christianlivingcommunities.org	5000 E. Arapahoe Rd. Centennial, CO 80122 303-741-5555	71	housekeeping, transportation, medication management, fitness center, courtyards, chapel, salon, library, meal plans	Christian Living Communities / Greenwood Village, CO	Tim Rogers, executive director
20	Dayspring Villa Inc. ⑳ fm-inc.org/dayspringvilla.html	3777 W. 26th Ave. Denver, CO 80211 303-455-5066	69	medication management, assistance with ADLs, emergency call system, housekeeping, Wi-Fi, activities, meals, van outings, on-site physician and medical clinic	Dayspring Villa, Inc. / Wheaton, IL	John Holtz, president; Latoya Garcia, administrator
21	Atria Park of Applewood ¹ ㉑ atriaseniorliving.com	2800 Youngfield St. Lakewood, CO 80215 303-233-4343	65	private apartments, housekeeping and linen services, 24-hour staff, scheduled transportation, educational/social/cultural opportunities, entertainment, dining, emergency alert system, maintenance of apartment and grounds	Atria Senior Living / Louisville, KY	Lori Okeon, executive director
22	HighPointe Assisted Living and Memory Care ㉒ highpointeassistedliving.com	6383 E. Girard Pl. Denver, CO 80222 303-756-4567	65	fitness/physical therapy center, library, beauty salon, day spa, transportation, pets welcome, activities, dining programs	Spectrum Retirement Communities LLC / Denver, CO	Annette Hunt, executive director
23	MorningStar Assisted Living and Memory Care of Littleton ㉓ morningstarseniorliving.com	5344 S. Kipling Pkwy. Littleton, CO 80127 303-972-3030	65	chef prepared meals, housekeeping, salon, life enrichment room, memory care, transportation, spa, chapel, theatre, fitness room, library, strolling paths, private dining room	MorningStar Senior Management LLC / Denver, CO	NA
24	Springwood Retirement Campus ㉔ springwoodretirement.com	6550 Yank Way Arvada, CO 80004 303-424-6550	65	continuum of care campus, independent living, assisted living and Alzheimer's Care; lifestyle programs, transportation	Arvada Manor Associates LLP / Arvada, CO	Pat Gallinger, executive director
25	Wind Crest ㉕ ericksonliving.com	3235 Mill Vista Rd. Highlands Ranch, CO 80129 303-798-3100	64	medical center, restaurants, indoor pool, fitness center, woodworking shop, creative arts studio, day spa/salon, bank	Erickson Living / Baltimore, MD	Craig Erickson, executive director; Kathy Dilger, associate executive director



► CLOSER LOOK

MOST INDEPENDENT / RETIREMENT UNITS AMONG THE 25

Wind Crest	783
Springwood Retirement Campus	215
MorningStar Senior Living at Dayton Place	145
Atria Inn At Lakewood	137
Porter Place Senior Living Community	134
Park Regency Thornton Assisted Living & Memory Care	102
Christin Living Communities - Someren Glen Retirement Community	72

MOST ALZHEIMER'S / SKILLED-CARE UNITS AMONG THE 25

Parker Senior Living by Morningstar	43
Atria Park of Applewood	42
Wind Crest	36
HighPointe Assisted Living and Memory Care	32
Porter Place Senior Living Community	29
Srpingwood Retirement Campus	28
Christian Living Communities - Someren Glen Retirement Community	26
MorningStar Senior Living at Dayton Place	20

ABOUT THE LIST
Information on The List was supplied by individual companies through questionnaires and DBJ research. In case of ties, companies are listed alphabetically. Not all of the 25 companies provided Independent/Retirement units or Alzheimer's/Skilled Care information.

NEED A COPY OF THE LIST?
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WANT TO BE ON THE LIST?
If you wish to be surveyed when The List is next updated, email your contact information to Connie Elsbury at celsbury@bizjournals.com.

¹ Formerly Morningstar Assisted Living of Applewood

Fighting Fraud

How Denver companies can take action

“Fraud attacks against businesses are on the rise. As new technologies proliferate, hackers are finding more sophisticated ways to target unsuspecting victims, potentially harming companies and their customers.”

Jodi Rolland, Colorado State & Denver Market President, Bank of America; Market Executive, Global Commercial Banking, Bank of America Merrill Lynch

“Firms of all sizes can be vulnerable. Upgrading systems and educating employees are essential to preventing breaches — and preserving your assets and reputation.”

Scott Vanderpool, Market Executive, Bank of America Merrill Lynch



Shared vulnerabilities

Fraud is a growing threat to both businesses and their customers. Payment fraud, one of today’s most prevalent schemes, involves attempts by outsiders to hack into business email systems. A successful attack can compromise wire transfer payments and expose sensitive account information.

A growing threat



33% of companies have been targeted by fraud attacks¹

Rising stakes

Despite several recent high-profile fraud attacks, only 18% of companies view data security as a threat to earnings. But fraud losses can be devastating. Hackers can steal companies’ financial assets and intellectual property, along with sensitive customer data — eroding profits and trust.

Adding up



Estimated annual losses from data and identity theft²

Education and upgrades

Educating employees is the first line of defense. “Phishing,” “spoofing” and other fraud types are often preventable, if monitored properly. In addition, upgrading IT systems can reduce risk while boosting efficiency and visibility.

Don’t be fooled

A “phishing” scam can lure employees to click malicious links or attachments



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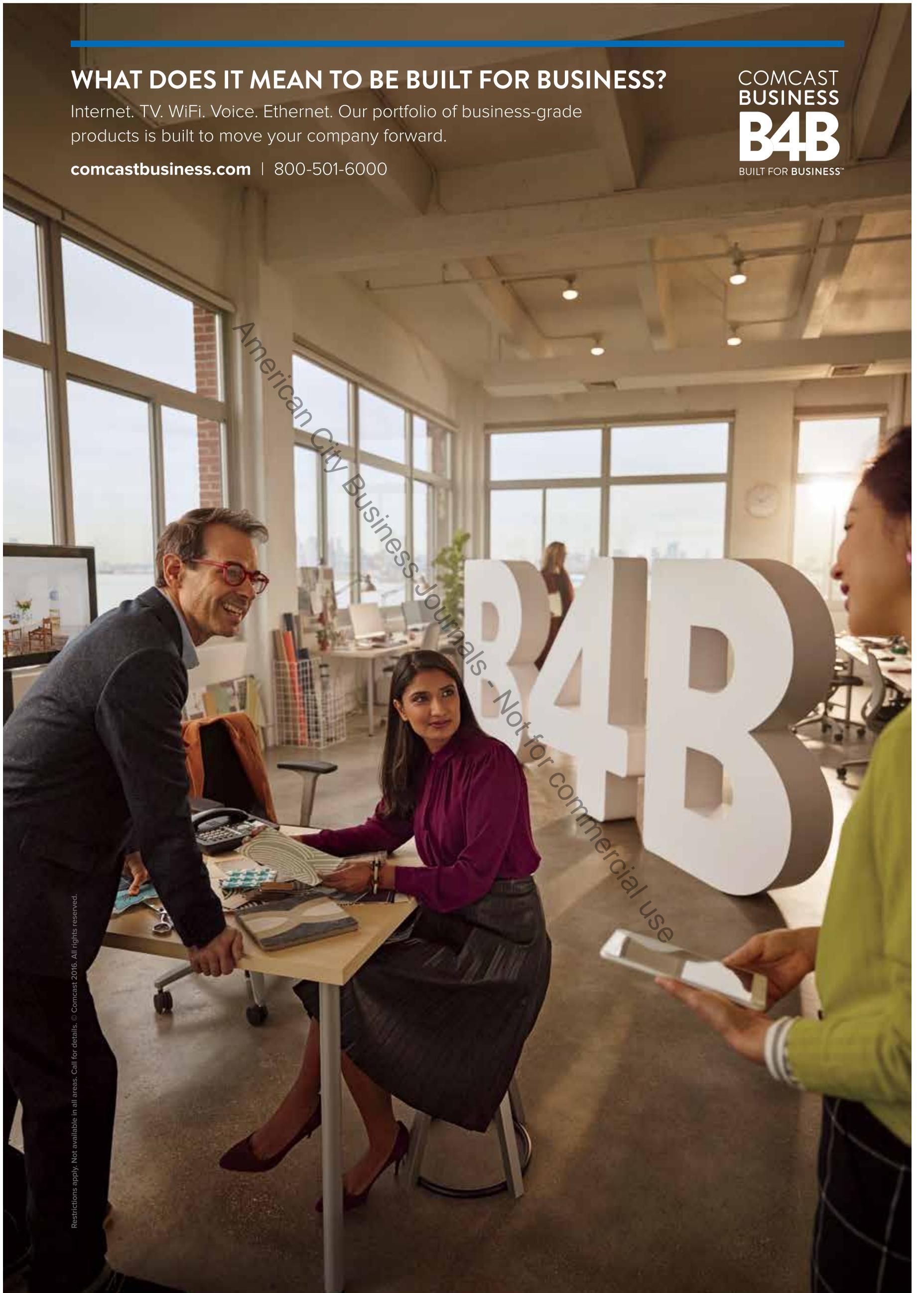
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Business of Aging

When it comes time for seniors to move

BY JUSTIN GUERRIERO
jguerrero@bizjournals.com
303-803-9235 | @TheHungry_Hippo

The world of relocation management is unbeknownst to many. Here in Colorado and across the country, companies in the relocation field provide helpful services to countless citizens, many of them seniors and others nearing retirement.

These companies provide services ranging from packing and unpacking the contents of a home, to creating schedules and timeframes and liquidating assets.

"I've [gotten] called more frequently in the last couple of years by baby boomers in addition to the traditional seniors," said Anne McMahon, founder of Friend of the Family, a relocation management firm located in Littleton.

Friend of the Family was founded in 2005 and is one of 13 Colorado companies registered with the National Association of Senior Move Managers (NASMM).

"We go in and we figure out 'what are you going to keep?', 'what are you going to send to the kids,?' 'what are you going to try to sell,?' and then we give them proposals and manage the entire process," McMahon said. "We



Anne McMahon, founder of Friend of the Family, with Susan Allard, project manager, move a couple into MorningStar of Littleton from a two-bedroom condo.

KATHLEEN LAVINE, BUSINESS JOURNAL

do all of their packaging, sourcing and walk them through estimates with moving companies."

Senior relocation is a bit of a different game. Often it involves transitioning elderly folks to new living arrangements. Given that some of these people have lived in their homes for decades, the job can be extremely delicate.

"The first thing that you realize is

that when you're moving someone for the first time probably ever, they're going to a smaller place," said Jeanine Plumhoff, co-founder and co-owner of Smooth Transitions Denver, a relocation management firm also associated with the NASMM. "It is very emotional for [some of our customers.] We try to be as aware of that as much as we can and as gentle as possible."

A particular challenge is separating people from possessions that won't fit at their new living space.

"We have to develop a rapport with them in order for the move to be successful and so we try to keep it as light as possible and as firm as we can," Plumhoff said.

The market for relocation management firms can fluctuate.

"We just finished September and October, which were incredibly busy months - we couldn't even keep up with all the requests for moves," said Betty White, co-owner and co-founder of Smooth Transitions. "It's really a cycle and it kind of follows the housing market. When people are selling houses and moving, that's when we're the busiest."

Competition can be tough, but Sarah Gabriele, owner of NASMM affiliate A Place for Everything, is optimistic about the future.

"There's definitely competition, but at this point, there are way more people who need organizing services than there are really good organizers out there," said Gabriele, whose company is based in Highlands Ranch. "It's definitely going to grow, especially with all the baby boomers [nearing retirement age]."



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T H E L I S T

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303-803-9223
celsbury@bizjournals.com

DENVER-AREA HOME HEALTH CARE AGENCIES

RANKED BY NUMBER OF PATIENT VISITS IN 2015

Business name Website	Address Phone	No. of patient visits 2015	Specialties and services	Owner / Headquarters	Top local executive
1 AMI-Wellness Home Health Services ② ami-wellness.com	1385 S. Colorado Blvd. #306 Denver, CO 80222 303-722-2208	62,614	brain and spinal cord injury, neurological rehab and support services, CP, MS, ALS, stroke HCBS	NA / Denver, CO	Kris Bode, administrator
2 Elderlink Home Care Inc. ③ elderlinkhomecare.com	11757 W. Ken Caryl Ave. F-314 Littleton, CO 80127 303-734-0641	41,800	non-medical home care placement agency; provides clients with assistance with the activities of daily living	Karen Moorehead / Littleton, CO	Karen Moorehead, CEO
3 InnovAge Home Care ⑥ myinnovage.org	8950 E. Lowry Blvd. Denver, CO 80230 855-487-6768	37,160	skilled/non-medical services, nursing, CNA, personal care assisting with ADLs, medication reminders/fills, transportation and companionship	InnovAge Home Care / Denver, CO	Maureen Hewitt, president/CEO
4 Boulder Community Homecare ④ bch.org	1155 Alpine Ave. #229 Boulder, CO 80304 303-415 4515	11,663	wound care, Parkinson's disease, orthopedic, complex patients, neurologic patients	Boulder Community Health / Boulder, CO	Colleen Yuskewich, director
5 Dominican Home Health Agency Inc. ⑦ domicanhha.org	2501 Gaylord St. Denver, CO 80205 303-322-1413	8,406	in-home nursing care, wellness clinics, durable medical equipment loan program	Dominican Home Health Agency Inc. / Denver, CO	Mary Morroni, chair of the board
6 Shared Touch Inc. ④ sharedtouch1.com	14231 E. 4th Ave. #101 Aurora, CO 80011 303-261-1110	3,200	non-medical care services, companionship, personal care, homemakers, live-in's, medication reminders, light housekeeping, errands, assistance with ADLs	Carolyn Shockley / Aurora, CO	Carolyn Shockley, president



► CLOSER LOOK

This is a reprint of the 2016 list of Home Health Care Agencies and has not been updated since it was printed in the September 2, 2016 edition.

ABOUT THE LIST
Information on The List was supplied by individual companies through questionnaires and could not be independently verified by the Denver Business Journal. Argus Home Health Care, Toni L. Maldonado & Associates and JFS at Home, ranked Nos. 1, 5 and 8, respectively, on last year's list, did not respond to our inquiries by deadline. Only those that responded to our inquiries were listed.

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NOTES: NA - not available * - not ranked last year



THE Giving Guide 2017

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Publication date: November 24, 2017
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T H E L I S T

Compiled by Connie Elsbury
303-803-9223
celsbury@bizjournals.com

DENVER-AREA NURSING HOMES

RANKED BY NUMBER OF SKILLED-CARE LICENSED BEDS AS OF MAY 1, 2016

Rank	Business name Website	Address Phone	Number of skilled care licensed beds	Services	Owner or management company / Headquarters	Top local executive
1	Elms Haven Center ① genesishcc.com	12080 Bellaire Way Thornton, CO 80241 303-450-2700	242	rehab unit, Alzheimer's unit, activity room, fitness room, housekeeping, beauty salon/barber services, laundry facility	Genesis Healthcare / Kennett Square, PA	Lynn Stockwell, center executive director
2	Cherry Creek Nursing Center-Nexion Healthcare Inc. ③ nexion-health.com	14699 E. Hampden Ave. Aurora, CO 80014 303-693-0111	218	rehabilitation, rapid recovery, skilled nursing, physical therapy, occupational therapy, speech therapy, respiratory therapy, recreational therapy	Nexion HealthCare Inc. / Sykesville, MD	Betsy Ried, administrator
3	Broomfield Skilled Nursing & Rehabilitation Center ④ broomfieldnursingcenter.com	12975 Sheridan Blvd. Broomfield, CO 80020 303-785-5800	210	short-term rehab, 24-hour care, hospice care, physical and occupational therapists, speech-language pathologist	Broomfield Skilled Nursing & Rehabilitation Center / Broomfield, CO	Brenda Hancock, administrator
4	Briarwood Health Care Center ⑤ briarwoodhealthcarecenter.com	1440 Vine St. Denver, CO 80206 303-399-0350	201	24-hour skilled nursing care, wound care, IV therapy, library, beauty/barber shop, Internet, private dining room, transportation	Life Care Centers of America / Cleveland, TN	Hollie Hoyle, director
5	Cherrellyn Health Care & Rehabilitation Center ⑥ fivestarseniorliving.com	5555 S. Elati St. Littleton, CO 80120 303-798-8686	190	occupational, physical and speech therapy, sub-acute care, respite care, housekeeping, pet-friendly, exercise classes	Five Star Quality Care Inc. / Newton, MA	Dawn Robinson, administrator
6	Life Care Center of Longmont ⑦ lifecarecenteroflongmont.com	2451 Pratt St. Longmont, CO 80501 303-776-5000	187	skilled nursing care, rehabilitation therapies, respite, hospice, wound care, beauty/barber salon, courtyards, library	Life Care Centers of America / Cleveland, TN	Stephen DeBelle, director
7	Bear Creek Nursing & Rehabilitation Center ⑧ genesishcc.com	150 Spring St. Morrison, CO 80465 303-697-8181	180	Alzheimer's care, therapy, rehabilitation services, respite, hospice, wound care, beauty/barber salon, courtyards, library	Genesis Health Care / Kennett Square, PA	Robbin McMahan, administrator
7	Colorado State Veterans Home at Fitzsimons ⑨ colorado.gov/cdhs/veteranshomes	1919 Quentin St. Aurora, CO 80045 720-857-6400	180	nursing care for veterans and their spouses	State of Colorado / Denver, CO	Greg Ryan, administrator
9	Bethany Rehabilitation Center ⑩	5301 W. 1st Ave. Lakewood, CO 80226 303-238-8333	170	physical, occupational, speech and respiratory therapy, hospice services, chapel, library, restaurant-style dining, adult recreation program	NA / NA	Jeff Gertsch, administrator
10	Mountain Vista Senior Living Community ⑪ abhomes.net	4800 Tabor St. Wheat Ridge, CO 80033 303-421-4161	168	full continuum of care, independent, assisted living, skilled nursing and secured Alzheimer's unit	American Baptist Homes of the Midwest / Eden Prairie, MN	Mary Sawyer-Winters, administrator
11	Life Care Center of Aurora ⑫ lifecarecenterofaurora.com	14101 E. Evans Ave. Aurora, CO 80014 303-751-2000	166	long-term care, sub-acute and rehabilitation care, IV, suction, oxygen therapy, wound care, respite care, gift shop, library, beauty/barber salon, courtyard, theater, van transportation	Life Care Centers of America / Cleveland, TN	Dani Andrade, executive director
12	Boulder Manor ⑬ boulder-manor.com	4685 E. Baseline Rd. Boulder, CO 80303 303-494-0535	165	Alzheimer's, sub-acute care, rehabilitation services	Sava Senior Care / Atlanta, GA	Andy Buckholtz, administrator
13	Avamere Transitional Care and Rehabilitation Center - Malley ⑭ avameremalleyrehab.com	401 Malley Dr. Northglenn, CO 80233 303-452-4700	162	cardiac care, wound care, respite care, hospice care, WiFi, patio, courtyard, dining, cable TV	Avamere Family of Cos. / Wilsonville, OR	Michael Schnabel, executive director
13	Mesa Vista of Boulder ⑮ hcmnc.com	2121 Mesa Dr. Boulder, CO 80304 303-442-4037	162	Alzheimer's unit, secured behavior unit, rehab services, recreational programs, spiritual programs, restaurant-style dining	Health Care Management Inc. / Jackson, MS	Christine Beson, administrator
15	ManorCare Health Services-Denver ⑯ heartland-manorcare.com/denver	290 S. Monaco Pkwy. Denver, CO 80224 303-355-2525	160	post-acute rehab, Alzheimer's care, long-term care, respite, hospice	HCR-ManorCare / Toledo, OH	Carly Bader, administrator
15	The Villas at Sunny Acres ⑰ centuraseniors.org/villassunnyacres	2501 E. 104th Ave. Thornton, CO 80233 303-255-4100	160	private and semi-private rooms, secure memory care unit, open dining, activities, independent living, assisted living, 64-acre campus	Centura Health/Catholic Health Initiatives / Denver, CO	Chadwick Perkey, administrator
17	St. Paul Health Center ⑱ saintpaulhealth.com	1667 St. Paul St. Denver, CO 80206 303-399-2040	155	nursing services, physical rehabilitation, garden areas, library, spa, laundry and housekeeping services	Colavria Hospitality / Denver, CO	Mark Bedinger, president, Colavria Hospitality David Adams, administrator
18	Crown Crest of Parker ⑲ crowncrestofparker.com	9398 Crown Crest Blvd. Parker, CO 80138 720-851-3300	154	scheduled outings, beauty/barber services, religious services, physical and occupational therapy, speech pathology,	Crown Crest of Parker / Parker, CO	Jenny Matlock, administrator
19	ManorCare Health Services-Boulder ⑳ heartland-manorcare.com/boulder	2800 Palo Pkwy. Boulder, CO 80301 303-440-9100	150	Alzheimer's care, physical, occupational, speech and massage therapy, activity areas, laundry services	HCR-ManorCare / Toledo, OH	Julie Nash, administrator
20	Hallmark Nursing Center ㉑ hallmarknursingcenterco.com	3701 W. Radcliff Ave. Denver, CO 80236 303-794-6484	143	IV therapy, rehabilitation, physical, occupational, speech and oxygen therapy, wound care, respite care, beauty/barber salon, courtyard, library	Life Care Centers of America / Cleveland, TN	Lucas Carroll, executive director
21	Western Hills Health Care Center ㉒ lcca.com	1625 Carr St. Lakewood, CO 80215 303-232-6881	140	sub-acute care unit, rehabilitation, IV, suction and oxygen therapy, wound care, beauty/barber salon, private dining room, bus	Life Care Centers of America / Cleveland, TN	Amy Goeglein, executive director
22	Beth Israel at Shalom Park ㉓ shalomcares.org	14800 E. Belleview Dr. Aurora, CO 80015 303-680-5000	135	beauty salon/barber shop, restaurant-style dining, activities, housekeeping services	nonprofit / Aurora, CO	Dan Stenersen, president/CEO Elizabeth Black Irtz, administrator
22	Highline Rehabilitation and Care Community ㉔ vivage.com/highline	6060 E. Iliff Ave. Denver, CO 80222 303-759-4221	135	transportation to medical appointments, pet friendly, beauty salon, massage therapy, memory care, therapy gym	Vivage Senior Living / Lakewood, CO	Jeffrey Richardson, administrator
22	Juniper Village - The Spearly Center ㉕ junipercommunities.com	2205 W. 29th Ave. Denver, CO 80211 303-458-1112	135	physical, occupational, speech, mental health and respiratory therapy, rehabilitation, computer lab, spa, gym, bank, outdoor patio	Juniper Communities / Bloomfield, NJ	Susan Pappas, administrator
25	Holly Heights Care Center ㉖ hollyheightsncc.com	6000 E. Iliff Ave. Denver, CO 80222 303-757-5441	133	dietary services, physical, occupational and speech therapy, activities, nursing services, beauty shop, outings, gardening	privately owned / Denver, CO	Janet Snipes, administrator
25	Orchard Park Health Care Center ㉗ orchardparkhealthcare.com	6005 S. Holly St. Littleton, CO 80121 303-773-1000	133	physical, speech and occupational therapy, gym, courtyards	NA / NA	Chris Tanner, administrator



► CLOSER LOOK

This is a reprint of the 2016 list of Nursing Homes and has not been updated since it was printed in the September 2, 2016 edition.

RANKED BY HIGHEST OCCUPANCY RATE IN JUNE 2016

Beth Israel at Shalom Park	98.5%
Orchard Park Health Care Center	93.2%
St. Paul Health Center	91.6%
Juniper Village - The Spearly Center	91.1%
Holly Heights Care Center	91%
Colorado State Veterans Home at Fitzsimons	90%
ManorCare Health Services-Boulder	90%
Mesa Vista of Boulder	88.9%
Cherry Creek Nursing Center - Nexion Healthcare Inc.	87.6%
Highline Rehabilitation and Care Community	87.4%
Mountain Vista Senior Living Community	86.9%
Bethany Rehabilitation Center	85.9%
Elms Haven Center	83.9%
Cherrellyn Health Care & Rehabilitation Center	81.6%

ABOUT THE LIST
Information was requested from firm representatives. Information from Colorado Department of Public Health and Environment, Colorado Health Care Association and Center for Assisted Living and Medicare.gov was used for companies that did not respond. In case of ties, companies are listed alphabetically.

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Business of Aging

IT help for older Americans

GroovyTek offers tech support for baby boomers



Zach Phillips, trainer for GroovyTek, right, helps client Shirlee Robinson with a computer in her home.

PHOTOS: KATHEEN LAVINE, BUSINESS JOURNAL

BY GREG AVERY

gavery@bizjournals.com

303-803-9222, @GregAveryDenBiz

Constance Artigues needed help with technology when her company, KiO Storage, started forging relationships with national retail stores.

KiO Storage designs and sells high-end but affordable polycarbonate closet organizers, meant for younger consumers unlikely to spring for fully custom organizers.

"I went into all these meetings with Target, Bed Bath and Beyond, AllModern, Wayfair, and their buyers were all people in their late 20s and early 30s," she said. "I was dealing with a whole different realm, a different generation."

Getting KiO's systems in the known national stores and on the retailers' website was crucial, but it also meant navigating online technologies beyond the spreadsheets and programs Artigues had dealt with previously, she said.

Artigues is in her sixties and has experience in business, but the terminology and processes of online services like CommerceHub and setting

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Business of Aging

up online sales support was unfamiliar. She needed help.

"There are a million different companies trying to get into these stores, and they won't hold your hand through it," Artigues said.

It's a problem faced by a growing population of older Americans who are either semi-retired but still professionally engaged or starting businesses of their own.

Technological literacy has become a vital economic skill. For the young there are schools to help, and for younger professionals there are networks of friends and other digital natives they can tap.

Where do older Americans find the IT help when they need it?

Artigues found a Denver startup called GroovyTek, a technology support service specifically aimed at helping baby boomers and other senior citizens.

GroovyTek expected to mainly get customers from among the older generation of people needing help setting up iPads, learning to Facetime chat with their grandkids and friends, co-founder Matt Munro said.

GroovyTek is drawing nearly half its business from individual baby boomers hiring them to help explain technologies that would be useful to them professionally or in business.

"There's a desire to be relevant," Munro said. "There's a need people feel to make sure they understand the

pace of how things are done in business today."

For a lot of people reaching retirement years, downloading apps to computer tablets, video chats, attaching files to emails haven't been everyday tasks. It's not always easy to ask family members to find the time or the patience to teach the latest online communication tools or social network marketing in order to remain up-to-date, Munro said.

GroovyTek started in Denver in 2015. Today it employs a dozen people.

It has expanded to offer instruction in Boulder, where it was finding a lot of older solo professionals wanting its services, Munro said. It's planning to open in Florida next year to learn the dynamics of a new market and prepare for a possible broader expansion.

A study by the Consumer Technology Association and IBM concluded that 85 million Americans, more than a quarter of the country's population, are potential adopters of technology to help them stay active, connected and maintain a high quality of life. A growing amount of those people intend to stay active professionally, the study found.

By 2020, there's estimated to be a \$42.7 billion annual market for tech products and serving the aging population, the report concluded.

A lot of people are retiring from careers where there was an IT staff or some other kind of assistance to help navigate new information technologies.



Alex Rodas and Greg Boman are two of the co-founders of GroovyTek.

Someone else could help attach a file to an email, make sure a document got uploaded to a file transfer site, or adjust the default settings on a new app.

Those supports fall away when a person hits retirement or strikes out on their own in business.

"They've had people to take care of setting up the technology, and now they don't," Munro said.

But most online consumer technologies don't account for this large population and frequently even alienate it with the way it brands its products and provides virtually no useful technical support for users, Munro said.

"Folks over 40 have been mistreated and forgotten by Silicon Valley," he said. "There's a real pent-up demand to be treated with respect and learn

about these technologies."

For GroovyTek, decidedly analog touches, like handwritten thank-you notes from instructors, make a tremendous difference to clients, Munro said.

GroovyTek isn't the only Denver tech startup targeting the country's aging population.

In 2015, a group of entrepreneurs with executive experiences in technology and real estate started Silvernest, a roommate matching service for seniors looking to rent out space in their homes.

Silvernest is a little like a cross between Airbnb Inc. and Match.com, but is focused on long-term rental arrangements for retirees hoping to find compatible tenants, said Wendi Burkhardt, its co-founder and CEO.

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Business of Aging

Boomers bounce back to school

Colleges adapt to the aging population's demand for training



Arapahoe Community College executive director of community & workforce programs Kim Larson-Cooney said the institution is going all-in to draw in and work with the 50-plus community.

KATHLEEN LAVINE, BUSINESS JOURNAL

BY CAITLIN HENDEE
chendee@bizjournals.com
303-803-9226, @CHendeeDenBiz

Mary Cima, 53, was at a point in life when she wanted a change.

Her job working in a preschool just wasn't doing it for her anymore – she wanted something more.

Cima decided to go back to school and obtain an associates degree in accounting, a subject that interested her and she hoped would make her employable.

"I didn't feel my skills were up-to-date, and I wanted to improve those," Cima said. "I'd always been interested in accounting, so I just went to see if I could do it."

Cima, who will graduate from Arapahoe Community College in spring 2017, is among a growing number of the Baby Boomer generation who are returning to college.

The reasons why are varied. Some are looking to obtain a degree and return to the workforce in a totally different field. Others are going back simply to become versed in subjects that appeal to them.

"A lot of them are, 'I want to keep my mind sharp, I'm interested in learning this,'" said Tricia Essenpreis, business development director at the University of Colorado Boulder.

"Research has shown that a lot of Baby Boomers haven't planned for retirement, or they've lost money during the Recession...so they're coming back to get retooled," added Kim Larson-Cooney, executive director of community & workforce programs at ACC. "Or they know to keep their job, they need to learn more about

something and improving their skills."

CU Boulder's program allows Colorado resident ages 55 and older to register for classes and "sit in," instead of formally signing up for credit hours. In fall 2016, 304 people registered for the program, up from 284 in fall 2015.

"They can [also] take courses as non-degree students for credit if they want to pursue advancement in their current career discipline or if they want to explore interests that might take them on a different journey," said Jennifer Lynn Burnham, special programs manager at CU Boulder's Office of Continuing Education.

CU Boulder professors and faculty also offer weekend seminars to the 50-plus crowd that touch on a variety of subjects.

And Larson-Cooney said ACC is doing the same, plus going all-in to draw in and work with the 50-plus community.

"We found out that we had thousands of [Baby Boomers] on our campus participating in our programs – through credit classes, non-credit classes, through our fitness center, through seminars, they were on our advisory boards, they were employed as adjunct instructors. It was a lot going on," Larson-Cooney said.

Grants jump start initiative

Larson-Cooney said it quickly became apparent that ACC was a magnet for the aging community and should take advantage of it. In 2010, ACC applied for and received a \$5,000 grant from the Rose Foundation, a group that gives out grants for things that support "positive interactions between communities." ACC also received a \$15,000 grant from the American Association of Community Colleges.

"The grants were like a catalyst to launch a whole initiative to work with people 50-plus," Larson-Cooney said.

Today, ACC offers its own programs to people over 50, and trains other community colleges and centers on how to work with that demographic as well.

"The other thing that's been occurring is training programs for people who work with older adults," Larson-Cooney said. "We are very much engaged in local communities like Littleton, DougCo, Arapahoe, JeffCo ... because they're trying to figure out how to serve older adults, things like aging well initiatives."

The Denver Regional Council for Governments, for example, leveraged ACC staffers' expertise for assistance with its "Boomer Bond" initiative, a "tool kit local communities could use

to make sure they are helping older adults age well," Larson-Cooney said.

"We worked in the social and civil engagement piece in terms of what do communities need to look at," Larson-Cooney said.

Beyond that, Larson-Cooney said ACC regularly provides training for faculty and staff on how to work with someone who is 50-plus in the classroom and on how to obtain financial aid.

"They may be more hesitant about sharing their financial information," Larson-Cooney said. "They may have a certain amount of pride. There's folks who may have those challenges."

Staff, she said, are now specially trained to work with those people. They're also trained on how to assist a person who have the financial means, but want to come back to school to learn how to give back.

ACC offers a class on "social entrepreneurship," which provides ideas on ways people can positively engage with their community.

"There's a whole concept called the third place: the first place is home, second place is work, third place is where to go to feel comfortable ... a place where people care about each other," Larson-Cooney said. "And we have different those 'third' places on our campus, like our fitness center. Or maybe our drawing class. We want to make people feel comfortable here."

Larson-Cooney added that as more people in the 50-plus crowd continue to come to them, work on how to engage them better will continue, too.

"This is like a movement, especially among community colleges...because of our mission and vision to work with the local communities," she said. "It's not going away."



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THE LIST

Compiled by Connie Elsbury
303-803-9223
celsbury@bizjournals.com

DENVER-AREA HUMAN-SERVICE ORGANIZATIONS

RANKED BY 2015 OPERATING BUDGET

	Business name Website	Address Phone	2016 operating budget	Focus of service	Top local executive
1	Food Bank of the Rockies ① foodbankrockies.org	10700 E. 45th Ave. Denver, CO 80239 303-371-9250	\$95.21 million	solicit, collect and distribute food to those in need of assistance through nonprofit member agencies	Kevin Seggelke, president/ CEO
2	Volunteers of America ② voacolorado.org	2660 Larimer St. Denver, CO 80205 303-297-0408	\$89.61 million	affordable housing, aging and nutrition services, Meals on Wheels, health care, homeless prevention and intervention, early childhood education, volunteer opportunities and veteran services	Dianna Kunz, president/CEO
3	Mental Health Center of Denver ③ mhcd.org	4141 E. Dickenson Pl. Denver, CO 80222 303-504-6500	\$85.73 million	recovery-focused mental health care and substance abuse treatment and services to people in the City and County of Denver	Carl Clark, president/CEO ; Cheryl Clark, VP/medical/ clinical director
4	Goodwill Industries of Denver ④ goodwilldenver.org	6850 Federal Blvd. Denver, CO 80221 303-650-7700	\$68 million	reverse the cycle of poverty in metro Denver and northern Colorado by providing education, career development and employment opportunities to help at-risk students, struggling adults, and individuals with disabilities	Stuart Davie, president/CEO
5	Colorado Coalition for the Homeless ⑥ coloradocoalition.org	2111 Champa St. Denver, CO 80205 303-293-2217	\$60 million	assist homeless and at-risk families, children and individuals throughout Colorado with housing, health care and supportive services	John Parvensky, president/ CEO
5	Jefferson Center for Mental Health ⑤ jcmh.org	4851 Independence St. Wheat Ridge, CO 80033 303-425-0300	\$60 million	behavioral health, integrated care and wellness programs in over 26 locations, community-based services in primary care offices, schools and senior centers	Harriet Hall, CEO/president
7	Aurora Mental Health Center ⑧ aumhc.com	11059 E. Bethany Dr. #200 Aurora, CO 80014 303-617-2300	\$55 million	comprehensive community mental health services for Aurora	Randy Stith, executive director
8	Rocky Mountain Human Services ⑦ rmhumanservices.org	9900 E. Iliff Ave. Denver, CO 80231 303-636-5600	\$44 million	case management and direct services to children and adults with intellectual and developmental disabilities and delays; veterans who are struggling with homelessness and/or unemployment	Shari Repinski, executive director
9	The Denver Hospice ⑪ thedenverhospice.org	501 S. Cherry St. #700 Denver, CO 80246 303-321-2828	\$40 million	hospice care, palliative care, pain and symptom management, transitions care, chronic illness care, family and physician consultations, grief counseling, bereavement services, pediatric services, inpatient care, integrative therapies, grief support groups	Janelle McCallum, chief operating/quality officer
10	Community Reach Center ⑩ communityreachcenter.org	8931 Huron St. Thornton, CO 80260 303-853-3500	\$39 million	mental health provider, serving all ages; services include individual, group and family counseling, and substance abuse treatment	Richard Doucet, CEO
11	Developmental Disabilities Resource Center ⑨ ddrcco.com	11177 W. 8th Ave. Lakewood, CO 80215 303-233-3363	\$36.04 million	provides support and services to children and adults with intellectual and developmental disabilities and their families in Jefferson, Clear Creek, Gilpin and Summit counties	Beverly Winters, executive director
12	The Salvation Army ⑬ imsalvationarmy.org	1370 Pennsylvania St. Denver, CO 80203 303-861-4833	\$34.64 million	provides shelter for homeless, substance-abuse rehab, senior housing, family transitional housing, women's sheltering, after-school programs, disaster services, youth sports, child care, food boxes, utility assistance, rental assistance, and daily feeding programs	Daniel Starrett, Lt. Colonel, divisional commander
13	Mile High United Way ⑫ unitedwaydenver.org	711 Park Ave. W. Denver, CO 80205 303-433-8383	\$32 million	provides opportunities for individuals, children and their families; ensuring children enter school ready to succeed, children are reading at grade level by the end of third grade, youth graduate from high school ready for post-secondary education and entry into the workforce; basic needs and opportunities to individuals and families	Christine Benero, president/ CEO
14	Denver Rescue Mission ⑭ denverrescuemission.org	6100 Smith Rd. Denver, CO 80216 303-297-1815	\$30.03 million	serve homeless and low-income men, women and children through emergency services, rehabilitation, transitional programs, permanent housing assistance and community outreach	Brad Meuli, president/CEO
15	Dental Lifeline Network ⑮ dentallifeline.org	1800 15th St. #100 Denver, CO 80202 303-534-5360	\$26.81 million	dental care for disabled or aged people nationwide	Larry Coffee, founder
16	YMCA of Metropolitan Denver ⑯ denverymca.org	2625 S. Colorado Blvd. Denver, CO 80222 720-524-2700	\$22.77 million	youth development, healthy living and social responsibility	Jim Hiner, president/CEO
17	Habitat for Humanity of Metro Denver ⑰ habitatmetrodenver.org	3245 Eliot St. Denver, CO 80211 303-534-2929	\$18.23 million	building and preserving affordable housing in partnership with hardworking, low-income families	Heather Lafferty, CEO/ executive director
18	Lutheran Family Services Rocky Mountains ⑱ lfsrm.org	363 S. Harlan St. #200 Denver, CO 80226 303-922-3433	\$17.4 million	adoption, pregnancy counseling, foster care, unaccompanied refugee minor foster care, refugee resettlement, older adult and caregiver services, prevention services, disaster response, child welfare trauma assessments, immigration legal services	James Barclay, president/CEO
19	Boys and Girls Clubs of Metro Denver ⑲ greatfuturesdenver.org	2017 W. 9th Ave. Denver, CO 80204 303-892-9200	\$16 million	provide opportunities for youth that improve academic success, build character and leadership skills, and encourage healthy lifestyles	John Barry, CEO
20	Excelsior ⑳ excelsiorcares.org	15001 E. Oxford Ave. Aurora, CO 80014 303-693-1550	\$12.6 million	provides therapeutic and educational services for youth and their families who struggle with serious social, emotional, behavioral and mental health challenges	Susan Hebert, CEO
21	Jewish Family Service of Colorado ㉑ jewishfamilyservice.org	3201 S. Tamarac Dr. Denver, CO 80231 303-597-5000	\$11.98 million	focus on family safety net services, senior services, mental health counseling, people with disabilities and employment services	Yana Vishnitsky, CEO
22	Tennyson Center for Children ㉒ tennysoncenter.org	2950 Tennyson St. Denver, CO 80212 303-433-2541	\$11.7 million	provides residential, therapeutic and educational services to Colorado children ages five to 18 that are survivors of severe abuse or neglect, or have significant mental health or developmental issues	Rod Witte, CEO
23	Bayaud Enterprises Inc. ㉓ bayaudenterprises.org	333 W. Bayaud Ave. Denver, CO 80223 303-830-6885	\$8.24 million	employment services for individuals with mental illness, homelessness, and/or other disabilities	David Henninger, executive director
24	Griffith Centers for Children Inc. ㉔ griffithcenters.org	1724 Gilpin St. Denver, CO 80218 303-237-6865	\$7.55 million	strengthening Colorado communities one family at a time	Barb Ritchie, CEO/president
25	Easter Seals Colorado ㉕ eastersealscolorado.org	5755 W. Alameda Ave. Lakewood, CO 80226 303-233-1666	\$7.39 million	partners with individuals, families and the community to reduce the impact of disability or health challenges on their lives; enhance our clients quality of life and create opportunities for them to achieve greater independence through wellness, employment, respite and recreation	Lynn Robinson, president/CEO



► CLOSER LOOK

This is a reprint of the 2016 list of Human-Service Organizations and has not been updated since it was printed in the October 7, 2016 edition.

22,427

Food Bank of the Rockies has the most volunteers in its 3 Colorado offices as of May 1, 2016.

MOST PAID EMPLOYEES

Goodwill Industries of Denver	900
Volunteers of America	822
Jefferson Center for Mental Health	671
Developmental Disabilities Resource Center	500
Aurora Mental Health Center	465
The Denver Hospice	430
Colorado Coalition for the Homeless	411
Rocky Mountain Human Services	234
Tennyson Center for Children	180
The Salvation Army	180
YMCA of Metropolitan Denver	168
Lutheran Family Services Rocky Mountains	137
Excelsior	132
Jewish Family Service of Colorado	132

ABOUT THE LIST

Information on The List was supplied by individual organizations through questionnaires and could not be independently verified by the Denver Business Journal. Only those that responded to our inquiries were listed. In case of ties, companies are ranked alphabetically.

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If you wish to be surveyed when The List is next updated, email your contact information to celsbury@bizjournals.com.



TECHFLASH

Reporter
Greg Avery

GAVERY@BIZJOURNALS.COM

303-803-9222

@GREGAVERYDENBIZ

► CLOSER LOOK

ZAYO BUYING ELECTRIC LIGHTWAVE

Zayo Group Holdings Inc. is spending \$1.42 billion to acquire the fiber-optic network and data services division that split off from Integra Telecom this summer.

Boulder-based Zayo Group (NYSE Zayo) is using cash for the purchase, which is expected to close early next year following regulatory approval.

In acquiring Electric Lightwave, Zayo will add thousands of miles of metro-area and long-haul fiber optics connecting West Coast and Rocky Mountain markets including Portland, Seattle, Sacramento, San Francisco, San Jose, Salt Lake City, Spokane and Boise.

Electric Lightwave split off from Integra Telecom Holdings Inc., which continues to operate as a seller of small-business phone and internet services.



PROVIDED BY ZAYO GROUP

Zayo owns fiber optic lines and data centers in North America, Britain and in Europe. It employs about 2,000 people, 600 of whom work in downtown Denver.

► BRIEFLY NOTED

DATA CENTER FIRM REPORTEDLY EXPLORING SALE



Grant van Rooyen

A specialty data center company may be readying itself for a sale. The Wall Street Journal reported Dec. 2 that Denver-based Cologix has hired Barclays Bank PLC and DH Capital LLC, and those companies are working on an auction to sell Cologix in bidding that could reach \$1.25 billion.

Cologix operates 24 data centers in Columbus, Ohio; Dallas; Jacksonville and Lakeland, Florida; Minneapolis; northern New Jersey; and Montreal, Toronto and Vancouver, Canada.

The company, founded by CEO Grant van Rooyen and other Denver-based telecom veterans, focuses on owning data centers located on or next to the primary network switches where the internet backbone meets local networks in key markets. Such sites have abundant connections and reliably high speeds, making them attractive centers for large media and online businesses to use.

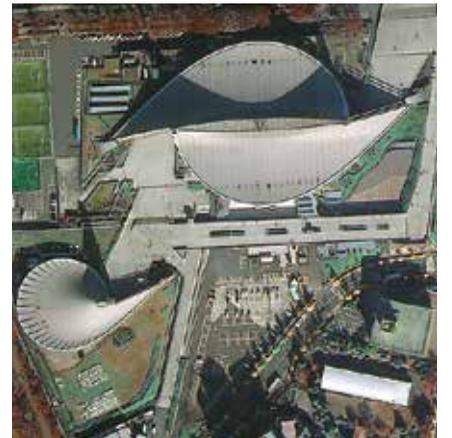
NEW DIGITALGLOBE SATELLITE DELIVERS 1ST IMAGES

Westminster-based DigitalGlobe Inc.'s latest earth-observation satellite sent back its first images from orbit last week, just 15 days after it launched into orbit.

The photograph, right, taken Nov. 26, shows the Yoyogi National Gymnasium in Shibuya, Tokyo, which was built to host Olympic Games events in 1964.

DigitalGlobe's WorldView-4 satellite launched Nov. 11 from Vandenberg Air Force Base, California, on an Atlas V rocket made by Centennial-based United Launch Alliance. WorldView-4 was built by Jefferson County-based Lockheed Martin Space Systems Co.

It is DigitalGlobe's fifth satellite operating in orbit.



PROVIDED BY DIGITALGLOBE INC.

► BIG NUMBERS

\$33 million

Amount invested in Denver-based SendGrid Inc., an email technology company, in a series D round led by Bain Capital Ventures with Foundry Group, Bessemer Ventures and SofTech Ventures also investing.

\$12.2 million

Invested in Boulder-based VictorOps, which helps cloud-based software companies maintain their services, in a B round led by Shea Ventures plus existing investors Foundry Group and Costanoa Venture Capital.

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✉ MARMBRISTER@BIZJOURNALS.COM

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► BIG NUMBER



\$154 million

Purchase price of Dominion Towers, a 613,000-square-foot office complex at 600 17th St. in downtown Denver. The property was purchased by Franklin Street Properties Corp., a Massachusetts-based company, from Beacon Capital Partners, which acquired the property for \$106.5 million in 2012.

The two interconnected 19- and 28-story Dominion Towers complex at 600 17th St.

PROVIDED BY DOMINION TOWERS

► BY THE NUMBERS

\$67 million Purchase price of Harvest Station Apartments in Broomfield, which sold to Hamilton Zanze Real Estate Fund.

297 Units in Harvest Station.

\$65 million Purchase price of Arista Uptown apartments, also in Broomfield, which sold to Seagate Colorado Partners.

200 Units in Arista Uptown.

\$57.5 million Purchase price of Solaire apartments in Brighton, which sold to Inland Real Estate Group.

252 Units in Solaire.



PROVIDED BY SMITH JONES PARTNERS
The Arista Uptown apartments.

► BRIEFLY NOTED



PROVIDED BY CBRE GROUP INC.

Koelbel & Co. has broken ground on a speculative 57,700-square-foot building that will be located at 168 Centennial Parkway in Louisville.

NW METRO AREA TO GET NEW SPEC BUILDINGS

Local developers in November broke ground on two speculative office developments in northwest metro Denver.

Koelbel & Co. started work on a 57,700-square-foot building that will be located at 168 Centennial Parkway in the Centennial Valley Business Park in Louisville. The building is expected to be complete in the second quarter of 2017.

"We think this is the perfect time to deliver a new, quality office building in Centennial Valley. The demand we are seeing from companies in the market looking for creative and unique office space, but who also want an economic advantage when compared to Boulder or the other limited options along the Highway 36 corridor, is at an all-time high," said Buz Koelbel, president and CEO of Koelbel & Co.

Meanwhile, Etkin Johnson Real Estate Partners broke ground on a \$40 million project in Broomfield called Atria. Atria will encompass 173,380 square feet on 15.46 acres at 13699 and 13601 Via Varra Road. Completion is expected in the first quarter of 2018.

The project includes two identical buildings at 86,690 square feet each with flexible floor plans, natural light and roll-up garage doors. The project was designed by Ware Malcomb Architects.

"Today's office tenants have different needs and preferences in terms of what they expect from the workplace, from supporting different mobility options to providing amenities that foster employee well-being," said Ryan Good, executive vice president and partner at Etkin Johnson.



SPORTS BUSINESS

Reporter
Monica Mendoza

✉ MMENDOZA@BIZJOURNALS.COM

☎ 303-803-9230

🐦 @MMENDOZADENBIZ

Growing interest in stadium investments

For more than a decade, Denver's Metropolitan Football Stadium District – owner of Sports Authority Field at Mile High – kept the district's cash in a typical savings account.

In recent years, with low interest rates, the money was earning about 0.08 percent in interest a year – a whopping \$15,000 a year, on average.

Now, the board is considering doing what hundreds of Colorado government entities have done: Invest.

It's a new step and adds risk for the district, which was created in 2001 for the purpose of planning, acquiring land and building a football stadium where the Denver Broncos would play. But it might be time, the board said.

"I think that the district, once upon a time, received a fairly significant amount of interest income based on the funds they had available because of the interest rates," said stadium district board member Jim Harrington. "[But then] the interest rates declined. I think everyone was hoping



MONICA MENDOZA, BUSINESS JOURNAL

Ben Mendenhall, vice president, Investment Advisory Services at Public Trust Advisors LLC, talks about the ColoTrust fund with the Metropolitan Football Stadium District board of directors Nov. 30.

they would turn around and we could continue to do business like we always had. That hasn't happened."

The board of directors is considering investing in a pooled investment trust with ColoTrust, which was set up in 1985 specifically for local governments. The fund has assets of more

than \$4 billion.

"We are very interested," said Matt Sugar, director of stadium affairs for the district. "It's a possibility, a chance, an opportunity to essentially put our money in this kind of trust that we could actually earn more on our dollars than 0.08 percent, which has been

the average over [the last] few years."

The trust operates like a money market fund, said Ben Mendenhall, vice president, investment advisory services of Denver-based Public Trust Advisors LLC. There are two types of funds – one is a government-only fund, comprised of only government securities, overnight bank deposits and bank repurchase agreements. The other includes highly rated corporate debt. And the money can be pulled out within a day, he said.

"We invest only in the safest securities approved by the state of Colorado," Mendenhall told the stadium district board at its Nov. 30 meeting. "The fund has been around for 31 years. In that time frame, we have never taken a loss on a client portfolio."

The board could put all of its reserve money in the fund, roughly \$12 million. Board members said they will continue to evaluate the option.

"The good part is, we would be liquid," said Ray Baker, chairman of the board.



HOSPITALITY

Reporter
Ed Sealoover

ESEALOVER@BIZJOURNALS.COM

303-803-9229

@ESEALOVERDENBIZ

A tasty lure to hotels

Sage Hospitality grows its secret weapon, a restaurant group

In order to grow its hotel-management business, Denver's Sage Hospitality has decided that one of the best ways to a customer's heart is through their stomach.

Sage Restaurant Group, an 11-year-old subsidiary that operates 12 restaurants encompassing nine different concepts, is set to double its locations by 2019, SRG co-founder and chief operating officer Peter Karpinski said.

And as it does, it will be reproducing some of its most successful concepts at hotels – a move that it's set in motion already with the August opening of Departure Denver, a pan-Asian eatery that originated in Portland before Sage operators decided its second location should go into the Halcyon Cherry Creek hotel.

By investing so heavily in creating and growing its restaurants, Sage is trying to undo the longtime reputation of restaurant hotels as culinary cesspools frequented only by exhausted travelers uninterested in exploring the surrounding neighborhoods for a

place to eat.

In fact, by building eateries at hotels that are aimed at drawing 85 percent of patrons from outside the roster of hotel guests, the Denver company is driving significant revenues, making it more likely to hold onto valuable management contracts where its restaurants are located, and giving itself an edge in bidding on new contracts.

"By proving the restaurant concept out to our company internally and our shareholders, it's definitely helped us to put our toe in the water and given us a confidence level to do it," Karpinski said.

Four of the concepts can be found around the Denver area: Departure, The Corner Office + Martini Bar at the Curtis, Second Home Kitchen + Bar at the JW Marriott Denver Cherry Creek, and Kachina Southwestern Grill at The Westin Westminster. By creating brands that are attractive to community members rather than just hotel guests, the restaurants can grab a foothold in the community and bring in far more rev-



KATHLEEN LAVINE, BUSINESS JOURNAL

Sage Restaurant Group co-founder and chief operating officer Peter Karpinski talks with Departure executive chef Khamla Vongsakoun.

enue than most hotel eateries.

Departure, for example, is on pace to log \$6 million in revenue over its first year of operation in Cherry Creek, Karpinski said – a total that is what SRG officials predicted it would make in its third year of operation and a figure that is four to six times the average revenue for a hotel restaurant.

Having a sought-after restaurant in

the hotel can increase revenue per available room, as guests use it as a factor when choosing where to stay, Karpinski said. "As you look at the trends in hospitality, the traditional hotel customer is gravitating more toward experiences and likes the idea of staying at a place that is more interesting," said Sage Hospitality CEO Walter Isenberg. "It's additive to the hotel business."



ENERGY INC.

Reporter
Cathy Proctor

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► CLOSER LOOK

AIR POLLUTION CONTROL CHIEF TO RETIRE



Will Allison

Will Allison, director of the Air Pollution Control Division for the Colorado Department of Public Health and Environment since 2011, will retire from state service on Dec. 16.

Prior to being the point person on air quality issues for the state health department, Allison worked in the Colorado Attorney General's Office. He figures he has worked for the state for about 20 years.

"I just felt like it's the right time," Allison said, adding that he has no plans now – other than doing some traveling.

During his tenure at the air quality division, Allison was involved in implementing the state's Clean Air-Clean Jobs Act of 2010, which was a key component of a larger, federally

mandated effort to cut regional haze.

He also was in the midst of Colorado's regulations for the oil and gas industry that were the first in the nation to tackle methane leaks from oil and gas equipment and the state's effort to cut ozone levels along the northern Front Range.

► CHANGE AT THE TOP

NEW LEADER AT WESTERN ENERGY ALLIANCE

Kathleen Sgamma is succeeding Tim Wigley as president of the Western Energy Alliance, a Denver-based oil and gas trade group that focuses on federal energy policy as it applies in the Rocky Mountain region.

Sgamma previously was the WEA's vice president of government and public affairs. She takes the place of Tim Wigley, president of the alliance since

2012, who started Dec. 1 as executive vice president of government affairs for the Oklahoma Independent Petroleum Association. Wigley is expected to be named president of the Oklahoma group in June, according to The Oklahoman newspaper.

Sgamma, a U.S. Army veteran and graduate of the Massachusetts Institute of Technology and Virginia

► MOVING ON

COGA REP MOVES TO MEDICAL TRANSPORT COMPANY



Doug Flanders

Doug Flanders, director of policy and external affairs and general spokesman for the Colorado Oil & Gas Association, has moved on after more than six years at the Denver-based trade group.

Flanders started at COGA in March 2010. He has worked on behalf of the oil and gas industry during years marked by Colorado's oil boom and bust, clashes over oil and gas operations in and around suburban communities, new regulations on the industry, lawsuits over locally imposed bans on the use of hydraulic fracturing, and lawsuits over those bans that reached the Colorado Supreme Court, which overturned the bans.

Flanders started his new job Dec. 5 as the director of government affairs and coalitions with Air Methods Corp. (Nasdaq: AIRM) in Centennial.

The air medical transport service operates from Alaska to Key West and has more than 300 operations bases serving 48 states.



Kathleen Sgamma



Tim Wigley



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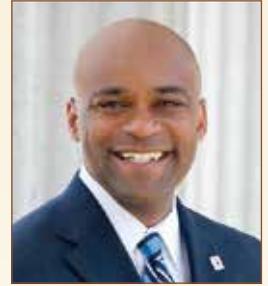
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NEWS

Bowl-game bonanza for players

Win or lose, Colo. teams will score goodies

BY MARK HARDEN

mharden@bizjournals.com

303-803-9227, @MHardenDenBiz

Student athletes at Colorado universities are hoping to bring home wins from their upcoming bowl games.

But even if they don't, they'll still bring home plenty of schwag.

As in gift cards, watches, rucksacks and sunglasses. Even inflatable couches.

That's according to Denver Business Journal sister publication SportsBusiness Journal, which once again has compiled its annual list of bowl-game parting gifts provided to players and other participants by bowl-game organizing committees.

The NCAA allows each bowl committee to "provide gift packages worth up to \$550 apiece to 125 participants per school. Schools can, and usually do, buy additional gifts that they can distribute to others beyond that 125 limit."

The University of Colorado Boulder, Colorado State University and United States Air Force Academy are all headed to major bowl games this year – and their players will be showered with gifts, SportsBusiness Journal reports:

► **Colorado Buffaloes** – At the Vele-ro Alamo Bowl on Dec. 29 in San Antonio versus Oklahoma State, the players will get an Apple Watch Nike+, a \$110 Best Buy gift card, a myCharge Hub-Plus portable charger, a team panoramic photo and a mini-helmet.

► **Colorado State Rams** – At the Famous Idaho Potato Bowl on Dec. 22 in Boise versus Idaho, the players will enjoy a "gift suite" (a private shopping event for game-related items) as well as an Oakley backpack, a beanie, a football and Proof Eyewear sunglasses.

► **Air Force Falcons** – At the Nova Home Loans Arizona Bowl on Dec. 30 in Tucson against South Alabama, the players will receive a red, inflatable "big-lazy" couch, a Selco watch, an Ogio rucksack, Beats by Dr. Dre Powerbeats2 headphones with case, and No Sweat Specialties socks.

Most watches, footballs, helmets and other souvenirs are custom-made with the bowl logo.

As for other regional teams, the Wyoming Cowboys will gallop home from the Poinsettia Bowl with Fossil watches and New Era caps; the New Mexico Lobos will snag Oakley sunglasses, Enduro 25 backpacks, Bluetooth earbuds, and even a selfie stick at the New Mexico Bowl; and the Utah Utes will sport Fossil watches and Timbuk2 backpacks after the Foster Farms Bowl.

Those goodies pale in comparison to the bounty awaiting the team that wins the College Football Playoff

championship this season.

Players on the team that wins it all will have "secured a total gift haul of up to \$5,620 should they run the table across their conference title game, the semifinal bowl game and the Jan. 9 national championship," says David Broughton of the SportsBusiness Journal.



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THOUGHT LEADER

Teaching life's lessons through dance

CLEO PARKER ROBINSON AND A LIFETIME GIVEN TO DENVER



Cleo Parker Robinson's dance company continues to make waves in local, national and international circles 46 years after it was founded.

KATHLEEN LAVINE, BUSINESS JOURNAL

BY JUSTIN GUERRIERO
jguerrero@bizjournals.com
303-803-9235, @TheHungry_Hippo

There's a lot to potentially overlook walking through the front doors of the dance studio at 119 Park Ave. W. in Denver, the headquarters for Cleo Parker Robinson Dance (CPRD), the Denver-based creation of Cleo Parker Robinson.

Ascend the stairs, and you're soon on eye level with the doors to the studio space, where Robinson and her ensemble plan, rehearse and execute shows. The outer room that leads to the auditorium says a lot about Robinson. There are many pictures of Robinson in action on stage, along with people she's collaborated with through the years and most

CLEO PARKER ROBINSON

Title: Founder and artistic director

Company: Cleo Parker Robinson Dance

Phone: 303-295-1759

website: cleoparkerdance.org

Industry: dance/entertainment

importantly, pictures of her parents.

Robinson was born in Denver to an African American father and a Caucasian mother. Her parents both had musical backgrounds; her mother was a musician with the San Diego Symphony at a young age while her father began honing in on his own musical skills in high school.

Growing up in an interracial family during the 1950s and '60s had its challenges.

"I know what it's like to be in an environment that's not welcoming and [that is] filled with permission to be bullied and disrespected," Robinson said. "That's at my core because I did experience it."

Robinson said that her parents had trouble buying a home for the family. Her mother had to take charge; anytime the seller saw her African American father, they would scrap the deal.

"She would have to go buy the house and he would then show up almost like he was some stranger," Robinson said. "It was a horrible thing...but in the midst of anything that took place, [my dad] was always like a Dr. [Martin Luther] King Jr. and [my mom] was always like an Eleanor Roosevelt. They always took a higher road and they always tried to teach a lesson from whatever was going on."

Robinson admits that her father tried to dissuade her from taking up dance as a profession.

"I think the fact that he discouraged it so much [was a reason] I chose it," Robinson said. "It was sort of that defiance part of me that said 'I can make it work.'"

Robinson's upbringing resonates in her work and has throughout her career.

"In order to be relevant, we have to share where we came from and where we are now [before] we can move together to the next place," Robinson said.

Before she launched her own professional career, Robinson studied under renowned dancer and social activist Katherine Dunham.

In 1970, she founded her own company and 46 years later, Cleo Parker Robinson Dance continues to make waves in local, national and international dance circles.

Robinson and her ensemble have performed all over the U.S., Europe and Africa, and have had shows in far away places like Singapore, Turkey and Iceland.

CPRD offers classes to youth starting at age 3. Classes are also available to teens, adults, professionals and pre-professionals. Many students end up participating in the ensemble's performances.

For the last 22 years, CPRD has held its International Summer Dance Institute, a four week, intensive dance training seminar open to all.

"We teach dance, but we teach these values that I think are socialization through the arts," Robinson said.

A main area of focus for Cleo Parker Robinson in her career has been activism with youth. Since its founding, CPRD has worked with over half a million students along the Front Range.

"Cleo is all about family and community," said Dr. Shale Wong, board vice president at CPRD. "Every child is her child; she touches each one...Cleo doesn't just tell children [that] they are special, she creates opportunities for them to see it in themselves, building confidence and joy by putting them on stage and letting them shine."

For the last six years, CPRD has held an annual Dancing with the Denver Stars event, which serves as a fundraiser for its educational outreach programs.

"We gave our community the opportunity to support the organization by [giving] a financial and time commitment and [it's] overwhelming," Robinson said. "We did [it] this last year in August and as soon as we finished that night, people we're saying 'I want to dance next year!'"

Throughout her career, Robinson has earned countless accolades and honors. In 1974, she won the Colorado Governor's Award for Excellence and in 1989 was inducted into the Colorado Women's Hall of Fame.

In 1998, President Bill Clinton appointed her to the National Council of the Arts, on which she served until 2005.

Over the years, Robinson aimed to teach people about what she describes "the business of art."

"Most of the time, [people] don't know; they think it's just magic," Robinson said. "It isn't. It's hard work everyday. Just like any business, you are totally focused, you have goals and you try to meet those goals... most of the time they're more dealing with values that we're trying to hold for society."

Robinson's latest project, an anniversary performance of "Granny Dances to a Holiday Drum," will be performed at her studio from Dec. 3 through the 18th. See her website for details.



Watch a Quick Queries video with this Thought Leader at DenverBusinessJournal.com



PICTURE THIS

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Golden's Candlelight Walk



Melissa Challeen and Julie Berra take a picture during the Candlelight Walk through Golden.

In its 44th year, an estimated 5,000 people participated in the 2016 Candlelight Walk through downtown Golden on Saturday night, Dec. 3. Christmas carols, Santa Claus and lighting of the “Chamber Tree” rounded out the brisk night.



Above: Participants line up ready to walk through Golden with their candles lit (or LED's on). Right: One parade-goer helps another to light a candle halfway through the walk.



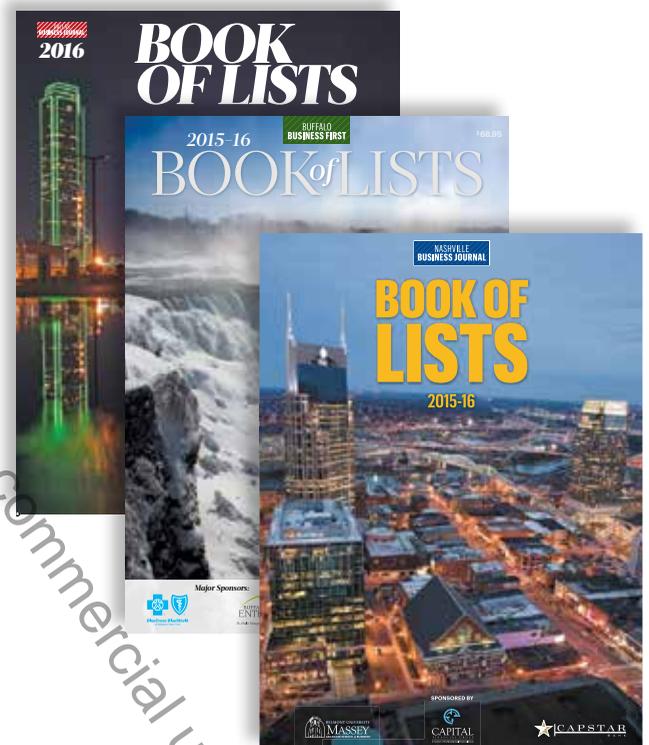
A young parade participant gazes at his lit candle.

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PEOPLE ON THE MOVE

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Sy Alli
Sy Alli joined Alli & Associates LLC as lead business development executive.



Theron Makley
Theron Makley joined McDermott & Bull Executive Search as principal consultant.



Helmut Steudel
Stanley Consultants hired Helmut Steudel as director of business development.

► FINANCE



Wendy Davis
KPMG LLP promoted Wendy Davis from independence senior manager to independence managing director, Teresa Gregg from managing director to advisory partner and Karen Scheppelman from audit senior manager to audit partner.



Teresa Gregg



Karen Scheppelman

► LAW



Chad Williams
Davis Graham & Stubbs LLP promoted Chad Williams and Kristin Lentz from partners to co-managing partners.



Kristin Lentz

► NONPROFITS



Gabriel Guillaume
LiveWell Colorado promoted Gabriel Guillaume from executive vice president of local initiatives and strategy to president and CEO.



Richard Eveleigh
Foothills Animal Shelter hired Richard Eveleigh as executive director.



Shepard Nevel
Jewish Family Service of Colorado hired Shepard Nevel as president and CEO.

► PR



Lea Gralewski
Dovetail Solutions hired Lea Gralewski as client and operations associate.



Amanda Dorotik
Pinnacle Real Estate Advisors hired Amanda Dorotik as associate advisor.



Valerie Heath
Real Living CO Properties hired Valerie Heath as broker associate.

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► Bankruptcies

DISTRICT OF COLORADO

DENVER DIVISION

Chapter 7

Weston Educational Inc., 4704 Harlan Suite 420, Denver 80212; Assets, \$1,000,001 to \$10,000,000; Debts, \$1,000,001 to \$10,000,000; Major Creditor, not shown; Attorney, Aaron A. Garber; case #16-21382, 11/21/16.

Chapter 11

The Giblet Inc., 4120 N. Freeway Road, Pueblo 81008; Assets, \$264,222; Debts, \$717,310; Major Creditor, Geofery and Julia Ridge, \$265,000; Attorney, Robert J. Shilliday III; case #16-21427, 11/22/16.

► Deeds

ADAMS COUNTY

Solaire Apartments LLC to Brighton Multifamily DST, 2901 Butterfield Road, Oak Brook, Ill. 60523-1106, property at 1287 S. 8th Ave., Brighton 80601, Sorrento ID 0156918102007/0156918102009, \$57,500,000.

S&Z Realty LLLP to Strongs Neck LLC, 929 Pearl St. Suite 300, Boulder 80302-5355, property at 20101 E. 36th Drive, Aurora 80011-8140, Aurora Business Center ID 0182126001001, \$14,510,000.

Walker Property Group Inc. to Yafa Realty Investments LLC, 201 Steele St. Unit 3-C, Denver 80206-5221, property at 6245 Washington St., Denver 80216-1123, ID 0182510101019, \$2,880,000.

Lounsberry Living Trust to 136th Yosemite LLC, P.O. Box 247, Eastlake 80614-0247, property at (vacant land), ID 0157314200005/0157314200006/0157314200007, \$2,760,000.

Andres Flores Zapata to MWBB LLC, 7036 Newcombe St., Arvada 80004-1438, property at 13400 Harvest Road, Commerce City 80022-9212, ID 0156700000154, \$995,000.

Elacora Riverdale LLC to Erik A. and Chanel L. Estes, property at 8355 E. 124th Place, Thornton 80602-5215, Riverdale Peaks ID 0157133103008, \$774,200.

Martin A. Larusso to Michael A. Deedon, property at 11236 Clay Court, Westminster 80234-2690, Ranch Reserve II ID 0171905408013, \$665,000.

John and Donna Ramstead to Tinyee and Maria Jue, property at 1103 W. 124th Court, Westminster 80234-1761, Home Farm ID 0157333016012, \$584,900.

NGR LLC to KL LLC, 1636 E. 101st Ave., Thornton 80229-3973, property at (multiple properties), East 78th Ave Office Warehouse Condominium ID 0171935233010, \$575,000.

Last Olive LLC to RRWW Properties LLC, 3901 W. 88th Ave., Westminster 80031-3505, property at 3841 W. 88th Ave., Westminster 80031-3504, Shaw Heights ID 0171919413004/0171919413033, \$555,000.

David A. and Julia P. Stavnitski to Hilton and Linda Silverman, property at 4395 W. 107th Drive, Westminster 80031-1995, Legacy Ridge West ID 0171907315008, \$545,000.

Terry C. and Tamara A. Wilton to Jude G. and Sonia R. Sanchez, property at 6715 E. 165th Court, Brighton 80602-6046, Eagle Shadow ID 0157105105005, \$542,000.

Easthagen Major Darms III to Kirk Elliot and Kimberly Sue Sepulveda, property at 14033 Elizabeth St., Thornton 80602-7468, Fallbrook ID 0157324213007, \$520,000.

Midtown Residential LLC to Alan B. and Erica L. Kitchings, property at 2150 W. 67th Place, Denver 80221-2627, Midtown at Clear Creek ID 0182504316021, \$510,000.

ARAPAHOE COUNTY

7677 East Berry Avenue Associates LP to Carole J. Yaley Trust, property at 7600 Landmark Way No. 1605-2, Greenwood Village 80111-1961, Landmark Towers Condominiums Unit 1605-2 ID 2075-16-2-21-138, \$1,840,000.

Carolyn S. Moore to Nupe Holdings LLC, property at 10 Lynn Road, Englewood 80113-4902, Cherry Hills ID 2077-01-3-02-003, \$1,635,000.

Michael Sean and Mandy Louise Fanning to Adam Dubas, property at 4230 S. Bellaire Circle, Englewood 80113-5052, Cherry Dale ID 2075-06-3-09-010, \$1,465,000.

Michael C. and Marjorie H. Garard to Patrick and Julie A. Shaw, property at 1 Driver Lane, Columbine Valley 80123-6662, Columbine Valley ID 2077-20-3-03-009, \$1,185,000.

Camella R. and Sean C. Gullick to Timothy L. and Stephanie L. Olson, property at 7506 S. Telluride Court, Centennial 80016-1649, Chenango ID 2073-33-1-01-004, \$850,000.

Taylor Morrison Colorado Inc. to Mark S. and Jody G. Drajem, property at 34 Willowcroft Drive, Littleton 80123-7908, Willowcroft Manor ID 2077-20-2-34-023, \$825,300.

Jean C. and William S. Worley Jr. to Joshua Daniel Farmer, property at 7157 S. Andes Circle, Centennial 80016-2113, Chapparral 480 ID 2073-27-3-06-003, \$800,000.

Broncos Parkway Partners LLC to Matt Farncombe, 10198 Briargrove Way, Highlands Ranch

► ABOUT THIS SECTION

READER'S GUIDE

The Business Leads are a collection of information gathered from Denver area courthouses, government offices and informational websites. We gather these public records so you can build your business.

No matter what business you are in, you can gain a competitive edge by reading the Business Leads. Find new and expanding businesses and new customers. Find out the area's commercial and residential hot spots. Find clues about the financial condition of your vendors, customers or competitors.

Listings for each category may vary from week to week because of information availability and space.

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80126-5531, property at 13303 E. Adam Aircraft Circle Units A1-A5/C45/C46/D57, Englewood 80112, ManCaves Dove Valley Condominiums ID 2075-36-1-24-001 thru 2075-36-1-24-005/2075-36-1-24-044/2075-36-1-24-045/2075-36-1-24-056, \$730,000.

Krista L. and Stephen R. Johnson to Bryan K. and Paulene J. Holland, property at 53910 E. Union Place, Strasburg 80136-9550, ID 2065-00-0-00-356, \$650,000.

David and Rhonda Slishinsky to Nicholas John and Sophia Christine Hassman, property at 7623 S. Overlook Way, Littleton 80128-2545, Overlook at Platte Valley ID 2077-31-2-04-003, \$631,500.

Richmond American Homes Colorado Inc. to Wesley Martin and Lyndsie Michelle Riggs, property at 25403 E. Aberdeen Drive, Aurora 80016-6187, Wheatlands ID 2071-20-2-29-012, \$629,700.

323 Investments Inc. to Trevor and Aimee Sheridan, 3517 S. Ogden St., Englewood 80113-3922, property at 3515 S. Ogden St., Englewood 80113-3922, Higgins South Broadway Heights ID 2077-02-2-06-017, \$625,000.

Christopher S. and April R. Myers to James A. and Ericka L. Morse, property at 8475 E. Otero Lane, Centennial 80112-3315, Willow Creek ID 2075-33-4-08-036, \$590,000.

Matt and Lyndsey Farncombe to Broncos Parkway Partners LLC, 6705 Dorado Place, Greenwood Village 80111-1766, property at 13303 E. Adam Aircraft Circle No. C-45, Englewood 80112-4489, Mancaves Dove Valley Condominiums ID 2075-36-1-24-044, \$559,000.

Gregory K. Muenster to Ian W. and Christine R. Dyer, property at 6890 S. Riverwood Way, Aurora 80016-2485, Southshore at Aurora ID 2071-28-2-27-008, \$555,000.

Bannock Development LLC to Brock R. Wilson, property at 2801 S. Bannock St., Englewood 80110-1516, Idlewild

Blocks 9-16 ID 1971-34-2-08-030, \$550,000.

Tallyns Reach Residential LLC to Troy Lowrie, property at 6944 S. Buchanan Court, Aurora 80016-5959, Tallyns Reach North ID 2071-30-2-21-003, \$537,400.

Rebecca A. Bowlin to Cecilia L. and Dennis G. Miller, property at 6152 S. Jericho Way, Centennial 80016-1275, Greenfield ID 2073-23-2-16-015, \$530,000.

John R.D. Anderson to Michael W. and Nicole M. McCoubrey, property at 143 N. Tom Bay Road, Bennett 80102-8712, ID 1979-00-0-00-169, \$525,000.

Janet D. and Janet D. Tilander Trustee to Ryan R. and Jenny R. Kumar, property at 7981 S. Adams Way, Centennial 80122-3601, Highlands 460 ID 2077-36-4-18-019, \$525,000.

Erik and Roberta Lenski to Jamaica Trust, property at 7365 S. Jackson Gap Way, Aurora 80016-2450, Tallyns Reach ID 2071-29-3-13-003, \$503,000.

BOULDER COUNTY

John A. Thacker to 1911 11th St. LLC, 2520 23rd St., Boulder 80304-3706, property at 1911 11th St., Boulder 80302-5129, Boulder Original Town ID 14633026011, \$6,900,000.

THL 3 LLC to Water Sprite LLC, property at 3737 22nd St., Boulder 80304-1609, Carolyn Heights ID 146319102004, \$3,217,800.

Geoffrey F. Smyth to Christie Cern Hanzlik, property at 3755 High St., Boulder 80304-4223, Sunset Hill ID 146330226011, \$2,325,000.

Barbara B. and Lorance L. Greenlee to Daniel C. Weaver, property at 325 S. 68th St., Boulder 80303-4306, ID 157711000032, \$1,750,000.

RM Holdings Inc. to Abhoud Properties 47th Street LLC, 1610 Canyon Blvd., Boulder 80302-5407, property at 3055 47th St., Boulder 80301-5549, Vantage Point Office

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Park ID 146321734001, \$1,550,000.

Louis C. and Catherine L. Medal to Debra Ann Reuben, property at 575 Northstar Court, Boulder 80304-1087, Linden Park ID 146113401017, \$1,502,000.

David H. and Catherine M. Stein to Scott and Raiil Filion, property at 644 Manorwood Lane, Louisville 80027-3240, Coal Creek Ranch ID 157518410004, \$1,412,500.

Andrew D. and Tamsin S. Nathan to Drew and Jenny Hylbert, property at 1133 Utica Circle, Boulder 80304-0797, Wonderland Meadows ID 146113130002, \$1,290,000.

Elisabeth J. Relin to William Anthony and Leslie K. Wibbeler, property at 2538 Keller Farm Drive, Boulder 80304-1338, Keller Farm ID 146319127011, \$1,200,000.

Rocky Mountain Lodge Inc. to Rocky Mountain Sundance LLC, 1885 Upland Ave., Boulder 80304-0834, property at 23942 Peak to Peak Highway, Nederland 80466, ID 158324000003, \$1,035,000.

Carol Ann Kuzdek to James Rocky and Megan Rose Glaze, property at 3687 Silverton St., Boulder 80301-3614, Northfield Commons ID 146320156003, \$1,005,000.

Ruby Pearl Cole Herold to Jeffrey Sedillos, property at 7400 Cardinal Lane, Longmont 80503-8790, Spring Tree ID 131726001003, \$895,000.

Glen E. and Alice J.P. McIntosh to Sunset Investments LLC, 1035 Pearl St. Suite 400, Boulder 80302-5127, property at 2310 Dennison Lane, Boulder 80305-5713, Table Mesa 1st Addition ID 157707102017, \$845,000.

Kuh Lee Hill LLC to Kimberly K. Pyles, property at 848 Zamia Ave., Boulder 80304-4459, 820 Lee Hill ID 146112084021, \$835,900.

Toni F. Haynes to Stephanie Clark Ridgway Revocable Trust, 1517

St., Superior 80027-9616, Coal Creek Crossing ID 157724048041, \$681,300.

New Vision Development Partners to Lance M. Cayko, property at 12755 Strawberry Circle, Longmont 80503-6100, Blue Mountain Vista ID 120520417010, \$681,000.

Patrick M. Haines to Megan Shannon, property at 787 W. Tamarisk St., Louisville 80027-1049, Hilltop ID 157507111002, \$665,000.

Lee Altamirano to Lee Smith, property at 3620 Cloverleaf Drive, Boulder 80304-1517, Melody Heights ID 146319216008, \$665,000.

Boulder Creek Renaissance LLC to Louis C. and Catherine L. Medal, property at 4509 Angelina Circle, Longmont 80503-3914, Tramonto ID 131518308010, \$660,400.

Felixstowe Investments Ltd to Adam Rosenthal, property at 1636 18th St., Boulder 80302-6430, 1636-1638 18th Street ID 146330854001, \$650,000.

High Lonesome LLC to Peter Augustoni, property at 2319 High Lonesome Trail, Lafayette 80026-9397, Indian Peaks ID 157504009011, \$645,000.

Indian Peaks South 3 LLC to LAA LLC, property at 2869 Twin Lakes Circle, Lafayette 80026-8971, Indian Peaks ID 157505103003, \$634,700.

Janis Blanchard to Michelle and Matthew Lancaster, property at 4608 Carter Trail, Boulder 80301-3849, Gun Barrel Green ID 146314002001, \$632,500.

Tonia L. Niforos to Daniel Ogorman, property at 6691 St. Vrain Road, Longmont 80503-9067, Spring Lake Heights ID 120335004004, \$625,000.

Stephen D. Tebo to Rudy Harburg, 1020 Mapleton Ave., Boulder 80304-4149, property at 4480 N. 109th, Erie 80026, ID 146515000037, \$615,000.

Andrew M. and Julie A. Bzostek to David Juri Freeman, property at 5757 Rim Rock Court, Boulder 80301-3554, Gunbarrel North ID 146302422008, \$610,000.

Susan J. and Paul Q. Riederer to Eleni Antonopoulos, property at 4830 Tanglewood Trail, Boulder 80301-3931, Gun Barrel Green ID 146312307001, \$600,000.

Robert S. Voneschen to Stephen Gotfredson, property at 201 St. Ida Circle, Lafayette 80026-1277, Mid Town Lafayette ID 157503155001, \$589,700.

Richard W. and Cindy D. Houghton to John Michael and Melanie Ann Bimson, property at 1628 Naples Lane, Longmont 80503-4106, Renaissance ID 131518204010, \$587,000.

Alan J. Kreglo Trust to Mary Kennedy and Stephen Bulick, property at 250 Fairfield Lane, Louisville 80027-3209, Coal Creek Ranch ID 157517301064, \$585,000.

Clearwater Partners to Christie Cadwell, 3085 11th St., Boulder 80304, property at 3388 Sentinel

Drive, Boulder 80301-5466, Northcreek ID 146321307040, \$582,500.

Darryl W. and Tina D. Clarke to Ralph E. Burns, property at 336 S. Lark Ave., Louisville 80027-9581, Cherrywood ID 157518232010, \$575,000.

John H. Shenk to William M. Vance Declaration Trust, 12817 Catalina St., Leawood, Kan. 66209-3328, property at 396 S. Tilden St., Nederland 80466, Pine Grove Addition to Nederland ID 158313324006, \$575,000.

Gino Lucchese to Twisted Properties LLC, 3358 Vista Drive, Boulder 80304-2325, property at 940 McIntire St., Boulder 80303-2725, Park East ID 146333433005, \$560,300.

Mary Jane Johnson Revocable Trust to Elizabeth Rose Dykes, P.O. Box 18261, Boulder 80308-1261, property at 1520 19th St., Boulder 80302-6506, Culvers ID 146330844007, \$560,000.

Robyn Lawrence to Laurette Arnel Trust, 161 W. 61st St. Apt. 34-C, New York, N.Y. 10023-7463, property at 1564 Greenbriar Blvd., Boulder 80305-7044, Mountain Shadows Towncondiniums ID 157709313080, \$549,000.

Meritage Homes Colorado Inc. to Yu Ming Chang, property at 1781 Dorothy Circle, Longmont 80503-6601, Renaissance ID 131518228009, \$541,700.

Catherine Peterson to Stephanie M. Ross, property at 1960 Emerald Drive, Longmont 80504-7775, Rainbow Ridge ID 131516403001, \$525,000.

John M. and Graciela L. Fontena to Lobsang Tendar, property at 1874 MacCullen Drive, Erie 80516-7557, Arapahoe Ridge ID 146526320019, \$525,000.

Lennar Colorado LLC to Satish Subramanian Iyer, property at 754 Dakota Lane, Erie 80516-6506, Flatiron Meadows ID 146523301004, \$524,100.

Standard Pacific Colorado Inc. to Charleen Marie and Terry Arnold Oswald, property at 610 Grenville Circle, Erie 80516-6563, Compass ID 146525409003, \$520,300.

Ann G. Crosby to Shawna H. Sands, property at 4018 Hawthorne Circle, Longmont 80503-7660, Meadowview ID 131507408014, \$510,000.

David Juri and Shauna Lee Freeman to Julio Valladares, property at 5728 Slick Rock Court, Boulder 80301-3552, Gunbarrel North ID 146302412022, \$509,000.

Meritage Homes Colorado Inc. to Sarah L. and William C. Byrd, property at 1787 Dorothy Circle, Longmont 80503-6601, Renaissance ID 131518228010, \$508,400.

John and Melanie Bimson to T.G. Chandramouli Iyer, property at 1325 Indian Paintbrush Lane, Longmont 80503-7518, Clover Creek ID 131517242003, \$506,500.

William O'Connor and Sandra Defelice O'Connor to Justin David, property at 4757 Dorchester

LEADS

Circle, Boulder 80301-4116, Heatherwood ID 146312416031, \$502,000.

BROOMFIELD COUNTY

Harvest Station LLC to Raw New Lodge Harvest LLC, property at 11775 Wadsworth Blvd., Broomfield 80020-2724, Harvest Station ID 171702217001, \$67,200,000.

John P. and Naomi Quinn to Jeremy W. and Katherine C. Rudel, property at 13904 Beacon St., Broomfield 80023-8144, Lambertson Farms ID 157321302043, \$1,330,000.

Sopris Development LLC to Fan Wu, property at 14260 Fairway Lane, Broomfield 80023-9563, Broadlands ID 157319121011, \$1,068,000.

John R. and Kristine M. Rimbo to Sapan and Jagruti Rai Shah, property at 14122 Whitney Circle, Broomfield 80023-4507, Broadlands ID 157320210003, \$732,500.

Carol Ann S. Pennington to John R. and Nancy A. Weaver, property at 4385 Crystal Drive, Broomfield 80023-8142, Anthem ID 157306413001, \$729,000.

Grace M. Egan and Linda L. Self Egan to Erik and Rebekah Aidukaitis, property at 4936 Buffalo Grass Loop, Broomfield 80023-4630, Wildgrass ID 157318201036, \$685,000.

David Salvador to Vincent J. and Kara L. Polito, property at 2832 Trinity Loop, Broomfield 80023-4673, Anthem ID 157305103141, \$625,000.

Douglas D. Porter Revocable Trust to Robert J. and Penelope J. Chebul, property at 15960 Redcloud Way, Broomfield 80023-9135, Anthem ID 157307101023, \$605,000.

Edward and Deanna Mechelay to James V. and June A. Davis, property at 13690 Silvertown Drive, Broomfield 80020-6034, Country Estates ID 157524308003, \$605,000.

Donald and Dena Lund to Brian Madison, property at 13770 Bayberry Drive, Broomfield 80020-6163, Aspen Creek ID 157524419012, \$590,000.

Taylor Morrison Colorado Inc. to Geraldine Kraemer, property at 12749 Elkhorn Road, Broomfield 80021-4055, Great Western Park ID 171708308002, \$547,800.

Wayne L. Werbelow to Jesse Donald and Janet Catherine Martin, property at 1157 Loch Ness Ave., Broomfield 80020-2413, Highland Park South ID 157536127028, \$519,900.

Taylor Morrison Colorado Inc. to William Edward and Donna Marie McGourin, property at 12777 Elkhorn Road, Broomfield 80021-4055, Great Western Park ID 171708307003, \$516,100.

Paul and Gillian M. Sargeant to Tim Brian and Rachel Beck, property at 14033 Fairwind Lane, Broomfield 80023-6539, McKay Landing ID 157320112004, \$509,000.

Taylor Morrison Colorado Inc. to Paul and Norma Alicia Guzman, property at 607 W. 169th Place,

Broomfield 80023-6412, Palisade Park ID 146734303174, \$505,000.

Kellie Highfill and Horace Glenn Herbert to Michael J. and Laura Gorman, property at 3313 Discovery Court, Broomfield 80023-8034, Anthem ID 157305203090, \$500,000.

DENVER COUNTY

LBA/CPT Industrial Co. II LLC to BPP Pacific Industrial Co. REIT Owner LLC, property at 1101 W. 48th Ave., Denver 80221, West 48th Avenue Industrial District ID 0216409024000/0216409025000, \$37,338,600.

LBA/CPT Industrial Co. II LLC to BPP Pacific Industrial Co. REIT Owner LLC, property at 1101 W. 48th Ave., Denver 80221, West 48th Avenue Industrial District ID 0216409024000/0216409025000, \$8,815,900.

Vista at Wash Park LLC to Denver Domain LLC, P.O. Box 1840, Danville, Calif. 94526-6840, property at 300 S. Lafayette St., Denver 80209-2560, Fitzgeralds of Block 78/9 Lakeview (apartments) ID 0514203026000, \$7,600,000.

333 Milwaukee LLC to Skye A. Callantine Revocable Trust, 333 Milwaukee St., Denver 80206-4329, property at 331 Milwaukee St., Denver 80206-4329, Harmans ID 0512214033000/0512214037000, \$7,000,000.

Frost Family Partnership Cherry Terrace LLLP to Post Apartment Homes LP, 4401 Northside Parkway N.W. Suite 800, Atlanta, Ga. 30327-3093, ID 0513100036000, \$7,000,000.

Cedar Metropolitan LLC to Cedar 25 Inc., 10111 Inverness Main St. Suite T, Englewood 80112-5729, property at (multiple properties), Eastern Capitol Hill ID 0608311034000, \$5,963,900.

JDR Partners LLC to Avika LLC, 1925 Deodara Drive, Los Altos, Calif. 94024-7055, property at 850 Cherry St., Denver 80220-4017, Chamberlins Colfax Place (apartments) ID 0606306022000, \$3,600,000.

Quadra LLC to Brookside Holdings LLC, 1801 Lawrence St., Denver 80202-2463, property at 2911 Walnut St., Denver 80205-2350, Case & Eberts Addition ID 0227512021000, \$3,000,000.

Crickett A. Phelps to Brian Byrd, property at 540 S. Forest St. No. 5-104, Denver 80246-8143, Four Mile Village Condominiums ID 0618101048048, \$1,950,000.

Amy E. Lloyd to L. Kathleen Chaney, property at 2446 S. Monroe St., Denver 80210-5646, Arapahoe Gardens ID 0525414023000, \$1,750,000.

Plaza at Cherry Creek North LLC to Matthew Greenberg Trust, property at 100 Detroit St. No. 102, Denver 80206-4851, Residences at Northtree Condominium ID 0512229080080, \$1,600,000.

Erin and Matt Neren to Mark T. and Amelia Twarogowski, property at 35 S. Forest St., Denver 80246-1144, East Capitol Hill ID 0607421025000, \$1,523,800.

Liber Family Trust to Lisa Furnish, property at 1374 S. Lafayette St., Denver 80210-2322, Stebbins Heights ID 0523213009000, \$1,510,000.

Stephanie Foote to Fengyi Zhou, property at 2622 E. Cherry Creek South Drive, Denver 80209-3235, Cherry Creek South ID 0512420007000, \$1,180,000.

Edward J. Barton to 360 Clermont St. LLC, 60 E. Rio Salado Parkway Suite 1103, Tempe, Ariz. 85281-9533, property at 360 Clermont St., Denver 80220-5642, Malone & Dubois ID 0607219005000, \$1,150,000.

James D. and Constance A. Wiggins to Peter Karla Simons Irrevocable Trust, property at 25 N. Downing St. No. 1 1102, Denver 80218-3457, No. 25 Downing Condominiums ID 0511401117117, \$1,100,000.

B One Lowry LLC to Beverly M. Carlson, property at 58 N. Magnolia Way, Denver 80230-6708, Boulevard One ID 0608411005000, \$1,060,000.

1732 Mosier to Vamsee Amara, 10139 Longview Drive, Lone Tree 80124-9763, property at 1732 W. Mosier Place, Denver 80223-4613, Marland Heights ID 0521210029000, \$1,010,000.

2460 Welton St. LLC to C Wheatley LLC, 2190 E. 17th Ave., Denver 80206-1126, property at 2460 Welton St., Denver 80205, ID 0513100036000, \$1,000,000.

William John Lewis to 4447 Raleigh Street LLC, 12853 W. 80th Place, Arvada 80005-2961, property at 4447 N. Raleigh St. No. 4455, Denver 80212-2331, Berkeley First Addition ID 0219124024000, \$950,000.

Dianne L. Sawaya to Michael Stacy, property at 610 S. High St., Denver 80209-4527, Broadway Heights ID 0514126002000, \$950,000.

Urban Moment LLC to Justin Maximov, property at 410 Acoma St. Unit 707, Denver 80204-5166, Watermark Village ID 0510216116116, \$909,000.

1726 King LLC to Aaron Rape, property at 1728 King St., Denver 80204, A.H. Gaspsells ID 0232317017000, \$905,000.

Nick D. Garcia to 1731 Irving LLC, 191 University Blvd. No. 833, Denver 80206-4613, property at 1731 Irving St., Denver 80204-1651, Cheltenham Heights ID 0232316012000, \$775,000.

Preschek LLC to Lauren May, property at 2090 Cherry St., Denver 80207-3747, Park Hill ID 0131213001000, \$775,000.

Victoria L. Isherwood to Christy Marie Cattin, property at 3301 W. 31st Ave., Denver 80211-3619, Kountze Heights ID 0229303058000, \$760,000.

Derek McKune to Julian D. Harding, property at 659 S. Race St., Denver 80209-4604, Broadway Heights ID 0514126020000, \$758,000.

Earl L. Wilkinson to Rachel Namoff, 1102 S. Clarkson St., Denver 80210-1605, property at 1059 Fillmore St., Denver 80206-3331, Capitol Avenue ID 0501304014000/0501304015000, \$755,000.

Gray Properties Sherman LLC to Michael Ricafort, property at 1735 S.

Sherman St., Denver 80210-3114, Grant ID 0522729024000, \$745,000.

Peter Michael Gialantzis to Jennifer Nicole White and Lee Nathanael White/Robert White, property at 2530 W. Argyle Place, Denver 80211-3729, Highland Park ID 0229405043000/0229405046000/0229405047000, \$737,800.

Mary E. Negus to Joanna Chungyan and Joel Christopher Leonard, property at 3055 Arapahoe St., Denver 80205-2735, Case & Eberts Addition ID 0227606015000, \$730,000.

John K. Schultz to Matthew Eliot Bidwell, property at 821 Monaco Parkway, Denver 80220-4644, Porter & Raymonds Montclair ID 0605319015000, \$730,000.

Susan D. Camp to David and Katherine Fowler, property at 955 S. Elizabeth St., Denver 80209-5113, Bonnie Brae Blocks 10-13 ID 0513422013000, \$727,000.

Robert E. Spindle Living Trust to GT Capital LLC, 2870 N. Speer Blvd. Suite 230, Denver 80211-4207, property at 4575 Pecos St., Denver 80211-2435, North Highlands ID 0221224020000, \$720,000.

W. Joris Brinkerhoff to David B. and Sadie Decker, 21 Covington Drive, Englewood 80113-4144, property at 1601 E. Cedar Ave., Denver 80209, Shackleton Place ID 0511604024000, \$700,000.

Tammy D. and Patrick Okeefe to Michael Philip Murray, property at 2374 Bellaire St., Denver 80207-3119, Park Hill ID 0131212003000, \$700,000.

James and Luljeta Noble to Justin and Stacey Boyd, property at 3852 S. Newport Way, Denver 80237-1246, Southmoor Park ID 0705115022000, \$700,000.

Jeffrey and Katherine Crawford to Scott R. Armbruster, property at 563 S. Race St., Denver 80209-4602, Broadway Heights ID 0514121022000, \$699,000.

Barbara June Goss Co. to Brendan and Catherine Charles, property at 8 Ivanhoe St., Denver 80220-5838, Crestmoor Park ID 0608306008000/0608306009000, \$697,000.

Shadia Lemus to Kevin Baler, property at 9103 E. 36th Ave., Denver 80238-3507, Stapleton ID 012721020000, \$695,000.

FJ Progressive Builders Inc. to Amber Tuma, property at 4603 W. 33rd Ave., Denver 80212-1803, Cottage Hill ID 0230225014000, \$691,000.

1815 Grove LLC to Cole Douglas Newcomer, property at 1817 Grove St., Denver 80204-1730, Kittredges ID 0232311019000, \$680,000.

4435 Tejon LLC to Todd Hill Rose and Marianna Artemovych Rose, 4433 Tejon St., Denver 80211, property at 4435 Tejon St., Denver 80211-1546,

Caseys of A Portion of North Highlands ID 0221237023000, \$677,500.

Sarah Lou Asher to Timothy S. and Melody E. Hardy, property at 1130 Elm St., Denver 80220-4325, Keatings Colfax Avenue ID 0606127007000, \$677,000.

Mary Elizabeth Coll to Martha E. and Michael J. Peck, property at 2550 W. 43rd Ave., Denver 80211-1732, Perrins Blocks 1-3 ID 0220411027000, \$675,800.

26th Ave. LLC to Nathan Warren, property at 3636 W. 26th Ave., Denver 80211-4002, Lake Park ID 0231101015000, \$670,000.

Forty Seven Fifty Investments LLC to Jeffrey S. and Theresa M. Nation, 6757 S. Race St., Centennial 80122-1519, property at 4750 W. 13th Ave., Denver 80204-1109, ID 0506200133000, \$665,000.

Brandon Black to Sharon T. Quach, property at 655 S. Newport St., Denver 80224-1528, Hetzler ID 0617131005000, \$595,000.

1757 61 South Pennsylvania Street LLC to 1757 1761 South Pennsylvania Duplex LLC, 5250 W. Princeton Drive, Denver 80235-3127, property at 1757 S. Pennsylvania St., Denver 80210-3130, Grant ID 0522726017000, \$595,000.

Lauren Motley to Matthew E. Mientka, property at 647 N. High St., Denver 80218-3637, Capitol Hill South Division ID 0502424018000, \$590,000.

Paul W. and Sheila A. Fritts to Robert David Swift, property at 2404 N. Clarkson St., Denver 80205-5123, Kountze Addition ID 0235210009000, \$590,000.

Kevin R. and Angelina R. Burke to Kimberly M. Witt, property at 2322 Irving St., Denver 80211-4537, Witter & Coffields ID 0232215005000, \$585,000.

Tomasz Romanowski to Bradley A. Rokosz, 2680 S. University Blvd. Apt. 102-B, Denver 80210-6000, property at 2680 S. University Blvd., Denver 80210-6000, Cherrynorth Condominiums ID 0525322025025, \$580,000.

Lux Builders LLC to Joshua and Stephanie Leen, property at 3306 W. 17th Ave., Denver 80204-1609, Cheltenham Heights ID 0232316036000, \$579,900.

Lux Builders LLC to David Lee Young, property at 3308 W. 17th Ave., Denver 80204-1609, Cheltenham Heights ID 0232316036000, \$575,000.

Front Range Home Investments LLC to Grogan Proctor Family Trust, property at 1100 Jersey St., Denver 80220-4547, Colfax Terrace ID 0605231007000, \$575,000.

Robin R. and Nancy Kelly Staton to Malinda S. and Cem Urfalioglu, property at 474 N. High St., Denver 80218-4024, Williams Driving Park Addition to Denver ID 0511114003000, \$575,000.

Robert G. Smith to BWLLC, P.O. Box 102048, Denver 80250-2048, property at 1350 S. Corona St., Denver 80210-2306, Stebbins Heights ID 0523216007000, \$575,000.

Brenda S. and Lars J. Walberg to Ann M. and Russell W. Pellar, property at 450 S. Lafayette St., Denver 80209-2501, Parkside at Washington Park ID 0514216123123, \$571,500.

Benton J. and Amanda J. Bates to Lucy C. Pfeffer, property at 1490 S. Lincoln St., Denver 80210-2211, Sherman ID 0522126013000, \$570,000.

Justin Mazula to John and Melanie Fitzgerald, property at 891 14th St. Unit 4103, Denver 80202-3287, Spire Condominiums ID 0234544472472, \$565,000.

James Christopher Dapper to Hanh Nguyen, property at 1275 Clayton St., Denver 80206-3213, Rohlffings ID 0501226026000, \$565,000.

NT North S45 LLC to Laurent Alexandre and Elvira D. Lyons, property at 9475 E. Prairie Meadow Drive, Denver 80238-3933, Stapleton ID 0115210017000, \$563,600.

Michele S. Goodman to David Edwards, property at 1631 N. Emerson St. Apt. 417, Denver 80218-1477, Swallow Hill Residences ID 0235421088088, \$557,000.

Eliot Partners LLC to Justin J. Archuletta, property at 2223 Eliot St., Denver 80211-5133, Rathbone Heights ID 0232121020000, \$551,000.

Terrace Homes at Stapleton LLC to Darryn Zuehlke, 5378 Valencia St., Denver 80238-3842, property at 5440 Valencia St., Denver 80238-3843, Stapleton ID 0116126010000, \$544,500.

Thomas Wille to Laura and Jack Metier, property at 2233 Jasmine St., Denver 80207-3917, Grove Heights ID 0132218014000, \$540,000.

3224 W. 18th LLC to Erik A. and Amy P. Carr, property at 3224 W. 18th Ave., Denver 80204-1708, Thomas ID 0232315043000, \$540,000.

Delwest Capital Group LLC to Lauren and Ryan Hill, property at 2613 Elmira St., Denver 80238-2977, Stapleton ID 0127424014000, \$538,000.

Big D LLC to Jennifer Lea Garner, property at 3649 Osage St., Denver 80211-3059, Central Addition Town of Highlands ID 0228109016000, \$531,000.

Nicholas and Anna Christine Krasin to Elizabeth Taylor Walley, property at 480 S. Sherman St., Denver 80209-1702, Pomeroy South Broadway ID 0515111015000,

and Megan Kristine Blackstock, property at 159 Oneida Court, Denver 80220-6238, Lowry ID 0608130013000, \$600,000.

Louis and Gary Alan Oxman to ATOB50 LLC, 5994 S. Holly St. No. 180, Greenwood Village 80111-4221, property at 77 Kalamath St., Denver 80223-1549, Lake Archer ID 0509604066000, \$600,000.

Terrace Homes at Stapleton LLC to Brian Tellinghuisen, 5370 Valencia St., Denver 80238-3842, property at 5440 Valencia St., Denver 80238-3843, Stapleton ID 0116119045000/0116119029000, \$598,100.

Steven Frederick and Robyn Anne Truby to Andrew L. Schaefer, property at 4158 Decatur St., Denver 80211-1718, Boulevard Heights ID 0220416001000, \$595,000.

Brandon Black to Sharon T. Quach, property at 655 S. Newport St., Denver 80224-1528, Hetzler ID 0617131005000, \$595,000.

Jerry Neil and Elizabeth Ann Paul AB Living Trust to Dana S. and Benjamin F. Katz, property at 1975 S. Pennsylvania St., Denver 80210-4031, Santa Fe Second Addition Town South Denver ID 0527106037000, \$661,000.

Standard Pacific Colorado Inc. to Barclay J. Friesen, property at 5183 Yosemite Way, Denver 80238-3892, Stapleton ID 0116126010000, \$654,700.

Michael Dean Heurman to Carolyn E. James, property at 767 28th St., Denver 80205-3026, Case & Eberts Addition ID 0227616030000/0227616031000/0227616032000/0227616033000, \$640,000.

Amy Jo and Sepehr Pazard to Sharif Abdelhamid, property at 2945 E. 26th Ave. Parkway, Denver 80205-4701, Stake Addition ID 0225352018000, \$635,000.

Mag Builders Inc. to John J. Mastro, property at 2444 S. Lafayette St., Denver 80210-5119, Evanston ID 0526509006000, \$632,500.

Yvette Christine Armijo to Robert A. Williams, property at 1601 Osceola St., Denver 80204-1447, Piersons Addition to Denver ID 0231410080000, \$615,000.

Marilyn D. and Richard E. Dana to Ingrid M. Johnson, property at 520 Poplar St., Denver 80220-6146, Mayfair Park Blocks 3-9 ID 0608101002000, \$615,000.

Chengchung Ku to Qiang Li, property at 8534 E. 28th Ave., Denver 80238-2543, Stapleton ID 0128407002000, \$615,000.

Daniel Hauer to Jennifer L. and Joseph A. Buchholz, property at 3115 N. York St., Denver 80205-4166, Claytons Addition ID 0226601013000, \$610,000.

Bruce G. and Bruce C. Miller to Jay Roberts

and Megan Kristine Blackstock, property at 159 Oneida Court, Denver 80220-6238, Lowry ID 0608130013000, \$600,000.

Louis and Gary Alan Oxman to ATOB50 LLC, 5994 S. Holly St. No. 180, Greenwood Village 80111-4221, property at 77 Kalamath St., Denver 80223-1549, Lake Archer ID 0509604066000, \$600,000.

Terrace Homes at Stapleton LLC to Brian Tellinghuisen, 5370 Valencia St., Denver 80238-3842, property at 5440 Valencia St., Denver 80238-3843, Stapleton ID 0116119045000/0116119029000, \$598,100.

Steven Frederick and Robyn Anne Truby to Andrew L. Schaefer

LEADS

\$530,000.

James W. Holyfield to William Hummel and Julie Lincicome Hummel, 3333 E. Florida Ave., Denver 80210-2517, property at 3333 E. Florida Ave. Apt. 64, Denver 80210-2519, Biscayne ID 0524115064000, \$530,000.

Eliot Partners LLC to Peter Sauer, property at 2219 Eliot St., Denver 80211, Rathbone Heights ID 0232121021000, \$526,500.

Eliot Partners LLC to Joanne Chang, 2221 Eliot St., Denver 80211-5133, property at 2223 Eliot St., Denver 80211-5133, Rathbone Heights ID 0232121021000, \$525,500.

Cindi L. Doeschot to Margaret Jane Lafave, property at 150 S. Madison St. Unit 209, Denver 80209-3046, 150 South Madison ID 0512521092092, \$525,000.

Eliot Partners LLC to Kirk Tiley, 2217 Eliot St., Denver 80211-5133, property at 2215 Eliot St., Denver 80211, Rathbone Heights ID 0232121021000, \$522,500.

32 Lawrence LLC to Karl Umland, property at 3155 Lawrence St., Denver 80205-2318, Case & Eberts Addition ID 0226327021000, \$518,200.

Michael and Tami Mantia to Andrew Chemicis, property at 2602 W. 24th Ave. Unit 11, Denver 80211-4833, Highland Terrace ID 0232117047000 /0232117001000/023211703000/0232117027000 (10 parcels), \$516,000.

2400 Washington Street Townhomes LLC to Charles V. Pankey, property at 2430 N. Washington St., Denver 80205-3108, Kountze Addition ID 0235209019000, \$509,300.

Christopher J. Tyler to Lawrence P. Scibilia, property at 1411 E. 16th Ave., Denver 80218-1605, Fairbanks Townhomes Condominium ID 0235415032032, \$507,000.

Richard D. and Gretchen A. Ashburn to Paul and Nicole Grzybowski, property at 3158 Syracuse St., Denver 80238-3583, Stapleton ID 0128614022000, \$506,000.

Weekley Homes LLC to Christina Oberto, property at 5251 Willow Way, Denver 80238-3890, Stapleton ID 0116125008000, \$505,600.

DOUGLAS COUNTY

Pine River Trail LLC to Daniel J. and Rayna J. Oertli, property at 5133 Pine River Trail, Castle Rock 80108-8839, Castle Pines Village ID 235121430007, \$899,000.

Bryan L. and Carrie R. Thurlow to Julianne Melzo, property at 1405 Castlepoint Circle, Castle Pines 80108-8287, Castle Pines North ID 235108104016, \$639,900.

John D. Rattray to Sean C. and Camella R. Gullick, property at 590 Grey Squirrel Way, Franktown 80116-8762, Deerfield Unit 2 ID 250917004003, \$600,000.

Michele D. Palmer to Janet Hainline Revocable Trust, property at 15380 E. Cherry Creek Road, Larkspur 80118-5003, ID 277533000022, \$599,000.

Frank Vernon Trythall to CM Ventures LLC, 11955 S. Longs Bluff Way, Parker 80134-6692, property at 18505 Longs Way, Parker 80134, Twenty Mile Industrial Park ID 223315304018, \$594,900.

Shea Homes LP to James M. and Wendy R. Moe, property at 13825 Night Owl Lane, Parker 80134-9261, Meridian International Business Center ID 2233-193-12-021, \$530,800.

Karia and Ted Knapp to Kyle Andrew VanValkenburg, property at 565 Rita Place, Castle Pines 80108-3419, Green Valley ID 22333203053, \$524,000.

Calvin Robert III and Tracy Graeff to Colt M. Carlson, property at 8387 Briar Trace Way, Castle Pines 80108-5514, Castle Pines North ID 22313318004, \$520,000.

Jason and Lisa Nagaki to Joseph D. Yaskoweak, property at 4235 Manorbrier Circle, Castle Rock 80104-3407, Heckendorf Ranch ID 250523308026, \$500,000.

JEFFERSON COUNTY

Bears in Woods Trust to Edgerton III and Charlotta Scott, property at 3731 Overlook Trail, Evergreen 80439-7927, ID 51-051-00-017, \$2,100,000.

John and Linda L. Measner to West 13th LLC, 3200 E. Cherry Creek South Drive, Denver 80209-3244, property at 7095 W. 13th Ave., Lakewood 80214-4748, Lakewood Block 42 (apartments) ID 49-021-10-018, \$1,500,000.

Peggy and Donald Runyan to Scott E. and Julia A. Campbell, property at 14965 Wetterhorn Peak Trail, Pine 80470-9137, Preserve Pine Meadows Rural Cluster ID 71-184-01-003, \$1,175,000.

Gary Abbott and Joan Wallis to Ryan Ohayre, property at 2308 Fossil Trace Drive, Golden 80401-6149, Parfet ID 30-343-12-008, \$1,100,000.

Microproperties Indiana LLC to FCPT Holdings LLC, property at 3955 Wadsworth Blvd., Wheat Ridge 80033-4614, ID 39-233-00-020, \$1,078,200.

Infinity Home Collection at TR-ST LLC to Niles E. Yamada, property at 15338 W. Evans Ave., Lakewood 80228-6408, Solterra ID 40-251-02-069, \$923,100.

Daniel L. and Sheila R. Gray to Peter F. and Yvett R. Green, property at 22886 Solitude Lane, Golden 80401-8031, Riva Chase ID 40-173-01-080, \$875,000.

Kevin R. and Bridgette A. Ehly to Kevin Radey, property at 31340 Brookline Road, Evergreen 80439-8908, Hiwan ID 41-294-09-010, \$862,500.

Infinity Home Collection at TR-ST LLC to Brian and Tonya Gabbard, property at 15343 W. Evans Drive, Lakewood 80228-6449, Solterra ID 40-251-02-079, \$856,700.

Tri Pointe Homes Inc. to Dianna Dawn and Brian Paul Bitz, property

at 19721 W. 95th Place, Arvada 80007-7201, Candelas ID 20-211-01-012, \$800,100.

Fred Albert and Trudi Lynn Graffam to Peter B. and Susan L. Bishop, property at 8 Mountain Laurel Drive, Littleton 80127-2227, Ken Caryl Ranch Valley ID 50-254-04-027, \$800,000.

Raymond P. and Lisa M. Martinez to Richard P. and Laura Sears, property at 10274 W. Wesley Drive, Lakewood 80227-2286, Overlook at Bear Creek ID 49-284-14-007, \$787,500.

Cardel Homes U.S. LP to David L. and Lourdes M. Swanson, property at 15728 Weaver Gulch Drive, Morrison 80465-8511, Lyons Ridge ID 50-132-10-014, \$772,900.

Edwin E. and Cindy W. Gwozdz to Gilles Gaumond, 11437 W. 76th Place, Arvada 80005-3487, property at 33589 Lytle Dowdle Drive, Golden 80403-8617, Pootles Camelot ID 21-182-02-008, \$770,000.

Kurt E. and Barbara E. Allison to Blackford Family Living Trust, property at 7665 Umber Court, Arvada 80007-8531, Spring Mesa ID 20-353-01-010, \$765,000.

Brian M. and Kristine A. Gwin to John Lawrence Knotts and Mandy Day Knotts, property at 31057 Shawnee Lane, Evergreen 80439-8941, Hiwan ID 41-321-02-020, \$700,000.

Drew T. and Rita A. Aliperto to Patricia and Edward Gumieniak, property at 7629 Youngfield St., Arvada 80005-2953, Double E Ranch ID 29-322-04-017, \$700,000.

Andy Duong to James Morgan, property at 11283 W. Asbury Ave., Lakewood 80227-1960, Heritage West ID 49-282-07-018, \$700,000.

Michelle M. Parr to Craig A. and Denise M. Brown, property at 19591 W. 55th Lane, Golden 80403-2039, Tablerock ID 30-152-01-127, \$698,000.

Remington Homes Colorado Inc. to Robert D. and Barbara E. Harding, 2099 Island Lane, Evergreen 80439-8969, property at 8448 Quartz Way, Arvada 80007-6731, Leyden Rock ID 20-264-06-038, \$686,600.

Benjamin H. and Teri Martin to Lauren Xavier, property at 17421 N. Canyon Road, Littleton 80127-9526, ID 60-142-00-003, \$685,000.

Reinhold Applehans to Allen F. and Susan J. Klarfeld, property at 6973 Secret Court, Arvada 80007-7651, West Woods Ranch ID 30-021-02-039, \$680,000.

Remington Homes Colorado Inc. to Cordon J. and Paula D. McClurg, 6770 Westwoods Circle, Arvada 80007-7084, property at 8416 Quartz St., Arvada 80007-6732, Leyden Rock ID 20-264-06-032, \$669,500.

Raymond P. Jr. and Laura L. Goodrich to Brian D. and Sara P. Struzeski, property at 2132 S. Parfet Drive, Lakewood 80227-1902, Heritage West ID 49-282-09-011, \$669,000.

Kathleen D. Boland to Rocking Horse LLC, 2322 Hudson St., Denver

80207-3260, property at 409 Cheyenne St., Golden 80403-1404, Barbers Addition ID 30-284-06-006, \$662,500.

Taylor Morrison Colorado Inc. to Kevin James Masar, property at 16059 W. 84th Loop, Arvada 80007-6709, Leyden Ranch West ID 20-252-05-003, \$658,700.

Cardel Homes U.S. LP to Gregory C. and Kimberly Amos, property at 2244 S. Norse Way, Lakewood 80228-6422, Solterra ID 40-253-06-030, \$648,400.

Howard S. and Loretta K. Jeross to Stephen and Kelly M. Schurger, property at 3060 Cole St., Golden 80401-1528, Applewood Mesa Ranchettes ID 39-304-02-020, \$643,000.

Pester Marketing Co. to 1401 Sheridan Blvd LLC, 5200 S. University Blvd., Greenwood Village 80121-1605, property at 1401 Sheridan Blvd., Lakewood 80214-2250, West Colfax Blocks 1/2 ID 49-011-01-003, \$637,500.

Michael L. and Cynthia A. Rable to Linda R. Abadjian, property at 30858 Evening Star Lane, Conifer 80433-8816, Conifer Mountain Unit 6 ID 61-212-01-019, \$634,000.

Thomas Krisher to Heath S. Haley, property at 10394 Georgia Circle, Morrison 80465-2314, Hilldale Pines ID 60-164-01-033, \$629,900.

Epic Homes at Leyden Rock LLC to Johann S. and Joan Kim, property at 19349 W. 88th Drive, Arvada 80007-7305, Leyden Rock ID 20-223-01-104, \$626,200.

Dykstra Living Trust to Anthony J. and Janet L. Ianni, property at 908 Coneflower Drive, Golden 80401-9206, Genesee ID 40-184-03-003, \$616,000.

Roxanne and Derek Blea to Ricky J. and Rhonda L. Gibson, property at 5243 S. Ward St., Littleton 80127-4439, Belleview Acres ID 59-172-01-001, \$615,000.

Nicholas M. Vigil to Elite Diversified Private Equity LLC, 660 N. Logan St., Denver 80203-3611, property at 1205 Benton St., Lakewood 80214-2257, Shicago ID 49-011-13-014, \$600,000.

Patricia I. Dent to Thomas and Laura Kelly, property at 854 Aster Way, Golden 80401-9201, Genesee ID 40-184-02-005, \$583,000.

Richard Brian Williamson and Ladayne King Williamson to Domenick Traina, property at 29799 State Highway 72, Golden 80403-8473, ID 21-091-00-003, \$570,000.

Rebuild DNV LLC to Lawson S. II and Elizabeth Ann Parker, property at 2530 S. Chase Lane, Lakewood 80227-4007, Thraemoor ID 49-254-14-046, \$569,000.

Harold W. II and Harold W. Allen to Fenton Street Investors LLC, 7931 S. Broadway No. 126, Littleton 80122-2710, property at 11911 Antler Trail, Littleton 80127-9741, ID 60-263-00-006, \$568,000.

Walter E. Hane to RS Evergreen LLC, property at 30536 Bryant Drive, Evergreen 80439, ID 51-

042-00-006, \$567,000.

Glenn B. Ehlers to Paul J. and Carol Hughes, property at 15073 S. Elk Creek Road, Pine 80470-9203, ID 71-161-00-007, \$565,000.

Ronald J. Studeny to Shelby and Craig R. Meyers, property at 13786 W. 58th Drive, Arvada 80004-3732, Candlelight ID 39-074-06-024, \$562,500.

Lennar Colorado LLC to Matthew Wesley and Gina Marie Cummin, property at 18705 W. 84th Place, Arvada 80007-7220, Leyden Rock ID 20-271-10-004, \$552,300.

Meritage Homes Colorado Inc. to Ronald Holbrook and Amy Atkinson Hill, property at 8704 Yucca St., Arvada 80007-7239, Leyden Rock ID 20-271-07-007, \$544,600.

Vaughn G. and Rene A. Marshall to Brenda Lopp Courson, property at 1212 Fairbanks Court, Evergreen 80439-9684, Lodges in the Ridge at Hiwan ID 41-201-01-145, \$540,000.

Jeff P. O'Leary to Adam L. and Dana M. Lewis, property at 10893 W. Hinsdale Drive, Littleton 80127-6016, Songbird ID 59-283-12-075, \$540,000.

Tri Pointe Homes Inc. to Brian Christian and Sheila Ann Winsor, property at 8695 Wilkerson St., Arvada 80007-7247, Leyden Rock ID 20-262-17-001, \$535,800.

William Lyon Homes Inc. to Iwona A. and Witold A. Milkowski, property at 17639 W. 94th Drive, Arvada 80007-8257, Candelas ID 20-232-05-027, \$535,200.

Diane L. Runden to Sherry Cowart, property at 13320 W. 78th Ave., Arvada 80005-2705, Cameo Estates ID 29-311-03-014, \$530,000.

Craig R. and Shelby Meyers to Dennis A. and Alicia A. Marin, property at 16866 W. 62nd Place, Arvada 80403-2622, Sunrise Ridge ID 30-111-04-023, \$525,000.

Lorene Kay Fleming to Fred Kinat Jr., P.O. Box 927, Evergreen 80437-0927, property at 8339 Tabor Court, Arvada 80005-5261, Overlook at Standley Lake ID 29-294-01-031, \$525,000.

Elizabeth Leon Harris to Gerald R. and Donna N. Myers, property at 825 Fox Hollow Lane, Golden 80401-0908, Eagle Ridge ID 40-033-01-138, \$525,000.

Lennar Colorado LLC to Scott D. Ehlers, property at 19563 W. 58th Place, Golden 80403-2208, Hawthorn ID 30-103-19-002, \$523,300.

Cardel Homes U.S. LP to Virgil and Janell Nichols, property at 15415 W. Baltic Ave., Lakewood 80228-6412, Solterra ID 40-253-01-029, \$519,700.

Nicolas R. and Jyllian R. Delgado to Phillip R. and Stefanie J. Porter, property at 8413 Gladiola St., Arvada 80005-1439, Village of Five Parks ID 29-303-03-235, \$515,000.

Nicholas A. and Tammie J. Martin to John R. and Amy Patti, property at 13341 W. Bellwood Ave., Morrison 80465-1185, Red Rocks Point ID 59-074-11-020, \$511,500.

Debra Hickey to Duane and Jamie Monroe, property at 11796 W. Belleview Drive, Littleton 80127-6230, Davids Place ID 59-171-15-014, \$505,000.

Scott J. and Tabitha A. Velasquez to Joshua A. Velasquez, property at 8163 S. Carr Court, Littleton 80128-5305, Fairview Heights Block 1-25 ID 59-344-17-015, \$502,000.

Jack C. Fraser to John S. Roberts and Amanda Blinn Roberts, property at 7520 Loveland Circle, Arvada 80007-7963, Saddle Brook ID 20-364-10-024, \$500,000.

▶ New Lawsuits Filed

ADAMS COUNTY

Michael Alan Van Prooyen vs. Massage Envy Spa/aka Massage Envy Thornton, personal injury, case #16CV31858, 11/17/16.

American Roofing Supply Inc. vs. Zio Roofing & Construction LLC/Bryan Sparks, breach of contract, case #16CV31872, 11/21/16.

Ditch Witch Financial Services/A Program of Bank of the West vs. Selcon Utility Inc./Christopher W. Frain/Charles Andrew Shaffer, breach of contract, case #16CV31874, 11/21/16.

Melissa Singleton vs. Meat Cleaver LLC/dba Meat Cleaver Game Processing/Rome's Sausage Co. et al., personal injury, case #16CV31896, 11/23/16.

American Industrial & Construction Supply vs. Street Wise LLC/James Crowe, breach of contract, case #16CV31897, 11/23/16.

Michael Williams vs. Louis Ferguson/dba Ferguson Custom concrete/dba StoneAge Concrete and Masonry, money, case #16CV31900, 11/23/16.

Waste Management of Colorado Inc. vs. Mesa Oil Inc., money, case #16CV31911, 11/28/16.

Clay Willhite as next friend of Cameron Willhite a minor vs. B&B Investment Co. LLC/dba B&B Promotions/Christopher Michael Boesel et al., personal injury, case #16CV31912, 11/28/16.

Eve Meyer vs. Diskriter Inc., wages, case #16CV31915, 11/29/16.

ARAPAHOE COUNTY

Brian Pontarelli vs. Volkswagen Group of America Inc./Volkswagen Aktiengesellschaft, fraud, case #16CV32783, 11/18/16.

Stanley R. Schoen Realty LLC vs. ADG Herbal Medicine Inc./dba Frosted Leaf/Kiri Humphrey, breach of contract, case #16CV32784, 11/18/16.

Atlantic Specialty Insurance Co. vs. Stacie Roman vs. BNSF Railway Co./American Auto Works LLC, negligence, case #16CV32785, 11/18/16.

Golden Belt Bank FSA vs. TML Enterprises Inc./Combined Holdings Inc., money, case #16CV32801, 11/21/16.

Colorado EC Land LLC vs. Eric R. Miller/

PNQ LLC/Tall Grass CC Owners Association Inc., breach of contract, case #16CV32811, 11/22/16.

Farm Credit Services of America PCA vs. Dave Keown/dba The Farm/Linnebur Auctions Inc., breach of contract, case #16CV32817, 11/22/16.

Rebecca Jones vs. Terace Park LLLP/ComCAP Management LLC/De Lage Land Financial Services Inc., personal injury, case #16CV32820, 11/22/16.

Salvatore A. Larosa vs. Joro Ivanov/Elizabeth Swift/Lyft Inc., personal injury motor vehicle accident, case #16CV32833, 11/26/16.

Lisa Quillin as Attorney-in-Fact of Barbara Quillin vs. 656 Dillon Way Operations LLC/dba Aspen Center/Genesis Healthcare LLC et al., negligence, case #16CV32838, 11/28/16.

American Family Mutual Insurance Co. vs. RRE Centennial Holdings LLC/dba Verona Apartment Homes/IRG Construction Group et al., money, case #16CV32842, 11/28/16.

Dawn Dwyer vs. Darrell Stern/Stern LLC, employment discrimination, case #16CV32849, 11/29/16.

Cach LLC vs. Ricardo Tome/Miracle Investments Inc., money, case #16CV32854, 11/30/16.

CP Denver Retail I Inc. vs. Paul Carpenter/dba U.S. Martial Arts/C&C Enterprises LLC, breach of contract, case #16CV32861, 12/01/16.

▶ Court Judgments

ADAMS COUNTY

Sherwin-Williams Co. vs. Straight Line Painting Inc., \$5,987, plaintiff, case #16 C 044824, reception no. 2016000101798, 11/28/16.

Capital 1 Bank USA NA vs. Elmo Najjar/ Najjar & Son Trucking, \$3,591, plaintiff, case #10 C 063716, reception no. 2016000102276, 11/29/16.

Adams County Board of Commissioners vs. BVSC Property LLC, \$500, plaintiff, case #14 C 047035, reception no. 2016000103106, 11/30/16.

Board of County Commissioners of Adams County vs. Riverdale Nursery LLC, \$3,940, plaintiff, case #15 C 042417, reception no. 2016000103105, 11/30/16.

Adams County Board of Commissioners vs. BVSC Property LLC, \$2,475, plaintiff, case #14 C 047035, reception no. 2016000103107, 11/30/16.

Adams County Board of Commissioners vs. Reliable Development LLC, \$1,500, plaintiff, case #16 C 043221, reception no. 2016000103157, 11/30/16.

ARAPAHOE COUNTY

M&N Plumbing Supply Co. vs. Alfa Design and Construction Inc., 16950 E. Hinsdale Ave., Foxfield 80016, \$12,389, plaintiff, case #14 C 030262, reception no. D6132603, 11/17/16.

BOULDER COUNTY

BC Services Inc. vs. Left Hand Trailers Inc./John Conlogue, \$1,870, plaintiff, case #14 C 031078, reception no. 3558360, 11/21/16.

CLASSIFIEDS

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LEGAL NOTICES

**STATE OF COLORADO
COLORADO DIVISION OF
INSURANCE
SYNOPSIS OF ANNUAL
STATEMENT FOR THE YEAR
2015 RENDERED TO THE
COMMISSIONER
ISDA Fraternal Association
NAIC Number 56707
419 Wood Street
Pittsburgh PA 15222-1825
Assets...\$75,348,572
Liabilities...\$67,922,101
Capital and Surplus / Policy-
holder Surplus...\$7,426,471
Division of Insurance
Certificate of Authority**

TO WHOM IT MAY CONCERN:
This is to certify that ISDA Fraternal Association, organized under the laws of PA, subject to its Articles of Incorporation or other fundamental organizational documents and in consideration of its compliance with the laws of Colorado, is hereby licensed to transact business as Fraternal Benefit Society insurance company, as provided by the Insurance Laws of Colorado, as amended, so long as the insurer continues to conform to the authority granted by its Certificate and its corporate articles, or it Certificate is otherwise revoked, canceled or suspended.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the official seal of my office to be affixed at the City and County of Denver this first day of March, 2016.

Marguerite Salazar
Commissioner of Insurance

NOTICE OF PUBLIC HEARING

**COLORADO HOUSING AND
FINANCE AUTHORITY
MULTIFAMILY HOUSING
REVENUE BONDS
(OAKRIDGE CROSSING
PROJECT) SERIES 2017**

NOTICE IS HEREBY GIVEN that a public hearing pursuant to Section 147(f) of the Internal Revenue Code of 1986, as amended (the "Tax Code") will be held by the Colorado Housing and Finance Authority (the "Authority"), as the representative of the State of

Colorado (the "State"), on Friday, December 23, 2016, at 9:00 a.m., at 7595 Technology Way, Denver, Colorado, for the purpose of providing a reasonable opportunity for interested individuals to express their views, either orally or in writing, on the proposed issuance by the Authority of the above-captioned bonds (the "Bonds") and the Project described below. The Authority has been requested to make available proceeds of the Bonds to be issued in a principal amount not exceeding \$16,000,000, to finance a portion of the costs of the construction and equipping of a 110-unit multifamily housing project for seniors, consisting of 85 one-bedroom units and 25 two-bedroom units (the "Project"), to be located on Mcmurry Avenue, southeast of the intersection of Mcmurry Avenue and Oakridge Drive (south of E. Harmony Road), in Fort Collins, Colorado. The Project will be owned and operated by Oakridge Crossing, LLLP. THE BONDS SHALL BE SPECIAL, LIMITED OBLIGATIONS OF THE AUTHORITY. THE AUTHORITY WILL NOT BE OBLIGATED TO PAY THE BONDS OR THE INTEREST THEREON, EXCEPT FROM THE ASSETS OR REVENUES PLEDGED THEREFOR. IN NO EVENT SHALL THE STATE OR ANY POLITICAL SUBDIVISION THEREOF (OTHER THAN THE AUTHORITY) BE LIABLE FOR THE BONDS, AND THE BONDS SHALL NOT CONSTITUTE A DEBT OF THE STATE OR ANY SUCH POLITICAL SUBDIVISION THEREOF. THE AUTHORITY DOES NOT HAVE THE POWER TO PLEDGE THE GENERAL CREDIT OR TAXING POWER OF THE STATE OR ANY POLITICAL SUBDIVISION THEREOF. THE AUTHORITY HAS NO TAXING POWER. The Authority will, at the above time and place, receive any written comments from and hear all persons with views in favor of or opposed to the plan of financing, the proposed delivery of the Bonds and the use of the proceeds thereof to finance the Project. It is intended that the interest payable on the Bonds be excludable from the gross income of the owners thereof for federal income tax purposes pursuant to the applicable provisions of the Tax Code. A

report of the hearing will be made to the Treasurer of the State who will consider the delivery of the Bonds for approval. Approval of the Bonds by the State through its Treasurer is necessary in order for the interest payable on the Bonds to qualify for exclusion from the gross income of the owners thereof for federal income tax purposes.

Dated: December 9, 2016

COLORADO HOUSING AND
FINANCE AUTHORITY

PROFESSIONAL CAREER SEARCH

Interested candidates send resume to: Google Inc., PO Box 26184 San Francisco, CA 94126 Attn: A. Johnson. Please reference job # below: Software Engineer (Boulder, CO) Design, develop, modify, &/or test software needed for various Google projects. #1615.10866 Exp Incl: Java, Python, or SQL; relational databases; distrib systems & computing; unit & integration testing; & Linux.

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00	MITSUBISHI	ECLIPSE	V124746
93	FORD	RANGER	VC76428
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OPINION

The Business Journal welcomes letters to the editor

Send letters to the Denver Business Journal
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READER COMMENTS

Cherry Creek Shopping Center parking fees

Our stories recently about plans to impose parking fees at Cherry Creek Shopping Center (bizj.us/1oyq56) and (bizj.us/1oy016) continued to generate comment from readers.

“With the number of choices there are in the Denver metro area for quality retail shopping the mall retailers will probably see a drop in business with the introduction of fee parking.”

ED BOYLE

“It’s a way to penalize the people who did not cause the problem.”

PAMELA ZUBAL

“I’m done with this place. Good luck.”

WESLEY HERRING

“Not shopping there anymore.”

RHIANNA TANIGUCHI

“Can’t wait! It will be so easy to find a parking spot! But, I won’t be going to any movies there.”

KERRY WADE COY

Future of the economy

In a recent Business Pulse poll we asked if readers thought the economy will get better, worse or stay the same with Donald J. Trump as president. About 45 percent of those people responding said the economy would get at least a little better during a Trump administration; 31 percent said it would get at least a little worse. Here’s what a few people had to say in their comments:

“For me, I’m betting \$200 million in development spending that it’s going to get better.”

PAUL NINO

“Think positively people! We all will participate in moving forward and living better.”

CRAIG CARSON

“A trillion for infrastructure with a massive tax cut.....you do the math. Positive enough?”

GARY FRIEDMAN



THINKSTOCK

Solving energy and environmental issues with rational energy policy

Susan Sarandon outside the U.S. District Court in Washington. Shailene Woodley and Rosario Dawson at Union Square in New York.

Karenna Gore in Boston. All have used their celebrity names recently to protest pipeline projects and back a “Keep It in the Ground” movement that forbids fossil fuel production and infrastructure on public and private lands, regardless of any safety or regulatory stringency or its adverse impact on Americans who can’t afford higher energy bills.

Some, like Gore and Woodley, have even been arrested for it. This behavior, however unlawful, has mass-produced copycats nationwide, including Colorado, and it’s churning out one headline after another.

You know who isn’t making headlines? The 200-something breweries in Colorado that lean on energy to roast barley, power bottling equipment, and fuel delivery trucks, and the state’s 37,000 farmers who depend on local energy to manufacture fertilizer and fuel farming equipment and delivery trucks, the latter of which brings locally-grown, sustainable foods to table tops across our state.

And beer isn’t only a Colorado-made necessity – hey, in Colorado, beer is life – that energy helps manufacture. There are infinite examples of how energy touches Coloradoans’ lives daily.

You know the microchips that store vital patient data? The plastic used in life-saving equipment and modern prosthetics? All made in large part by Colorado energy.

The same applies for durable, waterproof fibers used in sportswear, and the stuff that makes snowboards flexible. Even chairlifts used for skiing – all made or powered, in some way, shape or form, by energy produced here in the Centennial State.

In fact, a Colorado campaign we ran earlier this year called “Know the



Andrew Browning is chief operating officer for the Consumer Energy Alliance. He can be reached at 713-337-8800 or via email at info@consumerenergyalliance.org.

Value” generated nearly 5.5 million video views to support a drive that asks both sides of the debate to come together and have a rational discussion about energy production.

Why was this campaign important? Many people don’t realize this, how energy is the No. 1 recurring ingredient in the creation and manufacturing of just about everything around them. Maybe you didn’t either.

And now Consumer Energy Alliance (CEA) is working on creating a similar dialogue about the benefits of pipeline infrastructure across the U.S.

Our efforts couldn’t be more different than what you’ve seen recently from misguided protesters and Hollywood backers. Instead of supporting a movement that promotes trespassing and aggressive behavior, we aim to educate families, households and small businesses about the importance of U.S. energy infrastructure – to their wallets and their health.

Recent reports have reiterated the economic benefits. One study, by IHS Global Insight, revealed that U.S. shale gas production contributed \$156 billion to real disposable income in 2015, meaning the average American family kept an extra \$1,337. Another analysis, from the U.S. Energy Information Administration, showed that oil and gas development has improved the average cost of living for Americans by nearly \$750 a year since 2008. That may not be real money to Susan Sarandon, but it is a game-changer

for most families.

Yet you rarely, if ever, hear about these benefits. It’s time that changed.

With global energy demand projected to swell by 25 percent in the next 15 years, and with 80 percent of that demand expected to come from fossil fuels, it’s clear that moving energy via rail and road alone won’t meet our escalating energy needs. More expensive renewable energy sources like solar and wind, while fast growing and imperative to maintaining an all-of-the-above energy policy, won’t cut it alone, either.

That means we need more constructive solutions to the problems we all share, such as improving environmental safeguards, perfecting energy security, fortifying global competitiveness, stimulating the economy, and fortifying grid reliability – not political conflict. These are also issues we can solve together, without trespassing or acts of aggression against each other, or regulations that shackle industry and act as a tax hit on the millions of cash-strapped families, seniors and small businesses that lean on it.

The “Keep It in the Ground” effort, and its “us-against-them” mentality, doesn’t advocate for this type of diplomatic outcome, but a rational energy policy will – if we can bring both sides to the table, peacefully.

► WHAT DO YOU THINK?

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A few guidelines: keep it brief and civil and remember to mention which news story you’re writing about. No anonymous letters will be printed. All submissions become the property of the Denver Business Journal and will not be returned. Submissions may be edited and may be published or otherwise used in any medium.

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